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The role of Servant Leadership in Predicting of Organizational Learning (The Case Study of Youth and Sport General Administration Employees)

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ABSTRACT

The purpose of present study is the investigation the role of servant leadership components in predicting organizational learning. For this purpose, by using a simple random sampling, 150 employees of the youth and sport general administration in Fars province, were selected and responded a self-report questionnaire consisting of scale organizational learning Gomez *et al* (2005) organizational learning scale and Gholipour *et al* (1388) servant leadership scale. The results of the study, overall, indicated that servant leadership components (kindness, modesty and humility, reliability and serving) are positive predictors of organizational learning. Also, the results showed that among the components of servant leadership, serving has the highest share in predicting organizational learning. In addition, the components of servant leadership altogether have explanation eighteen percent of the variance of the organizational learning in the variance of the general administration of youth and sport.

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INTRODUCTION

According to the role and the importance of human resources in the success of organizations, the organizations can ensure their survival in the face of rapidly changing and competitive markets that have manpower with a high learning and have been the goals and mission of the organization. In fact, learning is, the main factor, the key and required for organization that wants to remain in place in the economy of the new world [11]. In this between the general administration of youth and sport the general directorate of youth and sport that affecting reference over all sports activities and issues related to youth affairs is and has significant role in the promotion of sport and health, Stable development and the proudness of the country, and is always exposed to rapid changes. In this conditions, relation and interaction of this organization with various factors such as government, financial sponsors and other national and international sport organizations and the most important ones of social, economic, political and cultural has created Special conditions for the organization stakeholders. So this organization should through continuous learning, prepare the employees to meet with changes and for having the ability to adapt with conditions, changes and today's challenges, it must be paid to learning institutionalization within organization till able to do the Successful missions and assigned tasks duties take step in way of the culture promotion, health and athletics sport, and professional. So with this in mind this point that increasing the effectiveness of organization and efficiency in sports organizations is subject to raising of employees' learning level, paying attention to promoting the employees' learning is really important. In recent years behavior change is mentioned as the most fundamental pillar learning. For example, organizational learning is defined as a process of improving to works and organizational performance through better knowledge and more effective cognition [12] so, Alegre & Chiva [14] defined the organizational learning as key process, that organization learn through it and this learning means, any change in the organizational models that leads to the maintain or improve organizational performance. In other conceptualization of the Neefe [13] knows the dimensions of organizational Learning including the common outlook, organizational culture, work and team learning, knowledge sharing, participatory leadership and employee's competences development. Gomez *et al* [9] also from the strategy perspective and as a basis for competitive advantage, the organizational learning, conceptualization and Includes four components of management commitment, system perspective,

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openness and openness & experimentation and knowledge transfer & integration that called them organizational learning capabilities, are known. In recent years, studies have been investigated the role of some variables such as organizational intelligence [3], empowering staff [2], dimensions of knowledge management [1] and ...for forecasting organizational learning. On the other hand according to the rapid changes and the sport organizations missions which referred to it, the need for a leadership new paradigm in this organizations, can be seen more than any other time. One of the leadership forms is servant leadership that from the angle of service offering, growth, development and empowerment is focused to the relationship between leader and followers [4]. Servant leadership is phrase the understanding and practice So that leader has prefer the interest of others on willingness and personal interest itself. Servant Leadership has the emphasis and focus on individuals who are his followers [15]. Servant leadership term by Robert Greenleaf was enter to leadership arena [16]. Servant leader's task is that, the foster of staff intelligence and manners and gives them the ability that the delivers emerging limit of fullest their capabilities. so far, several researches pay attention to relationship between transformational leadership and organizational learning. for example Mirkamaly *et al* [21] showed that organizational learning is transformational leadership components forecast among the saipa automotive company Staff. creating of win-win situation in servant leadership causes the individuals feel winnig after finishing work. in pyramid of Servant Leadership at the bottom the leaders are placed and serve to their followers, so it can be the model of "inverted pyramid" belongs to the essence and nature of servant leadership. including the characteristics of servant leadership considering in this study that can be noted to(kindness, modesty and humility, reliability and serving). so far, several researches pay attention to relationship between transformational leadership and organizational learning. for example Mirkamaly *et al* [21] showed that organizational learning is transformational leadership components forecast among the saipa automotive company Staff. also in another research on over university territory research staff, zarei matin etal showed that the spiritual leadership through some actions like shared vision for staff, and efforts to organizational culture establish are based on human values that can help to create and reinforcement learning space in organization. Abbasi and Hejazi [7] also in research on over staff of agriculture college showed that transformational leadership components are predicator of organizational learning. in abroad also several studies are considered the relationship between leadership styles and organizational learning. for example Aydin&Ceylan [18], in the research over the metallization workshop staff achieve these results that ,there is a positive significant correlation between the spiritual leadership dimensions (outlook, faith to work, altruistic love, significantly and membership) and organizational learning capability [18]. the results of Kurland *et al* [17] also showed that transformational leadership style can be predictor of organizational learning processes and outlook by transformational leader on staff is formed, the most powerful is in Creating and development and organizational learning. Zagurseket *et al* [19] also suggest that transformational leadership, encourage open collaboration, and are foster discourses culture ,openness,trust and communication among team members. and facilitate cognitive and behavioral changes of the organizational members,that is the result of organizational learning. according to the research empirical history, we find that until ,Scholars within abroad were not considered, the relationship between servant leadership styles and organizational learning and especially in the researches have been done , the more in educational and industrial organizations and were focused on the other leadership styles. therefore, this study with the aim the investigate of the relationship between servant leadership and organizational learning in the youth and sport general administration in fars province would be done.

Methodology:

The present study from the perspective of nature and method is descriptive and the type of it is correlation. statistical society of this research, is including any staff of the youth and sport general administration in fars province in years of (93-92). Selected direction of the Statistical sample in this study because of the availability of sampling frame, by using as simple random sample were selected 150 people the youth and sport general administration in fars province of staff.

For measuring the organizational learning of goomazh *et al* standard questionnaires and for measuring the servant leadership of gholipour *et al* questionnaires was used. cronbach's alpha coefficients obtained for the components of kindness, modesty and humility, reliability and serving. in order to, times 73/0, 77/0, 81/0 and 74/0 to 83/0, and for organizational learning scale was obtained with times 0/83 that all indicate measurements stability of the research questionnaires. in addition, research questionnaire content validity was approved based on the experts several opinions.

Findings:

In table 1, the correlation matrix and descriptive statistics indicators for the examined sample including average, standard deviation, tilt and elongation for research variables is given.

According to Table 1, we see that among the components of servant leadership in order to the servicing (29/0), reliability (26/0), love (25/0) and modesty and humility (21/0), the highest to the lowest level correlation with organizational learning they have that all of this coefficients are at significantly levels 01/0. in the

continuation the related results of regression analysis is offered in order to organizational learning forecast based on servant leadership components.

Table 1: Correlation matrix of variables.

5	4	3	2	1	Variables
				1	Love
			1	0/18**	Modesty and humility
		1	0/25**	0/15**	Reliability
	1	0/19*	0/22**	0/14**	Service
1	0/29**	0/26**	0/21**	0/25**	Organizational Learning
51/30	15/03	15/23	12/85	13/83	Average
5/96	3/86	4/13	3/91	2/70	Standard deviation
0/14	0/95	0/36	0/24	0/19	Tilt
-0/28	0/92	0/34	0/03	0/93	Elongation

Table 2: Summary of regression analysis based on the components of servant leadership, organizational learning.

sig	F	R ²	R	Dependent variable
0/000	19/20	0/18	0/43	Organizational Learning

As can be seen in table 2, the explained variance level of organizational learning is (43/0) by components of servant leadership which according to the observed F (20/19), in the meaningful level is 001/0. therefore The relationship between the components of servant leadership and organizational learning are accepted and we conclude that the components of Servant Leadership have the ability to predict organizational learning. Regression coefficients are given in the following related table.

Table 3: Regression coefficients of organizational learning based on the components of servant leadership.

sig	T	β Beta	Std. error	B	independent variable
0/000	3/61	0/18	0/07	0/36	Love
0/012	2/52	0/13	0/05	0/23	Modesty and humility
0/002	3/15	0/16	0/07	0/23	Reliability
0/000	4/20	0/21	0/04	0/17	Service

As, can be seen in table 3 the level of beta that observed in love component is equal to 18/0 that with considering the amount (61 / 3t =) in level 01/0 is significant. So we can say that each increase unit in the love component increases the organizational learning to level the 18/0. Beta deal is obtained modesty and humility component is equal to 13/0 according to (52 / 2t =) is significant in level of 01/0. accordingly, each increase unit in modesty and humility component is increases to level of 13/0 the organizational learning. obtained beta deal for reliability component is equal to 16/0 according to (15/3 t =) is significant in level 01/0. therefore, each increase unit in the reliability is increases to level of 16/0 the organizational learning. obtained beta deal for servicing component is equal to 21/0 according to (20/4 t =) is significant in level 01/0.

Discussion and Conclusion:

The study aimed to investigate the components role of servant leadership in organizational learning prediction was performed. In order to achieve this goal, according to the empirical and theoretical background, the hypotheses that adjusted and by using regression analysis method were tested. results of regression analysis showed that components of servant leadership explains only the percent of organizational learning variance. Generally, the results of the research has provided the suitable experimental support in association with the role of leadership style in promoting organizational learning the staff of youth and sports administration. as each of the four components of servant leadership (kindness, humility, reliability, service) in research which researchers focus on them had the positive role in promoting and organizational learning prediction. in this regard, Shine also suggests that transformational leadership and organizational learning are intertwined and in most organizations, these two variables are counted the necessary strategies for changes [20]. the results showed that servicing component ratio to the other components of servant leadership, having more power to predict organizational learning. so, while the managers of sport and youth administration are shown the servicing to staff in the behaviors, attitudes and their values, And will have service by providing information, financial resources, time, attention and favor to their staff, will cause the staff more Confidence to their skills and abilities and in result increase competency feeling in them and provided the field for organizational learning promoting. also the results showed that the component of leader humility and modesty is positive predictors of organizational learning so if the staff of the Office of Youth and Sports managers receive rewards that is the proportional with performance, the sense of security of staff and belonging will increase. and as a result in line with the study results will be provided one of basic substrates of growth organizational learning. also, in this regard, Kastiglivan also emphasizes the organizational learning process is based on workplace, the workplace encourage members of organization in all of levels to their ideas and insights sharing [21]. another the result of this study, significant the relationship between the components of reliability and leaders kindness with organizational learning improve. this point suggests that when managers, give enough

independence and autonomy to staff, and staff find the opportunity that keep their skills and abilities freely and without fear of error, mistake, and punish to appearance arena, to feeling the competency and efforts to direction increasing the level of organization's learning and them. also, if managers of youth and sports administration establish their relationship with their staff on the basis of love and affection and look at the subordinates as a perfect man, human with needs, wants and different desires, then with reinforced open and honest relationships with employees will be provided the field increase organizational learning. overall, this results, with the previous research results based on the existence the relationship between other leadership styles with organizational learning corresponded in other organizations [5,6,7,18,17] at the end, according to the results of this study it is suggested that the managers and staff of the sport and youth department with adoption of appropriate and proportionate leadership style adoption with sports organizations space provided the fields of organizational learning promotion So it can easily adapt to its with increasing changes wave and carry out its mission.

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