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THE EFFECT OF MANAGERIAL AND PARTICIPATIVE LEADERSHIP STYLES DISPLAYED BY RECREATION LEADER IN PARTICIPATION OF THE SPORTS ACTIVITIESIN RECREATION AREAS OF BEYKOZ MUNICIPALITY, TURKEY

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Abstract:
The aim of our study is to determine the effect of participative and transformational leadership styles exhibited by activity leaders of participator in recreational activities on their participation in recreation activities. In this way, Beykoz Municipality is able to determine new methods in the planning and implementation of sports activities in the recreation areas. Our study is designed for relational screening model. In our study, the relationship between the satisfaction levels of the participants and the leadership styles of the recreation leaders were investigated. The managerial leadership style of recreation leaders has a 76.4% effect on the satisfaction of those participating in recreational activities irrespective of the transformational leadership. The 23.6% effect is represented by other variables. 266 subjects were included in our study. The sample was determined by a single sample t-test which represented the universe uniformly and homogeneously. The normality test was applied at 0.05 significance level in order to determine whether the data were distributed normally. It was determined that the data did not show normal distribution. Demographic characteristics of sample individuals were determined by frequency analysis. The relationship between the satisfaction of the participants and the leadership styles of the recreation leaders during the activity was determined by the correlation analysis at the significance level of 0,01. The effect of leadership styles displayed by recreation leaders on customer satisfaction was determined by regression analysis at a level of 0,01 significance level. As a result of our study, individuals, who participate in sports activities in recreation areas of Beykoz Municipality, determined that recreation leaders involved in the activities of recreation

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activities increased the level of the managerial leadership styles demonstrated. Since the impact of managerial leadership and productive recreation leaders on the satisfaction levels of consumers consuming recreational sports products is 76.4%, the improvement of the production of recreation products in accordance with the managerial leadership style will increase the satisfaction level.

Keywords: municipality, recreation, recreation leadership

1. Introduction

The aim of our study is to determine the effect of participative and transformational leadership styles exhibited by activity leaders of participator in recreational activities on their participation in recreation activities. In this way, Beykoz Municipality is able to determine new methods in the planning and implementation of sports activities in the recreation areas. Our suggestion is that the leadership styles of recreation leaders have an impact on the participation of individuals benefiting from this service.

The human being is born with the power to receive sensations, perceives, senses, separates, combines, stores or animates simple sensations that combine these senses. It compares these compositions with each other and catches the common and separate points. It identifies all these objects and marks them easily to create new combinations. Human beings use this power in its relations with similar individuals. In addition, people, after the first development of the same power, with the tools they have achieved a number of inventions. If this development is examined in terms of its results in relation to the crowds of individuals living together at the same time, it shows the progress tables of human intelligence. This progress depends on the same laws seen in the individual development of our forces. Because, at the same time, it is the result of this development in many individuals united in a community. This table is a historical picture because it has undergone various changes. It occurs by observing the human communities coming in separate cycles (Kepoğlu, 2018).

Nowadays, rapidly developing technology is effective in all sectors and enterprises, In sports enterprises, technology remains in the background of human labor. The most fundamental element of this is the fact that sports enterprises are service enterprises and labor-intensive enterprises. The majority of consumer services expected by consumers are covered by staff. For this reason, the success of sports enterprises have a good economic and physical structure as well as having the effective personnel (Kepoglu; Bayansalduz; Bulgurcuoglu, 2017). In some countries, sports facilities and operations are carried out partially or entirely by private sector enterprises. In Turkey, the inability of both the socio-cultural importance in sufficient quantity and quality are met by the private sector, sportive investments are directed by the state and managed by a semi-centralized understanding (Ekenci, 1990). Sports facilities, in other words, sports activities, is a place that provides services to athletes and sports fans. On the basis of the programs of these facilities, the requirements of the

users and the basic expectations of the plant management have an important place (Bulgurcuoğlu; Küçük; Kepoğlu, Yorulmazlar; Özçalı, 2018)

2. Industrialization, Leisure Time, Recreation and Individual

In today's nations, which have reached industrial production and trying to move to industrial production and which are behind the industrial production, It is observed that the consciousness of leisure time becomes proficient. It is known that the individuals who have the possibility of employment have more free time and their desire to keep their property in their own right. Individuals want to continue to increase their free time opportunities provided by technical knowledge and to be competent with all kinds of activities. In today's conditions, developing nations give this right to their individuals (Karaküçük, 2003).

The individual needs a healthy environment in order to maintain his or her life. He/she needs nature to feed again. The response to nutritional deprivation is again in nature. Mankind has explored the way to cope with nature for centuries and regarded nature as a reality where It will produce the desired raw material and process it. Nature has been constituted and used by the industry as a benign factor. The consciousness of the fact that nature's ability to cleanse itself is limited and that the malfunctioning nature balance may disappear if not recovered too late. These environmental differences have naturally influenced recreational activities and the free time activities of the individual. (Okuyucu, Ramazanoğlu and Tel, 2006).

2.1 Recreation, Recreation Activities

The recreation is derived from the Latin word called as crereatio, which means correcting and re-occurrence. The Turkish equivalent is widely used for evaluating free time. It also includes the meaning of relaxing and entertaining activities in which both individuals and social groups act in their free time (Tezcan, 1993).

2.2 Local Administrations and Recreation

The sports strategy of the state and economic reasons are the most decisive reason to sustain strong generations. The perspective of competent managers in sports and the level of consciousness about the nature of sound life are the leading reason for determining the importance, quality and level of participation of formal education places or organization of workplaces. The function of the mass media and learning is undoubtedly high in athletes' lifestyle. It is the main duty of the state to be conscious of alcohol, tobacco, food, cleansing, and fitness. Local administrations should offer sanctions and investment services to improve the quality of life (Zorba, 1999). Participation of young people living in a city area in leisure and play activities are the issues that should be considered by local and central administrations when planning (Hacıoğlu, 2003). One of the main functions of local administrations is to offer recreation applications and services to meet the physical, spiritual, psychic, social

progress, recreation, imagination and humanitarian needs of the citizens living within their borders (Huang, 2004).

In our homeland, municipalities have different models according to the amount of population they serve. Due to rapid urbanization, the number of municipalities has increased in such a way that they cannot create impressive and efficient service. All the towns having 2000 populations have been municipalities. This situation resulted neither in the prevention of waste of public resources nor in the provision of efficient service by the municipalities that generate income according to the population. For this reason, the conditions of being a municipality have been introduced from the beginning with the Law No. 5747.

It is necessary to underline that the local administrations and the other state units at all levels are of vital responsibility in the progression of all citizens' vitality, integrity, confidence, education, and quality of life. People have time on which a plan was not done for an important period except for the time required for the purpose of working, education, and life. A well-rounded and efficient lifestyle in all its scope should include beautiful, generative and logical recreation and free-time expansions. However, a large part of the population does not engage in activities that are served due to age and bodily inability. Indirectly, a state manager should also strive to empower the state of life of all persons. Recreation, parks and free time services should be considered in this direction (Dinç, 2003).

In our age, in every part of the world and in every field of the sports industry, change is happening. The understanding of efficiency in sports management makes the differences in the organizations and management of sports enterprises inevitable. For the economic field, differentiating sport goods production setup, the change in property in production, the rapid change in the means and relations of sports product production also affect the sports enterprises. As a result of the positive change of sports habits in the social and cultural field, the level of consumption of sports products in general increases and the needs, expectations, and relationships of people's sports products differ (Kepoğlu, 2017).

3. Leadership Styles in Recreation Activities

In our study, Leadership styles of recreation leaders that affect the participation of individuals, who participated in the recreation activities organized by Beykoz Municipality, are the active variables. For this reason, two types of leadership style have been identified as the effect of individuals with dependent variables on the level of participation in recreational activities. These are Transformational leadership and managerial leadership. The two types of leadership itself and their sub-dimensions were examined in detail because they would shape our recommendations.

3.1 Transformational Leadership Theory

The transformational leader is an individual who gives a fresh form to the cluster, and in other words, transform the requirements of the cluster into beliefs. The transformational leader is the leader who creates modern tasks and provokes to have new explanations and ideas. This leadership style brings a new direction to an organization, handles problems in different ways and drives them to inform the members of the cluster. The transformational leader empowers vital missions. First of all, it is necessary to understand the organizational purpose and the importance of these aims very well. Secondly, the transformational leader should establish a vision for the future of the organization, and organize the set-up in the direction of this vision and derive organizational differentiations in a way that is based on this vision. The leader is obliged to ensure that the tactics developed are coordinated with the tactical management process of the organization (Krausz, 1986).

Transformational leaders transform old methods and policy equipment with new ones by identifying areas of innovation requirement rather than consensualization in the organizational structure. In other words, a process of metamorphism in the structure of the organization comes to life with the aim of moving the organization and creating enthusiasm (Örücü, 2006).In order to be successful in this process of transformation, there are various attitudes that the leader must have. These attitudes are; charisma, encouraging motivation, individual interest, and mental incentive. Transformational Leadership Extension: Transformational leadership extension in recreational leadership coverage is described as a role model for the instructors and coaches who are the recreation leaders, and as a source of inspiration before they speak to their senses. The spiritual relationship that the leader develops together with the athletes whom he/she has trained raises the level of participation of the athletes in the recreation activities and the joy they feel from the leader (Hang, 2004).

3.2 Managerial leader

It is the leader who, in a particular form, determines what kinds of awards the staff wishes and determines the desired performance measures in order to reach awards in this direction. There is a process of changing. If the staff reaches a certain target, they receive the reward. The administration is suitable for men. Thus, the concept of administrative leadership works (Bateman, Cari, Zeithalm; 1993).

This leadership style imposes the relations of traditional management. The leader creates the duties, work requirements, and structure of his followers, and he/she complements the social needs of the audiences and makes them competent. The leader's ability to delight audiences raises efficiency. In this insight, the leader is more concerned with more personal performance, plans, programs, budgets and the organization of set-up rules carries an automatic and hierarchical structure (Ülker, 1997). In such organizations, the staff only relate to their personal work and envision that the leader is the 'best-known person'. As a result of this kind of imagination, the leader does not benefit from the opinions of the other staff when managing and making

decisions. In the perception of managerial leadership, even if the staff give personal support, the power is still in the leaders and the leader will guide, give information and give advice. The leader teaches his staff how the job should be, and then observes his staff until they are qualified to do what they can do on their own.

In the sense of managerial leadership, it is essential to train and develop staff rather than control the work. Here, the leader contributes to group work by adding the necessary opportunities instead of demanding work by transforming the work into a continuous learning process. The managerial leadership style can be used as a training method that enables the continuous development and learning of people.

The stages of managerial leadership process are as follows: Selection of the conditions under which the steering activity will be implemented, creation of resources, creation of an appropriate environment for management, empowering the cooperation between the manager and the staff in the process of learning, considering the manager and staff about the implementation plan, identifying and monitoring development.

Managerial Leadership Dimension: within the scope of recreational leadership, the dimension of managerial leadership is related to the coach who determines how the participants expect awards and determine the desired performance standards in order to reach the awards. There is an exchange process here. If the athletes reach the specified standards, they win the award. At this point, recreational activities are carried out according to objectives and managerial sense of leadership works. Recreation activities increase the participants' level of participation in activities and their satisfaction with the leader (Huang, 2004).

4. Method

Our study is designed for relational screening model. It is a research model that aims to determine the existence and degree of interchange between two and more variables. Relationships found through screening cannot be interpreted as a real cause-effect relationship; however, it can help predict the other by giving some clues if the condition in a variable is known. The relationship between variables may be in the form of interdependence or partial dependence, or in the form of full independence because they are realized due to a third variable that affects them (Karasar, 2016). Our study was limited to individuals participating in recreational activities in the sports areas of Beykoz Municipality, Istanbul. In our study, the relationship between the satisfaction levels of the participants and the leadership styles of the recreation leaders were investigated. The managerial leadership style of recreation leaders has a 76.4% effect on the satisfaction of those participating in recreational activities irrespective of the transformational leadership. The 23.6% effect is represented by other variables. 266 subjects were included in our study. The sample was determined by a single sample t-test which represented the universe uniformly and homogeneously. The normality test was applied at 0.05 significance level in order to determine whether the data were distributed normally. It was determined that the data did not show normal distribution.

Demographic characteristics of sample individuals were determined by frequency analysis. The relationship between the satisfaction of the participants and the leadership styles of the recreation leaders during the activity was determined by the correlation analysis at the significance level of 0,01. The effect of leadership styles displayed by recreation leaders on customer satisfaction was determined by regression analysis at a level of 0,01 significance level.

5. Findings

5.1 Frequency Analysis of Demographic Variables of Individuals

Table1: Gender of Individuals

	Frequency	**%**
Female	74	27,8
Male	192	72,2
Total	266	100,0

Of the participants, 72.2% of the individuals were male and 27.8% were female.

Table 2: Age Groups of Individuals

	Frequency	**%**
18-23	83	31,2
24-32	97	36,5
32-40	64	24,1
41 and Above	22	8,3
Total	266	100,0

It was observed that 36.5% of the participants were in the age of 24-32, 31.2% of the participants were in the age of 18-23, 24.1% of the participants were in the age of 32-40 and 8.3% of the participants were in the age of 41 and above.

Table 3: Education Levels of Individuals

	Frequency	**%**
Primary School	12	4,5
High School	71	26,7
Bachelor's	156	58,6
Master's	27	10,2
Total	266	100,0

It is seen that 58.6% of the participants have a bachelor's degree, 26.7% have high school degree, 10.2% have a master's degree and 4.5% have primary school degree.

Table 4: Marital Status of Individuals

	Frequency	**%**
Single	188	70,7
Married	66	24,8
Widow/Widower	4	1,5
Divorced	8	3,0
Total	266	100,0

70.7% of the participants are single, 24.8% are married, 3% are divorced and 1.5% are widowed.

Table 5: Professional Occupations of Individuals

	Frequency	**%**
Civil servant	16	6,0
Private sector	116	43,6
Self-employed	21	7,9
Worker	8	3,0
Tradesman	10	3,8
Jobless	10	3,8
House wife	6	2,3
Student	70	26,3
Total	257	96,6
Unanswered	9	3,4
Total	266	100,0

45.1% of the participants are private sector employees, 27.2% are students, 8.2% are self-employed, 6.2% are civil servants, 3.9% are tradesmen and unemployed, 2% and %3 were housewives.

Table 6: Income Levels of Individuals

	Frequency	**%**
750-	52	19,5
751-1000	13	4,9
1001-1500	23	8,6
1501-2500	71	26,7
2501+	107	40,2
Total	266	100,0

40.2% of the participants were earning 2500 TL/month and over, 26.7% were earning 1501-2500 TL/month, 19.5% were earning 750 TL/month and less, 8.6% were earning 1001-1500 TL/month and 4.9% were earning 751- 1000 TL/month.

Table 7: Do you regularly do sports?

	Frequency	**%**
Yes	217	81,6
No	49	18,4
Total	266	100,0

It was seen that 81.6% of the respondents said yes and 18.4% said no.

Table 8: How many days do you do sports?

	Frequency	**%**
1-2 days	56	21,1
3-4 days	145	54,5
5-6 days	56	21,1
7 days	9	3,4
Total	266	100,0

54.5% of participants spend 3-4days, 21.1% spend 1-2days and 5-6 days, 3.4% spend 3-4 days in sports.

Table 9: Daily time for sports of an individual

	Frequency	**%**
30 min	2	,8
31 min-1 hr	18	6,8
1-1.5 hr	120	45,1
1.5-2 hr	95	35,7
2-2,5 hr	23	8,6
2,5-3 hr	7	2,6
3 + hr	1	,4
Total	266	100,0

45.1% of the participants spend 1-1.5 hours, 35.7% spend 1.5-2 hours, 8.6% spend 2-2.5 hours, 8% spend 30 minutes, 6.8%spend 31 minutes-1 hour, 4% spend 3 hours and more, 2.6% spend 2.5-3 hours in sports.

Table 10: Levels of Interest of Sports to Individuals

	Frequency	**%**
I do sports regularly	154	57,9
I do sports frequently	55	20,7
I am an active athlete	7	2,6
I do sports occasionally	49	18,4
I never do sports	1	,4
Total	266	100,0

57.9% of the participants do sports regularly 20.7% do sports frequently,18.4% do sports occasionally, 4% do no sport and 2.6% are active athletes.

Table 11: Participation of individuals in leisure time activities

	Frequency	**%**
Individual	103	38,7
With my family	33	12,4
With my friends	124	46,6
Total	260	97,7
Unanswered	6	2,3
Total	266	100,0

47,7% of the participants spend their leisure time with their friends, 39,6% spend their leisure time as individual and 12,7% spend their leisure time with their with my families.

Table 12: A single sample t-test of the sample representing an equal and homogeneous universe

Single-sample test			
	t	**sd**	**p**
Satisfaction with the leader	58,458	265	,000

The individuals who participated in our study represent all of the individuals who participated in the activities of Beykoz Municipality in an equal and homogeneous way ($p < 0.05$).

Table 13: Kolmogorov-Smirnov Test for Normal Distribution of Data

Normality Test			
	Kolmogorov-Smirnov[a]		
	t	**sd**	**p**
Managerial leadership	,138	265	,000
Transformational leadership	,148	265	,000
Satisfaction from the leader	,174	265	,000

The data did not show normal distribution ($p > 0.05$).

Table 14: General Satisfaction Level of Individuals from Recreation Leadership

	N	**Weighted average**	**Standard deviation**
Satisfaction Level of the Leader	266	3,7895	1,05725

Participants are highly satisfied with their leaders.

Table 15: The Opinions of the Recreational Leader about the Management Style of Individuals

	N	**A. Ort.**	**Std. Sapma**
Transformational leadership style	266	3,9135	,91324
Managerial leadership style	265	3,9698	,94900
N	265		

Participants of the study observe that their leaders show their managerial leadership style in recreation activities. On the other hand, transformational leadership style is close to managerial leadership style.

Table 16: Regression Analysis of the Satisfaction Levels of the Participants in the Recreational Activities of the Managerial and Transformational Leadership Styles Exhibited by the Recreation Leaders During the Activities

Modal Summary[b]				
Model	**R**	**R^2**	**Residual R^2**	**Estimated Standard Error**
1	,862[a]	,743	,741	2,58790
a. Independent variables: transformational leadership, managerial leadership				
b. Dependent variable: satisfaction with the leader				

Table 17: Correlation Analysis for Relationship Between the Satisfaction Levels of the Participants, Participating in Recreation Activities, from the Leader and Leadership Styles exhibited by Leaders During the Activity

		Transformational Leadership	**Managerial Leadership**
Level of Satisfaction from the Leader	**Pearson Correlation**	**,814****	**,861****
	P	,000	,000
	N	266	265

There is a strong positive relationship between the satisfaction levels and the leadership styles of the participants in the recreation activities ($p < 0.05$). According to the finding obtained from the analysis, there is a stronger interest among the managerial leadership style, (861) in recreation activities and satisfaction from the recreation leader.

Table 18: Anova Test for Relationship Between the Satisfaction Levels of the Participants, Participating in Recreation Activities, from the Leader and Leadership Styles exhibited by Leaders During the Activity

ANOVA[a]						
Model		**Sum²**	**sd**	**A.Mean²**	**F**	**p**
1	Regression Residual	5076,773	2	2538,387	379,020	,000[b]
		1754,676	262	6,697		
	Total	6831,449	264			
a. Dependent variable: satisfaction with the leader						
b. Independent variables: transformational leadership, managerial leadership						

There are differences in terms of the average of satisfaction level between the satisfaction levels of the participants, participating in recreation activities, from the leader and leadership styles exhibited by leaders during the activity ($p<0,05$).

Table 19: Regression Coefficients Regarding the Effect of Management and Transformational Leadership Styles of Recreation Leaders during Activities on the Satisfaction Levels of Participants in Recreation Activities

Coefficients[a]						
Model		**Non-standard Coefficient**		**Standard Coefficient**	**t**	**p**
		B	**Standard Error**	**Beta**		
1	(Independent variables)	-,291	,703		-,413	,680
	Managerial leadership	,538	,058	,764	9,217	,000
	Transformational leadership	,088	,070	,105	1,260	,209
a, Dependent variable: satisfaction with the leader						

The managerial leadership style displayed by the recreation leader during the activity has a 76.4% effect on the satisfaction level of the participants in the recreational activities ($p < 0.01$). On the other hand, the transformational leadership style has no effect on the level of satisfaction with recreation leaders.

6. Results and Suggestions

Participants who joined the survey are highly satisfied with their leaders. Participants in the study mainly observe that their leadership in recreation activities exhibits managerial leadership style. On the other hand, transformational leadership style is close to managerial leadership style. There is a strong positive relationship between the satisfaction levels and the leadership styles of the participants in the recreation activities ($p < 0.05$). According to the finding obtained from the analysis, there is a stronger interest among the managerial leadership style, (861) in recreation activities and satisfaction from the recreation leader. There are differences in terms of the average of satisfaction level between the satisfaction levels of the participants, participating in recreation activities, from the leader and leadership styles exhibited by leaders during the activity ($p<0,05$). Participants are more satisfied with the style of managerial leadership. The managerial leadership style displayed by the recreation leader during the activity has a 76.4% effect on the satisfaction level of the participants in the recreational activities ($p < 0.01$). On the other hand, the transformational leadership style has no effect on the level of satisfaction with recreation leaders.

As a result of our study, individuals, who participate in sports activities in recreation areas of Beykoz Municipality, determined that recreation leaders involved in the activities of recreation activities increased the level of the managerial leadership styles demonstrated. Recreation leadership in terms of production of recreation activities is to direct and control the production of a productive and well-designed recreation product that basically brings about knowledge, attitude, main identities, risk processes.

Beykoz Municipality has been under the influence of the economic structure of the sports activities it has produced in the recreation areas and under the influence of

the interrelated structure, which includes both service management and customer based production. According to our findings, since the effect of management leadership and productive recreation leaders on the satisfaction levels of consumers consuming recreational sports products is 76.4%, the improvement of the production of recreation products in accordance with the managerial leadership style will attract higher levels of satisfaction.

First of all, it should be able to prevent the production of recreation product with its rotational leadership style and leaders in this style should be identified and in-service training on managerial leadership should be provided. Then the sports activity in recreation areas should be transformed into a customer-centered structure. This structure changes in the recreation areas of Beykoz Municipality in the sporting activities section. Together with the new structure, the participants/customers should be included in this structure. There should not be many hierarchical levels in this structure. As a requirement of acting with a customer-centric strategy, the structure of the sports activity production in the recreation areas should be ready to take responsibility for the participants/customers and have the authority to serve them. Therefore, the structure of the sports activity production in the recreation areas should be adjusted so that the level between the participant/customer and the senior management is as low as possible. Recreation leaders, who are in direct communication with the participant/customer and who produce recreation products, should ensure that some values are created for the participant/customer. The other staff within the sports activity production structure in the recreation areas support the interaction between the Beykoz Municipality and the sports department in the recreation areas. This support ensures the continuity of the participant/customer relations.

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