

Presenting a Model of the Relationship Between Leadership Style and Attitude Towards Change

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Abstract

Purpose: The purpose of this research was to provide a model of the relationship between leadership style and attitude toward change through the mediation of moral intelligence.

Methods: The method used in this research was correlation type in terms of implementation and strategy and was specifically based on the structural equation model. The statistical population of this research included all managers of sports teams in Alborz province (336 people), according to Morgan's table, the number of statistical samples was equal to 179 people who were randomly selected from the statistical population. To collect data, three standard questionnaires were used, Hersey and Blanchard's leadership style (1989) and Jung's attitude towards change (2004), and to check moral intelligence, Link and Keel's standard questionnaire (2011) was used, and by using the software Statistical tools (SPSS and SmartPLS) were used to analyze the data.

Results: The results of structural equation modeling showed that there is a relationship between leadership style, attitude towards change, and moral intelligence of managers of sports teams in Alborz province. On the other hand, there is a relationship between moral intelligence and the attitude toward the change of managers of the organization. Then the results of the Sobel test showed that moral intelligence mediates the relationship between leadership style and managers' attitude toward change. Also, the results of the path analysis technique showed that there is a significant relationship between the components of leadership style, including commanding style, argumentative style, participatory style, and delegating style, with attitude towards change and moral intelligence.

Conclusion: The results of the research showed that leadership style is related to attitude toward change and moral intelligence. The results of the research can help managers to provide a platform for raising the attitude toward change and promoting moral intelligence in order to increase the productivity and performance of the organization.

Keywords: leadership style, managers, attitude towards change, moral intelligence, sports boards.

Introduction

A successful organization has a major characteristic by which it can be distinguished from an unsuccessful organization, this characteristic is dynamic and effective leadership. One of the most common leadership models was presented by two researchers named (Hersey and Blanchard), who called it "situation-based theory", which is a type of contingency theory in which subordinates or followers of a leader are considered. According to these researchers, the degree and growth or maturity of the followers determine the style or method of leadership. Drucker writes about the importance of managers in organizations: "Managers are the rarest and at the same time the most valuable capital of organizations." Also, Fiedler points out that: "Each manager may appear to be a very successful manager in certain circumstances. While the same manager becomes a weak manager with changes in condition (Collins, 2001). Also, a specific leadership style is not suitable for all situations. Therefore, a manager can choose different styles to lead his employees in different situations according to the culture governing the organization and the organizational maturity of the employees (Raisi et al., 2017). On the other hand, in relation to leadership styles and attitudes to change, in the process of globalization, organizations must be prepared to cope with rapid environmental changes, and every organization must adapt to diverse environmental changes and demands. Many organizations have realized that change is a real challenge, the process of change in any organization due to the differences in the essence and nature of the organization, values and work culture, the nature of the job, the style of leadership and management, as well as the behavior and attitude of employees. has, is unique and special (Farazja et al., 2017), Leadership style is the most important factor in the growth of organizations, and identifying its effect on the attitude of the organization's employees is very important (TalebiNamour &

Hosseini Poursanbeli, 2017). In this regard, Mitchell et al (2018), in a research, leadership and learning for change, investigated the role of leadership style and mindset in error learning and organizational change in employees employed in Europe, China, and the United States. showed, examines the relationship between leadership style and employee error learning and emphasizes that leaders indifferent to change may be destructive, especially in work environments that seek to develop creativity and innovation as part of the organizational change process Moradi et al (2018), in their research on leadership styles and effective coaching with sports success of players, concluded that there is a relationship between pragmatic, transformational leadership style and effective coaching with sports success. Bak Jung et al (2021), research, have significantly investigated the role of leadership style in organizational change management and have come to the conclusion that leadership is one of the leading factors in creating positive changes in organizations. It was also discovered that leadership has become an essential component for successful change in any organization in order to face the ever-challenging market competition.

But moral intelligence, in the current modern global environment, can act as a guide for actions; In other words, this intelligence directs all or other types of human intelligence to perform valuable tasks (Yasminejad et al., 2014). Ethicality is also considered a strategic capital for human societies and constitutes a prerequisite for social and efficient life, many behaviors and actions of people are influenced by high moral values and are rooted in ethics. Therefore, a lack of attention to ethics in organizations and weakness in observing ethical principles and rules can cause many problems and question the legitimacy and actions of organizations (Arasteh & Jahid, 2011). Also, when employees are treated fairly and positively, they are encouraged to show their positive attitude, which makes them trust

the organization, and as a result, we will have an excellent organization that causes effectiveness and productivity in the organization. (Mohammadi, 2009). In the context of the relationship between leadership styles and moral intelligence, researchers showed that companies with high performance had leaders in the organization who promoted moral intelligence throughout their organization. Because they believed that work the right thing should be done. This is the basis for the organization's social capital, social capital plays a very important role in the cohesion between human resources and organizations, and in its absence, other capitals lose their effectiveness and without Those human resources can no longer go through the ways of development and progress and act more effectively (Barati et al., 2017).

In this context, Abdullah Amane et al (2021), in the research they conducted, showed that the moral intelligence of a leader had a very active effect on the promotion of strategic leadership of companies, and moral intelligence plays an essential role in improving the positive relationship in strategic leadership. The implications of providing valuable products add to the target's local self-sufficiency. The researchers showed that there is a significant effect on the dimensions of the leader's moral intelligence in strengthening the elements of strategic leadership for organizations. On the other hand, Leyden et al (2014), consider moral maturity and moral compatibility to support the moral behaviors of servant leaders. Furthermore, leaders' moral cognitive development is positively related to ethical decision-making. Likewise, Alten (2017), research, examined moral intelligence with collaborative leadership and concluded that with moral intelligence and collaborative leadership, citizens become more satisfied, and teachers become more skilled and committed. Also, moral intelligence has an effect on the leadership method. Leaders gain moral intelligence through a collaborative approach

and better understand and respond to teachers' needs. Motaghiu et al (2014), also investigated leadership styles and moral intelligence in their research, and their results showed that the collaborative leadership style has the highest score among the subscales of leadership styles. Also, there is a significant relationship between collaborative leadership styles and moral intelligence, and collaborative leadership and moral intelligence can be the potential foundation of an organization's success. Therefore, according to the studies conducted and the importance of the role of moral intelligence, and the irreparable effects of not paying attention to ethics, it shows that people with high intelligence do the right thing, and moral intelligence is related to strengthening leadership.

Regarding the importance of moral intelligence and its relationship with the attitude towards change and the necessity of change in organizations, especially today's organizations, it is to the extent that not changing or preventing change is equal to the stagnation and destruction of the organization. As a result, people in organizations should be receptive to organizational changes and continuously act as agents of change in order to face today's changing environments. In this connection, Saeedi et al (2016), in their research, showed that there is a positive and significant relationship between moral intelligence and its subscales and the attitude towards employee change. In addition, the results showed that the best variables that can predict employees' attitudes toward change are time management variables and moral intelligence. According to the theoretical foundations and the conducted research, it is possible to understand the role and importance of ethics and its relationship with the attitude towards the change of managers, and moral intelligence can have a significant impact on the leadership style and the attitude towards the change of employees and managers. slow the decrease in the work ethic of employees in organizations has caused

their attitude towards organizational changes to be affected and their resistance to ever-increasing changes to increase, and this is while we are facing very dynamic and changing societies. Managers of sports teams are not exempted from these rules and unfortunately, despite the importance of moral intelligence and the role of change in organizations, its place in the country's sports teams is not recognized as it deserves and as expected with the changes in our society. If it is coordinated, it will not go well and this is an important issue that should be given a lot of attention (Rafferty et al., 2013).

According to the mentioned cases, investigating the relationship between leadership style, attitude toward change, and moral intelligence has been one of the issues of interest to researchers and different researchers have been conducted in this field. The problem is that deciding on the type of leadership style of managers with an attitude towards change and moral intelligence is influenced by various factors that have been investigated in this research. In human resources, an important point is the rapid changes, the readiness of employees for these changes in organizations, and the ability of employees to react appropriately to these changes. Also, with the help of moral intelligence in the organization, they can increase the effectiveness of the organization. The changes that are made in the organization can have a suitable response to these changes by using the appropriate leadership style. The dispersal of the conducted research and considering the multifacetedness and complexity of the human resources management strategy and considering its great importance for all the managers and employees of the organization justifies the need for more research related to this issue. And due to the lack of such studies and information, the researcher is looking for the relationship between the leadership style with the attitude towards change and moral intelligence among the managers of sports teams and presenting the

model, and in its conceptual model, he is looking for the leadership style that is mediated by intelligence. Ethics creates an attitude toward change. Therefore, in the current research, the question is raised, what is the relationship between leadership style and attitude toward change with the mediation of moral intelligence?

Materials and Methods

The method used in this research in terms of implementation and strategy was of correlation type and specifically based on the structural equation model that analyzed the relationship between variables based on the purpose of the research. In terms of purpose, it is of a practical type and it was also a mixture of library and field methods. The library method is in the form of studying the literature on the research topic and background investigation and also providing a suitable topic framework for the study, which was done after identifying the research variables based on the research background and theoretical foundations and formulating hypotheses based on that and then the conceptual model of the research. For this purpose, a survey research method and a field branch were used, and with information collection techniques such as questionnaires, the necessary information was collected from a statistical sample of 179 managers of sports teams in Alborz province. In the field method of Hersey and Blanchard's standard leadership style questionnaire (1989) with 12 closed-ended questions that measure authoritarian, explicit, cooperative, and delegating styles, the reliability of the questionnaire using Cronbach's alpha was 0.81 It was determined and the validity of the questionnaire was confirmed in the research of (Nourbakhsh & Mohammadi, 2004). Jung's standard attitude towards change questionnaire (2004), with 18 questions on a 7-point Likert scale, in which the attitude in three emotional, cognitive, and behavioral dimensions is considered, was used. The reliability of this questionnaire was 0.80. That

was determined and in order to obtain the validity of the questionnaire, based on this, the coefficients were between 72% and 82% in the research of John Feda (2002), (Saatchi, 2010). The application of this questionnaire in organizational and research situations is of great importance. In order to investigate moral intelligence, the standard questionnaire of Link & Keel (2011) was used, it measures the four dimensions of honesty, responsibility compassion, and forgiveness, and the reliability of this questionnaire was used. Using Cronbach's alpha 0.85. has been determined. In the inferential statistics section of the present study, the Kolmogorov-Smirnov (K-S) test was used to test the hypotheses for the normality test. In the end, by using software (SPSS and Smart PLS), the hypotheses that were presented in advance based on their own evidence and information were tested.

Results

The results of descriptive statistics analysis showed that 39.7% of respondents were female and 60.3% were male. The results showed that most of the respondents were men. Age: 3.4% of the respondents are 20 to 25 years old, 14% of the respondents are 26 to 30 years old, 24.6% of the respondents are 31 to 35 years

old, 33% of the respondents are 36 to 40 years old, and 25.1% of the respondents were 40 years old and older, according to the results, it can be seen that most of the surveyed people are between 36 and 40 years old. Marital status, 38.5% of respondents were single and 61.5% of respondents were married. The results showed that most of the respondents were married. The field of study of 44.7% of respondents was physical education and 55.3% of respondents were other fields. Education level: 2.8% of the respondents have a diploma, 16.8% of the respondents have a diploma, 39.7% of the respondents have a bachelor's degree, 29.1% of the respondents have a master's degree, and 11.7% of the respondents have a doctorate or higher. They were. According to the results, it can be seen that the education level of most of the surveyed people was bachelor. Service history 7.3% of respondents were under 5 years, 17.3% of respondents were 6 to 10 years, 25.1% of respondents were 11 to 15 years, 27.9% of respondents were 16 to 20 years, 14.5% of respondents were 21 to 25 years old and 7.8% of respondents were 26 years and older. The results showed that the service history of most of the surveyed people was between 16 and 20 years.

Table 1: Kolmogorov-Smirnov test result

Significance level	Test amount	variable / component
0.513	0.170	leadership style
0.705	0.123	Authoritarian leadership style
0.367	0.143	Explicit leadership style
0.953	0.230	Collaborative leadership style
0.531	0.107	Delegative leadership style
0.457	0.133	Attitude towards change
0.451	0.149	Emotional attitude
0.693	0.162	Cognitive attitude
0.744	0.104	Behavioral attitude
0.161	0.124	Moral Intelligence
0.137	0.104	Honesty
0.331	0.097	responsibility
0.202	0.060	compassion
0.531	0.107	Forgiveness

The output of the statistical software in Table (1), regarding the normality of the distribution of the variables, showed that at a significance

level of 5%, the null hypothesis was accepted and the data had a normal distribution.

Table 2: Factor analysis and validity of the items related to the main research variables

Ballet sphericity test			Kaiser-Meier-Elkin sampling adequacy alpha	Variable
Significance level	Degrees of freedom	chi square		
0.011	66	95.348	0.807	leadership style
0.045	3	398.5	0.752	Autocratic style
0.000	3	22.424	0.728	Explicit style
0.069	3	7.08	0.752	Collaborative style
0.992	3	0.100	0.731	Delegative style
0.000	153	1716.971	0.853	Attitude towards change
0.000	15	479.020	0.777	Emotional attitude
0.000	15	429.191	0.789	Cognitive attitude
0.000	15	568.161	0.872	Behavioral attitude
0.000	780	3041.978	0.872	Moral Intelligence
0.000	45	467.873	0.857	Honesty
0.000	45	539.802	0.839	responsibility
0.000	45	478.542	0.854	compassion
0.000	45	426.486	0.819	Forgiveness

In this research, based on the Kizer-Meyer-Elkin sampling adequacy test, according to table (2) regarding the main variables of the research, leadership style (authoritarian leadership style attitude towards change (emotional attitude, cognitive attitude and behavioral attitude) and moral intelligence (righteousness, responsibility, compassion and

forgiveness), had sufficient suitability and validity in using the desired items as well as adequacy of content sampling.

In the confirmatory factor analysis in the standard estimation mode, the results of the test in Figure (1) showed that all factor loadings of the indicators are above 0.4 and the factor loadings of the indicators are favorable.

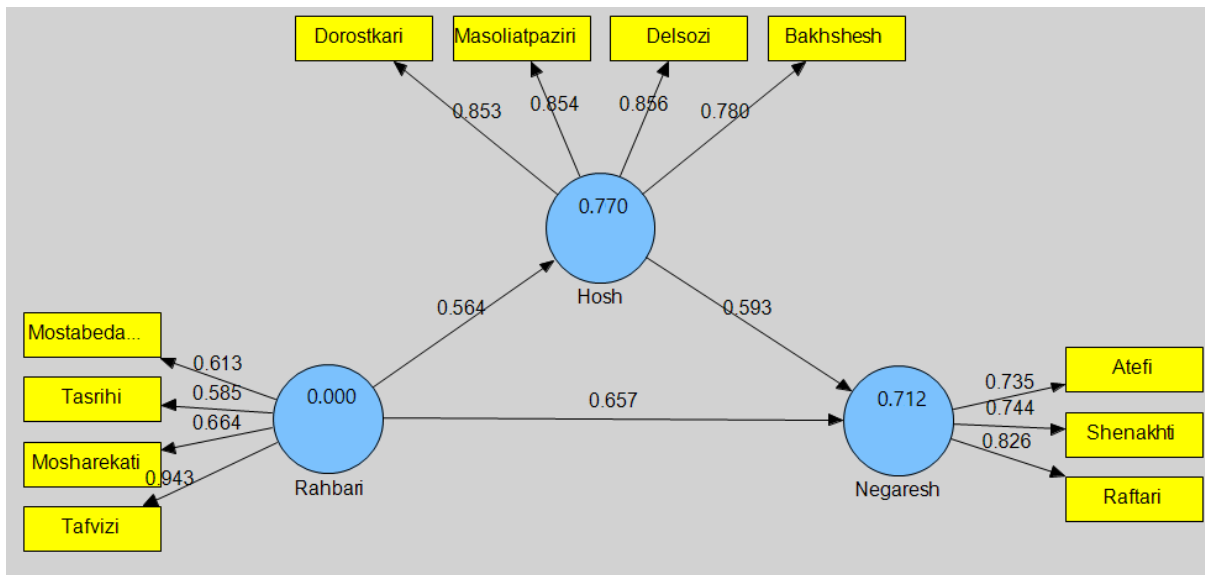


Figure 1: Confirmatory factor analysis in standard estimation mode

Figure (2) shows the test results of the conceptual model of the research in the significance state of the t coefficients. The T-value results reported in the above figure are all greater than 1.96, which shows the correctness of the relationship between the variables and, as a result, the confirmation of that relationship or

relationships at the 95% confidence level. Therefore, it can be concluded that at the significance level of 95%, all questions are considered for the structural equation model and there is no need to remove any of the questions from the model.

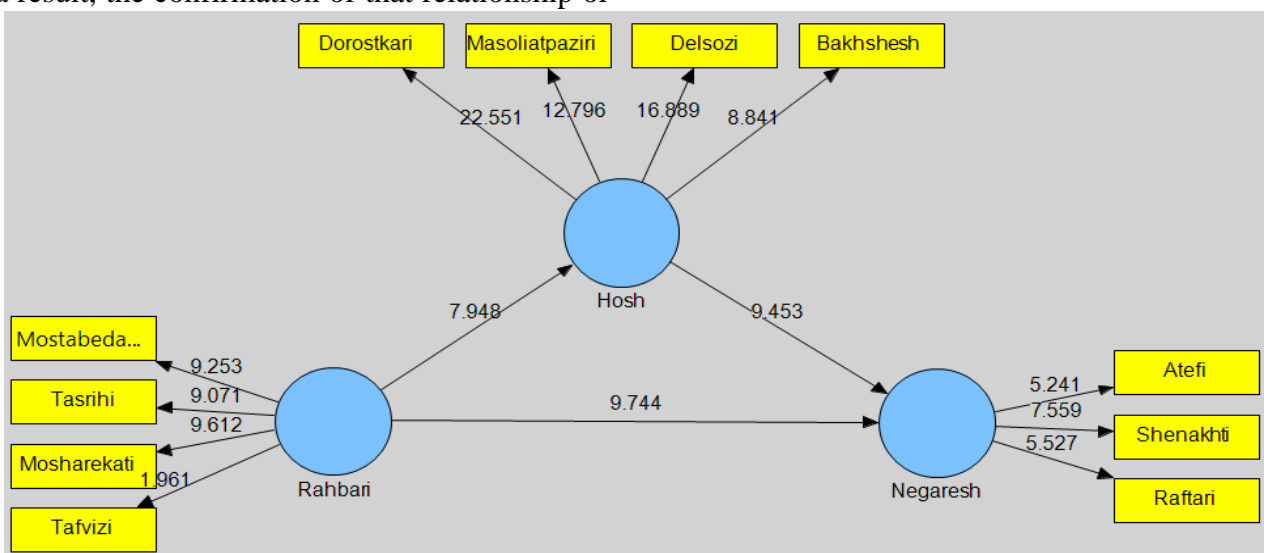


Figure 2: Structural equations model of the research in the case of significant coefficients

Table 3: The value of R2 and Q2 of the dependent variables of the model from the fit of the model

Q ²	R ²	variable / component
0.418	0.712	Attitude towards change
0.547	0.770	method of leadership

In evaluating the structural model, the R2 criterion was used, which indicates the effect that an independent variable has on a dependent variable. The higher the R2 value of the dependent variable of the model, the better the fit of the model. In table (3), as can be seen, the R2 values of attitude toward change are 0.712 and moral intelligence is 0.770, which has a strong R2 value. Another way to evaluate the structural model is to check the ability of the model to predict. The dominant criterion for the

predictive relationship is the Q2 index. According to the Q2 value obtained for the dependent variables of the shown model, it is clear that the predictive power of the model for the dependent variables is at a strong level. Also, according to model number 3, the results of the test showed that all factor loadings of the indicators are above 0.4 and the factor loadings of the indicators are favorable.

Table 4: Common values and R2 of the dependent variables of the model

Common values	R ²	variable / component
0.627	-	leadership style
0.665	-	Authoritarian leadership style
0.540	-	Explicit leadership style
0.554	-	Collaborative leadership style
0.625	-	Delegative leadership style
0.590	0.712	Attitude towards change
0.660	-	Emotional attitude
0.510	-	Cognitive attitude
0.546	-	Behavioral attitude
0.523	0.770	Moral Intelligence
0.635	-	Honesty
0.575	-	responsibility
0.644	-	compassion
0.552	-	Forgiveness
0.589	0.741	Average

For the overall fit of the model according to table (4), the value of GoF can be calculated as follows

$$GoF = \sqrt{(Communalities \times R^2)} = \sqrt{0.589 \times 0.741} = 0.660$$

The value of GOF for the model of this study was calculated as 0.660, which shows the

overall strong and very appropriate fit of the model.

Considering the strong fit of the overall model, we can now examine the research hypotheses. To evaluate the research hypotheses, structural equation modeling was used, the results of which are analyzed below.

Table 5: Path analysis of structural equation modeling based on hypotheses

The result of the hypothesis	The value of the significant coefficient of figure 2	Factor load value of figure 1	Direction	
			The dependent variable	independent variable
proving a theory	9.744	0.657	Attitude towards the change of managers of sports Boards	leadership style
proving a theory	7.948	0.564	Moral Intelligence managers of sports Boards	leadership style
proving a theory	9.453	0.593	Managers of sports Boards	Moral Intelligence

In the first hypothesis, there is a relationship between the leadership style and the attitude toward the change of the managers of the sports boards. According to figure (2) and table (5) and the path coefficient related to the research hypotheses, it can be concluded that the leadership style variable is 0.657 has an effect on the variable regarding the change of managers of sports boards. That is, if the variable of leadership style increases by 1 unit, there is a 95% probability that the value of the variable will increase by 0.657 units compared to the change of managers of sports boards. Factor loads also have a very good quality in explaining their structure because they have more than 0.50%. As shown in Figure (2), the value of the significance coefficient t of the relationship between the variables of leadership style and the change of managers of sports Boards at the 95% confidence level is equal to 9.744, which is higher than 1.96, and this case It indicates the significance of the relationship between the variable of leadership style and the change of managers of sports Boards.

In the second hypothesis, there is a relationship between leadership style and moral intelligence of sports boards managers. In this hypothesis, the variable of leadership style has a correlation of 0.564 with the variable of moral intelligence of the managers of sports boards. Factor loads also have a very good quality in explaining their structure because they have more than

0.50%. As it was shown, the value of the significant coefficient of the relationship between the variables of leadership style and moral intelligence of the managers of the sports boards at the 95% confidence level is equal to 7.948, which is more than 1.96, and this means a significant relationship and The hypothesis is confirmed.

According to the results obtained in the third hypothesis, there is a relationship between moral intelligence and attitude towards the change of managers of sports boards. The variable of moral intelligence has an effect of 0.593 on the variable of attitude towards the change of managers of sports boards. Factor loads also have a very good quality in explaining their structure and have more than 0.50%. The value of the significance coefficient t of the relationship between the variables of moral intelligence and the attitude towards the change of managers of sports boards at the 95% confidence level is equal to 9.453, which is more than 1.96, and this case shows the confirmation of the hypothesis.

Sobel's test was used to test the significance of the mediating variable of moral intelligence in the relationship between leadership style and attitude towards the change of managers of sports boards in Alborz province. In the Sobel test, the Z-value is obtained through the following formula, and if this value exceeds

1.96, it can be confirmed that the effect of the mediator variable is significant at the 95% level.

$$Z - value = \frac{0.568 \times 0.593}{\sqrt{(0.593^2 \times 0.086^2) + (0.568^2 \times 0.049^2) + (0.086^2 \times 0.049^2)}} = 5.909$$

Considering that the Z-value obtained is more than 1.96, it can be concluded that the moral intelligence variable plays the role of a mediating variable in the relationship between leadership style and attitude towards the change of sports board managers. But to calculate the intensity of this effect, the VAF statistic was used. This statistic is calculated as the result of dividing the indirect effect by the total effects using the equation and the result is a number between zero and one, the closer this number is to one, the greater the intensity of the effect of the mediating variable.

$$VAF = \frac{a \times b}{(a \times b) + c}$$

In this study, the VAF value for the mediating variable of moral intelligence was calculated as 0.338, which means that 33.8% of the total effects of leadership style and attitude towards the change of managers of sports boards of Alborz province are explained through the mediating variable.

Discussion

In this research, with the aim of providing a model of the relationship between leadership style and attitude towards change with the mediation of moral intelligence, and in the data analysis to investigate the first hypothesis of the research, it was shown that the variable of leadership style has a relationship with the variable of attitude towards the change of sports boards managers. The results of this research are consistent with the results reported in the study of (Hijrati et al, (2017) because they showed in their research that the leadership status of managers and the attitude towards organizational change is higher than the average and the hypothetical average, and there is a significant relationship between leadership

distributed and there is an attitude towards organizational change. It was also found that the dimensions of distributed leadership have a significant explanation of the attitude toward organizational change. In explaining and confirming this relationship, it can be said that leaders play a key role in influencing employees to implement organizational change. In the various research reviewed, it was found that there are several leadership styles that can act as promoters in change management processes. It is also consistent with the results of Porsanbeli's study TalebiNamour and Hossein (2014) because they discovered in their research that leadership has become an essential component for successful change in any organization in order to face the ever-controversial market competition. In addition, an overview of the concepts of leadership and management of organizational change and their types is presented in detail. Similarly, research Fuk Chen et al (2019), whose results showed that there was a positive relationship between managers' leadership styles and teachers' attitudes towards organizational change, is in line with Du et al (2020), research. is.

Examining the results of data analysis in the second hypothesis showed that there is a relationship between leadership style and the moral intelligence of sport boards managers. And this case indicates the significance of the relationship between the leadership style variable and the moral intelligence of the managers of the sports boards. The results of this hypothesis are consistent with the results reported in the study of Mohammad Shafiei (2015) Because, in research on the relationship between management styles and the moral intelligence of managers, he came to the conclusion that management styles are related to moral intelligence. Also, "moral intelligence"

is the third type of power, along with "managerial or organizational power" and "personal power"; It has the ability to distinguish right from wrong based on compatibility with moral principles. Moral intelligence in the organization includes trustworthiness, responsibility, kindness, tolerance, tolerance, tolerance, and courtesy, and this shows that leadership and moral intelligence can be the potential basis of an organization's success. Therefore, according to the findings of this hypothesis, it can be concluded that paying special attention to leadership styles can improve the performance of managers' professional ethics and ultimately can increase the productivity of the organization.

Examining the results of the data in the third hypothesis showed that the variable of moral intelligence has an effect on the variable of attitude towards the change of managers of sports teams. This case shows the significance of the relationship between the variable of moral intelligence and the attitude towards the change of managers of sports teams. The results of this hypothesis are consistent with the results of the study of Gholizadeh and Manzari (2018), the results of their research showed that teaching moral intelligence in changing students' attitudes towards the effects of drug use, the tendency to use drugs and the dangers of using drugs. Drugs have been effective, and it seems that moral intelligence is a kind of unifying moral ability that increases the self-control (one of the virtues of moral intelligence) of people. Also, the results are consistent with those of Azizian Kohan et al (2019), because they concluded in their research that understanding the personality characteristics of employees will lead to a better and more productive performance of their duties and, as a result, improve their professional ethics. The research results are in line with the research of Hashim (2014), Motaghi et al (2014), and Fard (2012), who concluded that managers with ethical leadership

can lead better and have better effectiveness. be is also consistent.

The research findings showed that the mediating role of moral intelligence is effective in the relationship between leadership style and attitude toward change. Therefore, the results of the research findings show that if the role of moral intelligence increases, the variable of attitude towards change and the leadership styles of sports team managers will also improve, considering that moral intelligence increases the commitment and responsibility of managers to As a result, the improvement of individual and group efficiency leads to a large amount of the organization's power, which is aimed at resolving conflicts, differences in the use of numerous and diverse control methods, and causes other consequences and problems, including the creation and strengthening of a sense of lack of trust. is released With the institutionalization of this criterion, the organization will have employees who consider the success of the organization as their own success, as a result, they will use all their strength in the way of the success of their organization so that finally, the organization will reach productivity and effectiveness.

Conclusion

In the end, the results of structural equation modeling showed that there is a relationship between leadership style and attitude towards change, as well as the moral intelligence of sports board managers. On the other hand, there is a relationship between moral intelligence and the attitude toward the change of managers of this organization. Then the results of the Sobel test showed that moral intelligence mediates the relationship between leadership style and managers' attitude toward change. Leaders are thought to play a key role in influencing employees to implement organizational change. In the various research reviewed, it was discovered that there are several leadership styles that can act as promoters in change management processes. Also, leadership has

become an essential component for successful change in any organization in order to face the ever-challenging market competition. By relating ethics to leadership, we realize that ethics is all about the identity of the leader and the role of the leader. A leader directs and influences subordinates/followers to achieve a common goal. The ethical environment in an organization is created and developed by a leader because leaders play an effective role in the organization and because leaders develop values. have organizational influence. Therefore, in future research, it is suggested that the relationship between moral intelligence and social capital with the responsibility of employees be further investigated. Also, according to the findings of the research and its assumptions, which showed that there is a relationship between the leadership style and the moral intelligence of the managers of sports teams in Alborz province, it is suggested that by using leadership styles, moral intelligence, which is the third type of power, and in In addition to organizational management power and personal power, he promoted the ability to recognize right from wrong based on compatibility with ethical principles. Also, in the hypotheses of the research, he showed that there is a relationship between moral intelligence and the attitude towards the change of managers of sports boards in Alborz province. Therefore, it is suggested that by teaching moral intelligence, the change of attitude of managers will be improved.

In sum, presenting what has been added to science in the results of this research, it can be said that the importance of change in organizations, especially today's organizations, is so much that not changing or preventing change is equal to stagnation and destruction of the organization. As a result, in order to face today's changing environment, people in organizations must be receptive to organizational changes and continuously act as agents of change. Considering the organizational changes that exist in

organizations and moral intelligence is a suitable tool for organizational changes. Also, the appropriate leadership style can be effective in implementing the organization's success in the face of organizational changes.

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