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**THE RELATION BETWEEN COACHES' TRANSACTIONAL LEADERSHIP STYLE
AND ATHLETES' COMPETITION MOTIVATION IN IRAN MASTER LEAGUE OF
JUDO COMPETITIONS**

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ABSTRACT

The main objective of the present study was to investigate the relation between coaches' transactional leadership style and athletes' motivation in Iran judo master league competitions in 2014. The study was conducted by a descriptive correlation method. Statistical population included all male athletes participating in judo master league including 128 persons in eight teams. Data were collected by two questionnaires that is transactional leadership style questionnaire (reliability as 0.96) and competition motivation questionnaire (reliability as 0.78). Pearson coefficient of correlation was used to test questionnaire psychometrics, internal consistency and reproducibility. Data were analyzed using descriptive and inferential statistics and multivariable regression using SPSS20 software was applied to predict contribution and influence of dependent variable on independent one. Results showed that transactional leadership style was not effective in induction of motivation among the athletes. Transactional leadership style was not related to athletes' motivation for failure avoidance. There was no significant relation between transactional leadership style and athletes' power motivation. Moreover, no significant relation was observed between athletes' winning motivation and their demographic properties; or between athletes' failure avoidance motivation and their demographic properties.

**Keywords: Transactional Leadership Style, Coaches, Competition Motivation, Athletes Of
Iran Judo Master League**

INTRODUCTION

Sport competitions create a fixation sense between people and national teams or sport clubs and this fixation is translated to sympathy and national consistency when the national team should successfully pass a critical match; in this manner, a national pride is created which can result in national progress. General tendency to get aware of sport news on one hand, and extensive reflection of sport events in global media on the other hand, have made political territory closer to sport. Governments are using sport as a means to show their power and race superiority. The famous British politician, Churchill expressed that: it is wise for nations to involve in sport contests, not in war field (Abdoli, 2005). Leadership style and creation of motivation are among the factors dominating other factors affecting team's success. In other effective factors for success of an organizational or sport team are in good status but a suitable leadership style is not used and hence, necessary motivation is not created among the followers, success of that team is not expected.

Leadership is a critical issue that has been investigated by numerous researchers with various approaches. Leadership is the practice of influencing other people so that they willingly try to achieve the team goals

(Raymond, 1991). Dynamic and effective leadership is characteristic feature of successful organizations that characterize them with other ones (Seyed Javadin, 2001). Leadership is considered as an effective and important property in each organized activity (Yukl, 1989; Tichy, 1986). It is well documented that sport coaching requires leadership and through the process of directing players and team toward predetermined goals, the coach plays the role of a leader in interaction with the players (Kis, 1984; Cheadouri, 1984). According to Kerati (1974) and Monsass (1985), the coach is not only influencing players' performance, but also is able to improve his personality (Kellet, 1999).

During the recent decade, transactional leadership style has gained much attention. Drawing based on Max Webber theory on material and immaterial resources of power, Burns (1978) proposed transformational and transactional leadership style theory. According to Burns, in transactional leadership style, there is a contractual relation between leader and followers in which, the followers receive rewards for their low level needs. Previous leader behavior theories were equal to transactional leadership as a simple transaction theory.

Identifying which factors can enhance progression motivation, reduce failure avoidance motivation, increase power motivation and finally enhance competition motivation is an important issue. According to Martenes Peterson, coaches can enhance athletes' satisfaction and motivation via adopting an appropriate coaching style. Horn (1992) maintained that coach behavior is directly related to athletes' motivation, self-perception, success perception and progressing behavior. Amoros also expressed that athlete's motivation is the product of leader's behavior.

Leadership and motivation are two pivots of success for each team or organization. Coaching is a face-to-face leadership which brings together people with different experiences, interests and competencies and encourages them to take on responsibility and attempt for success (Anschel, 2001). Effective coaches put significant influence on athletes' performance, behavior, motivation and excitement. Felts considers coaching efficiency as coach's ability to influence athlete's performance (Sullivan, 2003).

By reviewing sport competitions in various levels, it is revealed that most athletes are not to manifest all of their abilities due to lack of sufficient motivation despite the fact that they have high level of athletic skills and

capabilities. And this situation will result in reduced efficiency. Due to motivation importance in sport competition, motivation is the second variable investigated in the present study. Identification of competition motivation in three scales as motive to achieve success, motive to avoid failure and power motive, will provide invaluable information for coaches.

Transactional leadership style: transactional leadership style is based on the transactions between the leader and the followers. These transactions are related to in-demand rewards and followers receive rewards relating to their low level needs such as safety and dependence for their work. Previous leader behavior theories are similar to transactional leadership as a simple transaction theory (Durdy, 1997).

Motive to achieve success: a tendency that create a feeling for achieving success. A person with high motivation to achieve success is interested in doing hard works, is adventurous and dutiful and wants to compete with superiority measures (Willis, 1982).

Motive to avoid failure: this is an intrinsic force which due to fear of failure, makes him avoid progression opportunities. A person with high failure avoidance motive has lost his/her creativity, avoids participating in

success-bearing activities and is reluctant to skillfully activities (Willis, 1982).

Power motive: this refers to ability or competence to create interested influence on excitement of another person (Consciously or unconsciously). The goals of power motive include penetration, control, encouragement, leadership or reputation and validity (Willis, 1982).

Literature review

In an investigation entitled “environmental threats and stress”, Dun (2003) considered motive to avoid failure, negative social attitude and inefficiency feeling as the main sources of anxiety among athletes. The author claimed that these factors are causes of anxiety, stress and negative consequences on athletes’ performance under competition condition. Stewart & Meyers (2004) investigated competition-related motivating properties in a study entitled “motivating properties in elite athletes”. Motive to achieve success, motive to avoid failure and power motive were motivation properties investigated by the authors. Their results indicated that players with higher age had more powerful motive to avoid failure. According to the authors, older players, compared to their younger counterparts, are more sensitive to coaches’ judgment. Playing position plays no role in motivation

properties. The authors maintained that all players in new era, except for goalkeepers, are expected to do their best in match.

In a MS dissertation entitled “effect of age and playing position on competition motivation among elite male footballers, Hajighasem (2006) concluded that older players have stronger motive to avoid failure compared to younger ones. Moreover, there was no significant difference between older and younger players concerning motive to achieve success and power motive. Playing position had also no significant effect on motivation properties.

In a research entitled transformational leadership and team performance, Dionne (2004) maintained that transformational leaders creates motivation among the athletes by considering individual properties (which is similar to respect leadership in Sushkin pattern). Investigating the relation between transformational and transactional leadership styles of taekwondo coaches and athletes’ stress in Iran taekwondo league, Mehri (2005) concluded that there is no significant relation between transformational and transactional leadership styles and athletes’ stress. (it should be noted that failure avoidance is a main cause of stress among the athletes).

METHODOLOGY

The methodology is of correlation type and statistical population includes all main athletes in Iran judo master league including 128 athletes in the form of eight teams. Whole the population was used as sample. Independent variable is transactional leadership style of coaches and dependent variable include athletes' competition motive. Both of the variables were quantitative and continuous measured in interval level. For evaluation of transactional leadership style, leadership profile questionnaire developed by Marshal Sushkin including two sub-criteria and 10 items was used; which will be described in details in following sections. Competition motivation includes players' properties from three motive characteristics that is motive to achieve success, motive to

avoid failure and power motive. Abovementioned properties were measured by Willis questionnaire and Likert five-point scale. Validity of Sushkin's questionnaire has been confirmed in three PhD dissertation (Bahrololoom, Ghahraman Tabrizi and Marefati). Descriptive statistics (frequency, percentage, standard deviation and drawing tables) was used to organize, summarize and classify raw scores and describe sample values. To predict contribution and role of independent variable on variation of dependent variable, multivariable regression was used. Furthermore, Pearson coefficient of correlation was applied to assess psychometrics of questionnaires, internal consistency and reproducibility.

Hypothesis test

Table 1: Multivariable regression

Significance level	F value	Mean of squares	Degree of freedom	Sum of squares	Resource of variation	
-	2.49	94.24	2	188.49	Regression	Hypothesis 1
		37.84	126	5600.50	Remaining	
-	9 1.9	144.25	2	288.51	Regression	Hypothesis 2
		72.44	126	10504.48	Remaining	
-	4 2.2	80.46	2	160.93	Regression	Hypothesis 3
		33.12	126	4969.23	Remaining	
0.01	1 4.4	140.45	2	702.25	Regression	Hypothesis 4
		33.87	128	4234.63	Remaining	
-	6 0.0	4627	2	23126	Regression	Hypothesis 5
		77.15	126	9644.77	Remaining	
0.05	4 2.1	74.01	2	370.08	Regression	Hypothesis 6
		30.64	128	3922.12	Remaining	
-	2 1.8	27.58	4	287.93	Regression	Hypothesis 7
		44.67	124	2635.51	Remaining	

Hypothesis 1: Leadership style is not a significant predictor for athletes' motive to achieve success. According to table 1,

calculated F value is higher than that of table. Using simultaneous entrance in multivariable regression it can be concluded that no

significant relation can be observed between coaches' transactional leadership style and athletes' motive to achieve success ($P < 0.05$). In the other word, athletes' motive to achieve success can't be predicted by coaches' transactional leadership style.

Hypothesis 2: Leadership style is not a significant predictor for athletes' motive to avoid failure. According to table 1, calculated F value is higher than that of table. Using simultaneous entrance in multivariable regression it can be concluded that no significant relation can be observed between coaches' transactional leadership style and athletes' motive to avoid failure ($P < 0.05$). In the other word, athletes' motive to avoid failure can't be predicted by coaches' transactional leadership style.

Hypothesis 3: Leadership style is not a significant predictor for athletes' power motive. According to table 1, calculated F value is higher than that of table. Using simultaneous entrance in multivariable regression it can be concluded that no significant relation can be observed between coaches' transactional leadership style and athletes' power motive ($P < 0.05$). In the other word, athletes' power motive can't be predicted by coaches' transactional leadership style.

Hypothesis 4: demographic properties (age, education) are not significant predictors for athletes' motive to achieve success. According to table 1, calculated F value is higher than that of table. Using simultaneous entrance in multivariable regression it can be concluded that a significant relation can be observed between demographic properties and athletes' motive to achieve success ($P < 0.05$). In the other word, athletes' motive to achieve success can be predicted by demographic properties. Thus, it is necessary to draw table of regression coefficients to identify and determine regression coefficients.

Hypothesis 5: demographic properties (age, education) are not significant predictors for athletes' motive to avoid failure. According to table 1, calculated F value is higher than that of table. Using simultaneous entrance in multivariable regression it can be concluded that no significant relation can be observed between demographic properties and athletes' motive to avoid failure ($P < 0.05$). In the other word, athletes' motive to avoid failure can't be predicted by demographic properties.

Hypothesis 6: demographic properties (age, education) are not significant predictors for athletes' power motive. According to table 1, calculated F value is higher than that of table. Using simultaneous entrance in multivariable regression it can be concluded that a

significant relation can be observed between demographic properties and athletes' power motive ($P < 0.05$). In the other word, athletes' power motive can be predicted by

demographic properties. Thus, it is necessary to draw table of regression coefficients to identify and determine regression coefficients.

Table 2: Regression coefficients for prediction of "motive to achieve success" according to age and education level

Significance level	t-value	Beta coefficient	B	Independent variables	dependent variable
-	1.27	0.12	0.17	Age	Success motivation
-	-0.58	-0.05	-0.33	Education level	

Table 3: Regression coefficients for prediction of "power motive" according to age and education level

Significance level	t-value	Beta coefficient	B	Independent variables	dependent variable
0.01	3.29	0.32	0.43	Age	Success motivation
-	-1.36	-0.12	-0.72	Education level	

According to multivariable regression coefficients and using simultaneous entrance and calculated regression coefficients it can be claimed that there is positive and significant relation between age and power motive; meaning that by increase in athletes' age their power motive is enhanced and vice versa.

Hypothesis 7: demographic properties (age, coaching experience, education, and coaching degree) of coaches are not significant predictors for their transactional leadership style. According to table 1, calculated F value is higher than that of table. Using simultaneous entrance in multivariable regression it can be concluded that no significant relation can be observed between demographic properties of coaches and their transactional leadership style ($P < 0.05$). In the

other word, transactional leadership style can't be predicted by coaches' age, coaching experience, education, and coaching degree.

DISCUSSION AND CONCLUSION

Motive to achieve success

- Results obtained in this study indicated that coaches' transactional leadership style has a relatively suitable score as 34.72+7.89 (out of total score as 50). It was revealed in this study that coaches' transactional leadership style was not effective in creating motive to achieve success among the athletes. In some study investigating coaches' transactional leadership versus' transformational leadership style, transactional leadership style had no role or had negative effects. Mussi and Couk (2000) reported that there is a negative relation between transactional leadership style and followers' motive. Kolvai (2004) reported

that transactional coaches are not as effective as transformational ones in motivating the athletes. Kartern (2005) maintained that transactional leadership style reduces athletes' motivation. There is no report on existence of a positive relation between transactional leadership style and motivation in sport literature.

Motive to avoid failure

Results indicated that coaches' transactional leadership style was not related to athletes' motive to avoid failure. This is in contrast to previous literature. It has been reported in some studies that transactional leadership style enhances athletes' motive to avoid failure. Kartern (2005) remarked that transactional leadership style reduces athletes' motive to achieve success. Reduced motive to achieve success enhances motive to avoid failure among the athletes. Stewart and Meyers (2004) proposed that autocratic leadership style (in parallel with transaction) is a factor for enhancing motive to avoid failure. The contrast between our results and those reported by other authors can be justified by Sushkin transactional leadership pattern. Sushkin transactional criteria are not accompanied with pressure exertion, severe control and autocratic behavior. Moreover, the reasons noted for describing the lack of relation between efficient management and

coaches' rewarding management with athletes' motive can also be proposed for motive to avoid failure. Regarding limited number of studies conducted on athletes' motive to avoid failure and its relation with leadership style, no study reporting negative relation between coaches' transactional leadership and athletes' motive to avoid failure was found.

Power motive

Results indicated that there was no significant relation between coaches' transactional leadership and athletes' power motive. No paper was found concerning the relation between coaches' transactional leadership and athletes' power motive; however, some authors such as Amoros and Horn (2001), Stewart and Meyers (2004), Holmberk and Amoros (2005) and Kartern (2005) reported that transactional, task-oriented, authority-oriented and autocratic leadership styles (that are similar to transactional style) reduce intrinsic motivation of athletes. Avoiding athletes' participation in decision making and lack of satisfying their autonomy and independence are consequences of the abovementioned styles. These factors have negative effects on power motive especially due to the fact that autonomy and independence play more powerful role in creation of power motive. The lack of

significant relation between coaches' transactional leadership and athletes' power motive in the present study can be attributed to different kind of transactional leadership style in Sushkin pattern which has been previously described.

Relation between athletes' demographic properties and competition motive

- Results indicated that there was no significant relation between athletes' demographic properties and their motive to achieve success.

According to Mcklond, personal success is more important than reward for success-oriented people. For such people, reward is not as important as success is. They are more satisfied with winning than any reward or money. According to the author, for people with high motive to achieve success, money is important as a measure for assessing their performance and provides a scale for them to monitor their progress. They are not seeking money for economic security or position. Dessi and Ryan (1983) expressed that when reward has a controlling function for athlete, he/she develops a correlation feeling between performing behavior and receiving reward. The athletes feel that gaining money controls their behavior. Under such a condition, intrinsic motivation is lowered and it can be concluded that no response is expected in the

lack of reward. Walrend and Reed (1984) indicated that verbal rewards and feedback usually have no detrimental effect on intrinsic motive but financial rewards such as money can bring about harmful consequences. They maintained that if the athlete feels that his behavior is externally controlled, then his intrinsic motive is reduced. The same conclusion was reported by Cameroon and banku (2001).

- No significant relation was observed between athletes' demographic properties and their motive to avoid failure. Stewart and Meyers (2004) and Hajighasem (2006) maintained that there is a positive relation between athletes' motive to avoid failure and their age. The lack of such a relation can be attributed to wider age range among the subjects. Average age of athletes in the present study was 23.29 with standard deviation as 5.42 and had no relation with motive to avoid failure. On the other hand, no significant relation was found between education level and motive to avoid failure. This result suggests that behavioral and emotional mechanisms had higher influence on motive to avoid failure compared to other factors. Presence of a relation between age and motive to avoid failure in abovementioned studies may be due to the fact that increased age has influenced

athletes' psychological factors. Stewart and Meyers (2004) reported that player with higher age pay more attention to coaches' assessment and thus, has stronger motive to avoid failure. Moreover, limited number of variables was used as demographic properties in the present study. Application of other factors such as personal characteristics could have resulted in achieving more exact results.

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