



The Comparison between Pragmatic and Transformational Leadership Styles and Their Impact on the Success of Sports Teams Coaches in Fars Province of Iran in 2012

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ABSTRACT

The main objective of this research is to compare the pragmatic and transformational leadership styles on the success rate of sport teams' coaches in Fars Province. This study uses correlational method. The population consists of all top female coaches of sports teams in Fars Province in the year 2012 among which 50 top female coaches were selected based on the purposive and availability sampling. The subjects were given questionnaires; the information about the success of the teams under their supervision was gathered from the documents available during the years 2009-2012, and afterwards findings of the study were analysed using SPSS software. The results of the study indicated that both the pragmatic and transformational leaderships have an effective role in the success of sport teams in Fars Province; however, the effect is more evident in the transformational leadership.

Keywords: Leadership style, Transformational, Pragmatic, Coaches of Sport Teams, Success Rate, Fars Province

INTRODUCTION

Sport coaches work in special situations and have many problems. They encounter a diverse range of challenges and train under the circumstances that most of the ordinary people from different classes and genders are gathered together. In the discussions on coaching success, the leadership issue is considered as an important factor in the success of sport teams. According to Terry [1], leadership is the act of influencing people so that they willingly make efforts to reach the team goals. According to the theory of Human Relations, leaders are responsible for facilitating the accomplishment of the goals through developing assistance and cooperation among their subordinates, and creating opportunities for personal growth. So far, various styles of leadership have been raised in scientific texts including pragmatic and transformational leadership styles. Bass and Avolio [2] have defined transformational leadership "A leadership that occurs when the leaders arouse interest between their colleagues and followers in order to make them look at their work from a new perspective". A transformational leader creates awareness of mission and/or vision of the organization, and enables colleagues and followers to develop to higher levels of ability and potential. Furthermore, a transformational leader stimulates the colleagues and followers to look beyond their own interest and care about the interests that will benefit the group. The characteristics of transformational leaders are self-confidence, optimism, conviction, having high expectations, developing subordinates' confidence in their ability to achieve their goals. By achieving the organizational mission they will be stimulated to develop awareness of the followers to identify and resolve the problems.

Goal setting, operation and maintenance of basic competencies, human capital development, support and maintenance of an effective organizational culture, emphasis on ethical practices, and establishing balanced organizational controls are some of the most important indicators of transformational leadership. Besides, cases such as aligning the leadership development with corporate strategy, focusing on fundamental issues, focusing on internal and external factors can promote transformational leadership. On the other hand, the pragmatic leadership is based on transactions between managers and subordinates; these leaders believe that contingent

reward will increase the motivation in their followers. From Eucle's viewpoint, pragmatic leadership pursues a cost-benefit economic transaction with the followers. The purpose of such leadership is to agree upon a set of actions to meet the individual and short-term goals of the leader and followers [3]. Pragmatic leaders lead or stimulate the followers. They endeavor to insert the idea in the followers' minds that they have superior abilities and should avoid the current issues. Barnes thinks that transformational leadership is a contractual relationship between the leader and subordinate in which followers are rewarded with their low level of financial needs (security, dependency) for compliance and meet the expectations of the leader [4]. The impact of these two leadership styles on the success of coaches was analyzed in this study.

MATERIALS AND METHODS

In terms of purpose, this study is a subset of applied researches conducted in the field research method. In other words, this is a field-comparative research. According to statistics provided by the Department of Physical Education of Fars Province, the population in this study consists of 92 top female coaches (A coach that has participated in national championships in four consecutive years from 2009 to 2012 and has won the highest ranking) of Fars Province sport teams in 2012. Based on Cochran⁹ formula and Kregcie¹⁰ - Morgan¹¹ table, and due to the decline in questionnaires, 50 top coaches were selected as statistical samples.

Therefore, 50 questionnaires were sent for top coaches, and ultimately 50 exploitable questionnaires were received. The questionnaires were distributed and collected based on purpose and availability. The sports fields of the top coaches who were selected as samples in this research are as the following table:

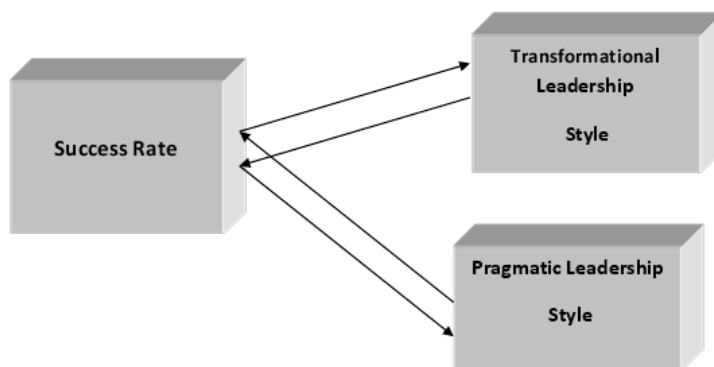


Table 1. Frequency Percentage of Sport Fields

Categories	Absolute Frequency	Relative Frequency	Relative Frequency Percentage	Cumulative Frequency
Volleyball	9	0.18	18%	9
Basketball	11	0.22	22%	20
Swimming	3	0.06	6%	23
Handball	12	0.24	24%	35
Gymnastics	7	0.14	14%	42
Fitness	8	0.16	16%	50
Total	50	1	100%	

The Leadership Styles questionnaire (Bass and Avolio) (5) was used to measure the styles of leadership. By interlacing the questions related to the three styles of transformational, transactional and pragmatic leaderships, the Multifactor Leadership Questionnaire puts the participants in a state that should select an item which is closer to reality. The questionnaire consists of 45 items on a 5 point Likert scale format to measure the three leadership styles: transformational leadership (20) items, transactional leadership (12) items, and pragmatic leadership (13) items [6]. The face and content validity of the questionnaire was confirmed by experts, and in a preliminary study 30 sport coaches were simultaneously given this questionnaire along with transformational and transactional questionnaire to further review the validity of the questionnaire. The correlational coefficient of the scores of two questionnaires was $r=0.83$. Besides, in a preliminary study the reliability coefficient using Cronbach's alpha for transformational, transactional, and pragmatic leadership styles was ($\alpha=0.86$), ($\alpha=0.82$), and ($\alpha=0.80$), respectively. After reviewing the results of the leadership style questionnaire, two groups of coaches following pragmatic and transformational leadership styles were selected, and as a result the success rate of their teams during the four years 2009-2012 were compared.

RESULTS

In this section, the study results have been presented. Descriptive indicators of the research variables has been given in Table 2 that shows the average styles listed in the questionnaire are; transformational (62.23), transactional (12.27), and pragmatic (71.39), and the standard variations are (7.31), (5.53), (8.82), respectively.

According to the results of the table 3, the statistics T has been significant on the confidence level 0.05 for the styles of transformational, transactional and pragmatic leaderships, and there was a significant difference between conceptual and experiential average of the above mentioned leadership styles. It can be inferred that the

triple leadership (transformational, transactional, and pragmatic) styles of Fars Province sport teams are in a good condition.

Table 2. Descriptive information related to the impact of leadership styles on the success rate of sport teams in the province

Styles		Average	Average of 5	Standard Deviation
Transformational leadership style	Inspiring motivation	12.8	3.21	2.24
	Encourage the thought	12.8	3.20	2.06
	Individual consideration	11.9	2.98	1.82
	Influence of ideal behavior	11.47	2.86	1.91
	Influence of ideal trait	13.16	2.29	2.26
	Transformational leadership	62.23	3.11	7.31
Transactional leadership Style	Contingency award	12.13	3.16	2.51
	Non-passive based management	12.27	3.03	2.20
	Non-activity based management	37.08	3.06	2.78
	Transactional leadership	12.27	3.09	5.53
Pragmatic leadership Style	Altruism	12.23	3.05	2.84
	Emotional recuperation	12.26	3.06	3.20
	Wisdom	12.38	3.07	3.54
	Convince	15.89	3.17	2.62
	Organizational stewardship	15.61	3.12	2.77
	Pragmatic leadership	71.39	3.10	8.82

Table 3. Leadership styles statement

Styles		T	DF	Experiential Average	Average Score of 5	Conceptual Average	Sig.
Transformational leadership Style	Inspiring motivation	4,98	49	12.87	3.21	3	0.000
	Encourage the thought	5.12	49	12.80	3.20	3	0.000
	Individual consideration	-0.458	49	141.93	2.98	3	0.648
	Influence of ideal behavior	-3.572	49	11.47	3.16	3	0.000
	Influence of ideal trait	6.750	49	13.16	2.29	3	0.000
	Transformational leadership	4.011	49	62.23	3.11	3	0.000
Transactional leadership Style	Contingency award	3.531	49	12.67	3.16	3	0.001
	Passive management by exception	0.791	49	12.13	3.03	3	0.430
	Active management by exception	1.312	49	12.27	3.06	3	0.191
	Transactional leadership	2.580	49	37.08	3.09	3	0.011
Pragmatic leadership Style	Altruism	1.095	49	12.23	3.05	3	0.275
	Emotional recuperation	1.092	49	12.26	3.06	3	0.276
	Wisdom	1.435	49	15.38	3.17	3	0.153
	Convince	4.468	49	15.89	3.17	3	0.000
	Organizational stewardship	2.931	49	15.61	3.12	3	0.004
	Transactional leadership	3.577	49	71.39	3.10	3	0.000

Table 4. Dominant styles in sport teams

Item	Frequency	Percentage	Actual Percentage
Transformational leadership style	9	18	18
Transactional leadership style	8	16	16
Pragmatic leadership style	33	66	66
Total	50	100	100

To investigate the dominant style in the Fars Province sport teams, the relevant descriptive indicators were analyzed. As shown in the above table, among the 50 coaches who filled out the questionnaires, 30 people (66 percent) consider pragmatic leadership style as a dominant leadership style.

The first research hypothesis: Transformational leadership style has an impact on the success of sport teams in Fars Province.

The second research hypothesis: Pragmatic leadership style has an impact on the success of sport teams in Fars Province.

Table 5. Correlational matrix between leadership styles and the success rate

Correlation between factors	Styles	Transformational	Transactional	Pragmatic	Success rate
	Transformational	1	-0.096	0.446	0.795**
	Transactional	-0.096	1	0.087	-0.022
	Pragmatic	0.446	0.087	1	0.516**
	Success rate	0.795	-0.022	0.516	1
Significance level	Styles	Transformational	Transactional	Pragmatic	Success rate
	Transformational		0.211	0.000	0.000
	Transactional	0.211		0.245	0.777
	Pragmatic	0.000	0.254		0.000
	Success rate	0.000	0.777	0.000	

Table 5 consists of information associated with the correlation between leadership styles and success according which the correlation between these two parameters is: Transformational leadership style (0.795), transactional leadership style (-0.022), and pragmatic leadership style (0.516), respectively. Accordingly, it can be inferred that there is significant relationship between transformational and pragmatic leadership styles with success, while the relationship between transactional leadership style and success is insignificant. In other words, the first and second hypotheses of the research are significant with 95% confidence that is the transformational and transactional leaderships are effective in the success of sport teams in Fars Province.

Table 6. Prediction of the Effect of Leadership Styles (Transactional, Transformational, and Pragmatic) on Success

Analysis of Variance					
Model	SS	DF	MD	F	Sig.
Regression	147,137	4	36.784	104.066	0.001
Residual	59,36	45	0.353		
Total	2,6,52	49			
Coefficients					
Model	Non-standard coefficients		Standard coefficients	T	sig
	B	Std. Error	B		
Fixed	1.33	0.316		4.240	0.001
Transformational leadership	0.613	0.058	0.571	10,63	0.001
Pragmatic leadership	0.194	0.051	0.180	3.83	0.001
Transactional leadership	0.033	0.041	0.034	0.815	0.416

R=0.844 Dependent variable of success·RS=0.712· Adj.=0.706

Multivariate regression analysis using log (Enter) was applied to determine the effective leadership styles in predicting the success of the sport teams in Fars Province. As shown in table 6, adjusted R squared= 0.706, and F=104.066 is significant (p<0.000); therefore, the transformational and pragmatic leadership styles are told to have the ability to predict the success of sport teams, while transactional leadership style lacks the ability to predict success.

The third question of the research: Is there any significant difference between the success rate of the sport teams led by transformational leadership and the teams led by pragmatic leadership style in the Fars Province?

The third research hypothesis: There is a significant difference between the success rate of the sport teams led by transformational leadership and the teams led by pragmatic leadership style in the Fars Province.

Table 7. The Status of Success rate in Transformational and Pragmatic Leadership Styles

Styles	T	DF	Experiential Average	Average Score of 5	Conceptual Average	Sig.
The success rate of transformational leadership	5,82	49	3.17	82.47	3	0.001
The success rate of pragmatic leadership			2.11	15.59		

According to the results of the above table, the statistics T is significant on the confidence level 0.05 for the success of transformational and pragmatic leaderships, therefore, it could be inferred that there is a significant difference between the success rate of the sport teams led by transformational leadership and the teams led by pragmatic leadership style in the Fars Province. Whereas, the average success rate of the teams led by transformational leadership is higher than the teams led by pragmatic leadership, so it stands to reason that transformational teams are more successful than pragmatic teams.

DISCUSSION

The first and second questions of the research were whether the transformational and pragmatic leadership styles have an impact on the success of sport teams in Fars Province? The results of correlation coefficient indicated that the impact of transformational and pragmatic leaderships on success was significant while the effect was insignificant for transactional leadership. Findings of the studies of [7] showed that there is a significant relationship between transformational and pragmatic leadership styles. These findings are aligned with the findings of Biabangard which showed that there is a significant and negative relationship between transformational leadership of the coaches and the player's motivation to avoid failure. Besides, the characteristics of the transformational leadership coaches have a greater role in the reduction of motivation to avoid the players' failure than the behaviors of transformational leadership.

The results of this study showed that leadership styles have the ability to predict success. In the meanwhile, the results of the multivariable regression analysis using log (Enter) method showed that the transformational and pragmatic leadership styles are able to predict success, but the transactional leadership style lacks this ability. Considering the results of this study, it can be concluded that an efficient manpower is the most valuable asset of each country. Rapid changes in the economic, political and social technologies have caused coaches to encounter with new issues concerning their behaviors towards team members. Anyway, Sport Management Sciences are seeking more scientific and practical methods to enhance the efficiency and effectiveness of the team members. Therefore, in order to increase the success of sport teams it is necessary to meet their basic needs.

To be able to provide the needs of the team under their supervision, coaches are required to use an appropriate leadership style.

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