

## A STUDY ABOUT CLUB ADMINISTRATORS' TRANSFORMATIONAL LEADERSHIP PROPERTIES ACCORDING TO PERCEPTION OF PROFESSIONAL FOOTBALLERS

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### ABSTRACT

The purpose of the study is to investigate the professional footballers' perceptions of their administrators' transformational leadership styles and its effect on the team. The population of the study is consist by 4902 professional footballers that play in Turkish Professional Football Leagues, also the sample of the study consisted 1014 footballers from 65 teams that selected by random sampling. "Transformational Leadership" questionnaire had used for data collecting to determine the transformational leadership level of club administrators. In data analyzing; frequency, homogeneity of variances, one-way ANOVA, Tamhan-T2 and Tukey tests had used. According to the findings it had determined that the 44,1 % of the subjects were 23–29 ages, 70,3 % had graduated from primary school and 48,3 % of them had job experience of 7–10 years. According to the results of analyze, transformational leadership style perceptions' sub-factors of "Suggested Motivation" and "Individual Support" has a significant difference with the variable of age ( $p < .05$ ). As a result, it had found out that administrators who have transformational leadership have more effect on footballers. By those data, it could be said that administrators who have transformational leadership feature helps the footballers to reach the reachable and peak goals and they also respect to success and trustful players.

**Key Words:** Footballer, Administer, Transformational Leadership.

### Introduction

Football plays an important role in multicultural communication as other sportive activities in 21<sup>st</sup> century. In this global activity century, football clubs try to reach their aims and targets. Long term success depends on suitable goals of clubs' management structure and managing in efficiency and modern methods H.Mollaogullari, 1998. Increasing the rivalry in football also changing the administrators' social statues, methods, tools, values and life styles. In this changing process, one clubs' being success and getting peak performance from club footballers related to having powerful leadership skills. The most important issue of this kind of leadership is warning the club staff for moving to adapting changes<sup>10</sup>.

The key of being transformational leadership is "changing". Transformational leaderships define themselves as represantitives of changing. Leaders gains priority to moral values like; top ideals, freedom, justice, equality, peace. They don't care about effecting their followers by fear, greed, jealous and hate<sup>21</sup>.

Football club administrators obtain to recognize the footballers or club staff about their capacities, skills, confidence, so they can motive themselves and becoming success, and at last novelty begins in club atmosphere<sup>10</sup>. If the club administrators have transformational leadership ability, football clubs can have changing, cooperation, peak performance and can increase quality, intellectual accumulation in an institutional culture (H.Mollaogullari, 1998). Transformational leadership is suitable behavior concept in sport clubs like other organizations. So, transformational leaders behaviors' dimensions and its effects on staff, become a popular research area.

There're some researches in football clubs

about trainers' transformational leadership features as apply them "middle level" administrators. Tozonoglu (2003), found that there's no significant difference between trainers' age, marital status variables and leadership styles in various sports (E.Tozoglu, 2003).E. Koruk, 2003, expressed that reaching of a trainer's goal is equal to reaching own club's goal. In V.O.Celik's ,2005, research, it had found that amateur football trainers in Eskisehir generally having transformational leadership features. By these researches, administrators' transformational leadership features means that it gains to footballers knowing their positive and negative features, solving problems in team by suitable ways, encouraging to express their feelings, being a model, showing their love and compassion, supporting their self respect and how to deal with loosing and how to be flexible in hard times (V.O.Celik's , 2006.)

In football clubs, especially adaptation between footballers and its affectivity had searched in the context of transformational leadership researches. Football clubs are the effective research subjects that contain relations between individuals and group dynamics by producing own values. The problems which appears from administrative structure in football don't determine clearly yet, this study has been done since it was required. Thus, the purpose of this study is to determine the relation of footballers' perceptions on their administrators' transformational leadership styles.

### Methods

In this section, the model of the search, population and sampling, the method of data collecting, data collecting tool and its validity and reliability and details of statistical techniques which are used for data analysis had summarized. Literature searching and

descriptive method is chosen, to be able to find out the current situation.

League	Turkcell Super League		1 <sup>st</sup> League		2 <sup>nd</sup> League		3 <sup>rd</sup> League		Total	
	Team	Player	Team	Player	Team	Player	Team	Player	Team	Player
Population	18	722	18	581	50	1303	65	2115	151	4721
Sampling	7	278	9	228	22	279	27	329	65	1014
Ratio (%)	38,8	38,5	50	39,2	44,0	21,4	41,5	15,5	43,0	21,7

**Table 1: The number of Professional Football Teams and Players**

Table 1 indicates the population of footballers from 151 teams-4721 players in 2007-2008 football season according to data of Turkish Football Federation, Professional Football Division. The sampling of the study is existing from 65 professional teams' 1014 players by using random sampling method.

"Individual Information Form", which developed for footballers, was used in the study. Transformational Leadership questionnaire was formed as dependent variable of the study. Professional footballers' age, education status, period of professional football playing, playing duration in a team and the status of league are chosen as independent variables. Transformational Leadership Questionnaire (TLQ) was used to determine the leadership style. Its validity and reliability had been done by Cemaloglu<sup>7</sup>. While adapting the questionnaire to sport, in order to prevent meaning corruption, the questionnaire was supported by 3 philologists, and was formed by specialists of area, as well. To determine the applicability of the questionnaire, adding to sampling, the questionnaire was applied to 200 active footballers at Ankaraspor, Ankaragucu, Genclerbirligi and Hacettepe football clubs, and corrections had been done according to the feedbacks. There are 40 items in data collecting tool; Ideal Effect, Suggested Motivation, Intellectual Stimulation and Individual Support factors each containing 10 items. In this study, transformational leadership sub-dimensions had been calculated and the data related to results were excluded. 5 Likert questionnaire had used in the study; Never (0), Rarely (1), Sometimes (2) Often (3) and Always (4). SPSS had been used for analyzing the data.

To find out reliability of questionnaire, the pre-test had been applied to 200 footballers (Ankaraspor, Ankaragucu, Genclerbirligi and Hacettepe clubs). The factor value is between 71 and 89. Total variance of transformational leadership is 63. and the Cronbach alpha is 94.

Individual Information Form and Transformational Leadership Questionnaire had been applied to professional football club administrators, technical directors, trainers, footballers in a duration of 11 months from April-2007 to February-2008. The questionnaire had being filled by subjects voluntarily. In the study, professional and active footballers were preferred. In the study, statistical method for data evaluation; frequency, percentage, T-test and one-way variance analyze (ANOVA) was used to determine the

significant difference. If the result of the test was meaningful, Scheffe test from Post Hoc test had used- (S. Buyukozturk, 2006).

## Results

In this part "Transformational Leadership" data had been shown. Demographic features of sampling group and perceptions of transformational leadership categorized as clubs. Also club administrators' transformational leadership approaches' effect on efficiency had been searched. Frequency and percentage data about age, education status, job experience, playing duration in team and the status of league had been shown in the table 2.

**Table 2. Individual Features of Professional Footballers**

Variables	Sub-categories	f	%
Age groups of Footballers	16-22 years	203	20,0
	23-29 years	447	44,1
	30-36 years	357	35,2
	37 Years and up	7	,7
	Total	1014	100
Education Status	Primary	98	9,7
	Elementary (High School)	713	70,3
	Bachelor	189	18,6
	Master	14	1,4
	Total	1014	100
Job Experience	1-3 years	31	3,1
	4-6 years	147	14,5
	7-10 years	490	48,3
	11 years and up	346	34,1
	Total	1014	100
Teams Situation	3 League	329	32,4
	2 League	279	27,5
	1 League	228	22,5
	Super League	178	17,6
	Total	1014	100

Footballers 44,1 % are 23-29 years old and 7 % is 37 years and up. Footballers 70,3 % graduated from elementary school, 1,4 % have master degree. Footballers' 48,3 % have 7-10 years and 3,1 % have 1-3 years job experience. Footballers' 32,4 % plays in 3<sup>rd</sup> league and 7,6 % plays in Super League.

**Table 3. ANOVA of Footballers' Transformational Leaderships Perception According to Age Variable**

Sub-factors	Variables	Mean		Df	F	Sig.
Ideal Effect	18-23	34,95	Between Groups Inergroups Total	3 1010 1013	1,570	,195
	24-29	34,60				
	30-35	33,65				
	36+	33,42				
Suggested Motivation	18-23	35,54	Between Groups Inergroups Total	3 1010 1013	2,536	,055
	24-29	35,49				
	30-35	34,33				
	36+	30,85				
Intellectual Stimulation	18-23	33,78	Between Groups Inergroups Total	3 1010 1013	2,008	,111
	24-29	33,40				
	30-35	32,68				
	36+	28,00				
Individual Support	18-23	31,18	Between Groups Inergroups Total	3 1010 1013	2,801	,039
	24-29	30,75				
	30-35	30,21				
	36+	24,42				

In table 3, there's an significant difference between transformational leadership style's perception according Suggested Motivation [F(3-1010)=2,53 , P<,05] and Individual Support [F(3-1010)=2,80 , P<,05] sub-factors and age variable.

So, administrators' transformational leadership perceptions to Suggested Motivation and Individual Support sub-factors significantly difference related to age variable. There's no significant difference between Ideal Effect and Intellectual Stimulation sub-factors related to age variable ( $p>.05$ ). Scheffe test had been done for determining the difference, it was found that Suggested Motivation sub-factor in 18-23 years old, =34,95 recognized positive in top level, +36 years old footballers' Individual Support ( $X=24,42$ ) determined lower.

**Table 4. ANOVA of Footballers' Transformational Leaderships Perception According to Education Level**

Sub-factors	Variables	Mean		df	F	Sg.	Groups
Ideal Effect	3 <sup>rd</sup> League	34,27	Between Groups Inner groups Total	3 1010 1013	4,522	,004	Super League and 2 <sup>nd</sup> , 3 <sup>rd</sup> League
	2 <sup>nd</sup> League	35,08					
	1 <sup>st</sup> League	33,32					
	Super League	30,84					
Suggested Motivation	3 <sup>rd</sup> League	35,03	Between Groups Inner groups Total	3 1010 1013	3,743	,011	Super League and 3 <sup>rd</sup> League
	2 <sup>nd</sup> League	35,77					
	1 <sup>st</sup> League	34,55					
	Super League	29,81					
Intellectual Stimulation	3 <sup>rd</sup> League	33,15	Between Groups Inner groups Total	3 1010 1013	10,767	,000	Super League and 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> Leagues
	2 <sup>nd</sup> League	33,90					
	1 <sup>st</sup> League	32,32					
	Super League	30,21					
Individual Support	3 <sup>rd</sup> League	30,77	Between Groups Inner groups Total	3 1010 1013	12,271	,000	Super League and 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> League
	2 <sup>nd</sup> League	31,14					
	1 <sup>st</sup> League	29,50					
	Super League	28,62					

According to analyze results, there's no significant difference in footballers' perception of their administrators transformational leadership style ( $p>.05$ ). Thus, professional footballers' administrators' perceptions to transformational leadership not changing according to education level variable. In data, there's no significant difference in education variable, but it's found out in scheffe test, footballers' (graduated from High School) perception more positive ( $X= 35,20$ ) in Suggested Motivation sub-factor, also it's found out Master degree footballers' perception more negative ( $X= 29,21$ ) in Individual Support sub-factor.

**Table 5. ANOVA of Footballers' Transformational Leaderships Perception According to Playing League Status Variable**

Sub-factors	Variables	Mean		df	F	Sg.
Ideal Effect	Primary	34,37	Between Groups Inner groups Total	3 1010 1013	4,153	,006
	High School	34,50				
	Bachelor	33,75				
	Master	33,07				
Suggested Motivation	Primary	34,40	Between Groups Inner groups Total	3 1010 1013	6,569	,000
	High School	35,20				
	Bachelor	34,94				
	Master	33,85				
Intellectual Stimulation	Primary	33,57	Between Groups Inner groups Total	3 1010 1013	3,411	,017
	High School	33,38				
	Bachelor	32,32				
	Master	32,28				
Individual Support	Primary	31,44	Between Groups Inner groups Total	3 1010 1013	3,448	,016
	High School	30,77				
	Bachelor	29,64				
	Master	29,21				

#### 4. Discussion

In Table 2, 44 % of professional footballers in 23–29 years old. After beginning the football and in the period of beeing professional they have hard working tempo, so that makes these age parameters normal. Studies on professional footballers like F.N. Arslan, 1995, he had found age average as 24,6 years<sup>2</sup> and also Y. Ocak, 1996, had found age as 24,5 years in his study<sup>16</sup>. Iyem's (2007), results had showed that 47,4 % of subjects' age as 25 years C. Iyem, 2007, these results show similarity with this study. In groups there are young footballers (16–22 years old - 20 %), so it could be said that clubs paying more attention to young footballers' age of beginning to football and also education level. Footballers over 37 (%.7) is very low, it can be a proof for this issue. The high education level of footballers brings quality in the team. Doğan's (1993) research (45,3 %) and Erol's (1997) research showed that (69,1%) footballers' education level is mostly secondary education (B.Dogan, 1993, M.Erol, 1997). Research data shows that 48,3 % of footballers have 7-10 years and 3,1 % of them have 1-3 years job experience. Playing in a professional team requires minimum 16 years old. In table 1, the age range recognized as 23-29 years. Footballers in the study have playing in the same team 4-6 years (38,6 %) and 11 years/over (3,2 %). Also 32,4 % of them plays in the same team in 3<sup>rd</sup> League and 17,6 % of them in Super League. According to data of Turkish Football Federation, professional leagues continue by 151 teams (Turkcell Super League 18 teams, 1<sup>st</sup> Leagues 18 teams, 2<sup>nd</sup> Leagues 50 teams and 3<sup>rd</sup> Leagues 65 teams). By the way, being more teams in 2<sup>nd</sup> and 3<sup>rd</sup> Leagues related to number of footballers. Plans to reach the aims and targets of clubs must contain all conditions, the changeable sport "football" and clubs with a complex structure make forced to administrators to behave with Suggested Motivation and Individual Support S.Arıkan, 2001. In this situation, administrators become an inspiration tool for high performance, getting new perspectives, a healthy club atmosphere, determining visa verse expectations and loyalty to most wanted aim. In this clubs that having this atmosphere, footballers who can have face to face communication with administrators knows that they're listening, paying attention to their ideas and encourages with respect (R.Yigit 2002). In this relation, always there's feedback and correlation of individual needs. Administer who encourages the development, shares the authority. In this period, it could be said that administrators show respect, trust and tolerance to some mistakes. (O. Gokkaya, 2005). In Scheffe test results Suggested Motivation sub-factors of 18-23 ages footballers are more positive from footballers in +36 ages ( $X= 34,95$ ), also they're positive in Individual Support ( $X=24,42$ ). Administrators preparing an atmosphere by Suggested Motivation and Individual Support, is important to getting personality, using initiative, respecting others and having experiences.

According to these data, administrators' reaching the aims, solving the problems, moving together with footballers, communicating and motivating them always makes positive effects on young footballers. In +36 ages group, footballers feel that administrators are insufficient in Individual Support dimension. These data shows that building a collective conscious changes from club to club, also it could be said that +36 ages footballers do not need individual support, they're providing individual support (A. Berber, 2001). According to H.B.Yıldırım, 2004, age of workers is related to gaining satisfaction. By aging, people having less satisfaction. This situation supports Davis's study. Especially + 36 ages footballers by more experience feel more habits to social life. It could be said that, this situation cause an important effect to decreasing of footballers expectations from their football career. In table 4, there's an significant difference between footballers' perception on administrators' transformational leadership and education levels ( $p>.05$ ). So, it could be comment as homogeneity and peak level of professional education of footballers give them an opportunity to show their abilities and skills. In table 5, transformational leadership styles sub factors of Ideal Effect [ $F(3-1010=4,52, P<.05)$ ], Suggested Motivation [ $F(3-1010=3,74, P<.05)$ ], Intellectual Stimulation [ $F(3-1010=10,76, P<.05)$ ] and Individual Support [ $F(3-1010=12,27, P<.05)$ ] have a significant difference with League Status variable ( $p<.05$ ). Professional footballers' administrators transformational leadership styles perceptions differed by the League Statue. Transformational Leadership sub-factor Ideal Effect is more important for 2<sup>nd</sup> and 3<sup>rd</sup> League players than Super League players. But it could be said that reaching high performance level by only this feature. Transformational leadership feature must practice and care about totally. In Suggested Motivation sub-factor, there's a significant difference in Super League and 3<sup>rd</sup> League, in Intellectual Stimulation sub-factor there's a significant difference between Super League and 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Leagues. In Individual Support sub-factor, there's a significant difference between Super League and 1<sup>st</sup>, 2<sup>nd</sup> and 3<sup>rd</sup> Leagues ( $p<.05$ ). It could be said that 2<sup>nd</sup> and 3<sup>rd</sup> Leagues footballers want to see own administrators in passion, integration with team, desire and rage. It's determined that, Super League footballers had been less positive perceived in Ideal Effect dimension ( $X=30,84$ ), Suggested Motivation ( $X=30,21$ ), Intellectual Stimulation ( $X = 30,21$ ) and Individual Support sub factors ( $X =28,62$ ). Thus Super League clubs have a more institutional administrative structure according to other teams and having more participation to management. There are important results in some studies about sport clubs and also other areas in this subject. al. 2005, found out transformational leadership increases institutional addiction (A. Ceylan, H. Keskin, S. Eren, 2005). C. Arslantas, 2007, had searched 233 subjects in a firm in two departments, it had found out that, transformational leaderships all

dimensions effects being psychological strong in different ways. H. Zeren's, 2006, research results showed that primary school teachers "sometimes" participated to school principals' transformational leadership style's individualized attention dimension. As a result, it's determined that administrators who have transformational leadership feature have an determinative effect on footballers. Administrators who have transformational leadership feature, helps the footballers to reach the reachable and peak goals, give moral and they also respect to success and trustful players in the clubs that they managed.

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**Tabel no1. Number of Professional Football**

Variables	Sub-categories	f	%
<b>Age groups of Footballers</b>	16-22 years	203	20,0
	23-29 years	447	44,1
	30-36 years	357	35,2
	37 Years and up	7	,7
	<b>Total</b>	<b>1014</b>	<b>100</b>
<b>Education Status</b>	Primary	98	9,7
	Elementary (High School)	713	70,3
	Bachelor	189	18,6
	Master	14	1,4
	<b>Total</b>	<b>1014</b>	<b>100</b>
<b>Job Experience</b>	1-3 years	31	3,1
	4-6 years	147	14,5
	7-10 years	490	48,3
	11 years and up	346	34,1
	<b>Total</b>	<b>1014</b>	<b>100</b>
<b>Teams Situation</b>	3.League	329	32,4
	2.League	279	27,5
	1.League	228	22,5
	Super League	178	17,6
	<b>Total</b>	<b>1014</b>	<b>100</b>

**Table 2. Individual Features of Professional**

League	Turkcell Super League		1 <sup>st</sup> League		2 <sup>nd</sup> League		3 <sup>rd</sup> League		Total	
	Team	Player	Team	Player	Team	Player	Team	Player	Team	Player
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