

Leadership Styles of Sport Managers' and Achievement Motivation of Judo Practitioners in Bosnia and Herzegovina: Model Proposition

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Abstract

The purpose of this study is to develop theoretical grounds to investigate relationship between different leadership styles of sport managers and achievement motivation of practitioners in judo sport of Bosnia and Herzegovina (B&H). Practitioners' perceptions on sport managers' leadership styles and achievement motivation of practitioners can be used to investigate the mentioned relationships. Methodology used to develop the theoretical model is literature review. Once relevant studies were carefully analyzed, the variables have been defined, relationships among them were explained, and hypotheses were proposed. The validation of proposed model may provide useful findings for sport managers in martial arts, especially judo coaches. Furthermore, practical implications of this study could help sport managers engaged in martial arts to determine more functional leadership style which will result in more effective results. The validation of the proposed model is strongly recommended to different researchers, in different regions at different times.

Keywords: leadership styles, achievement motivation, sport managers, judo, Bosnia and Herzegovina.

1. Introduction

Despite the fact that there are many studies worldwide hypothesizing the relationship between leadership styles and achievement motivation in variety of sports, there is insufficient empirical evidence for region of Bosnia and Herzegovina (B&H). Speaking of martial arts in Bosnia and Herzegovina, especially judo sport as one of the most popular sport in the country, there is no empirical evidence to confirm or rejected existence of the above-mentioned relationship. Moreover, the measurement of leadership styles of coaches as well as measurement of achievement motivation has never been conducted empirically yet in B&H.

On the other hand, considering results achieved in local and international contests, judo seem to be one of the most developed sports in Bosnia and Herzegovina. Good results of Bosnian judo sport practitioners are coming from all levels, Balkan, European and World Olympic games. However, scientific researchers still did not put this in their focus of interest.

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This research is important as this is the first time that the relationship between leadership styles and achievement motivation of sport managers in judo sport in B&H will be investigated. The main objective of this study is to provide a model that may empirically explain relationship between different leadership styles and achievement motivation of sport managers in judo sport of Bosnia and Herzegovina. The secondary objectives are to provide practical implications as well as theoretical ones for the relevant stakeholders of this study. Sport managers can learn which leadership styles will lead to higher effectiveness, and practitioners of judo sport will be achieving more effective results.

The contribution of this study is threefold: practical, theoretical and social. Practical contribution of this study is high due to fact that it will provide grounds for getting insight to sport managers of judo sport about the effects that different leadership styles have on achievement orientation of different judo practitioners. As this is the first study of this kind in the region of Bosnia and Herzegovina, theoretical contribution is obvious, and it shall serve as opening door for new studies of this kind. Considering social contribution of judo sport to youth of Bosnia and Herzegovina, investigating this specific sport and mentioned variables is supposed to have also indirect contribution to overall Bosnian society.

In line with mentioned objectives, research questions to be addressed in this study are: (1) Do sport managers apply any leadership styles in judo sport? (2) Which leadership styles are applied more compared to the others? (3) Do judo practitioners find leadership styles of their sport' managers (coaches) useful in practicing judo? (4) Do judo practitioners think that their achievement motivation in judo is result of specific leadership style used by their coach? (5) What is the significance of the relationship between the leadership styles of coach and achievement motivation of judo practitioners?

The coming section will review the literature relevant for the initiation of this study. It will be followed by the sections on model, methodology and expected results.

2. Literature review

This review will provide basic insights into up to date literature when it comes to following issues: about judo; about leadership styles; leadership in sports management; leadership styles and effectiveness in martial arts; about judo in B&H; history of judo in B&H; B&H in judo Olympic games; achievements of judo practitioners at international competitions; key contributors to judo sport of B&H; hypotheses and research model.

Fiedler (1967) thinks that the individual in the group given the task of directing and coordinating task-relevant group activities or who, in the absence of a designated leader, carries the primary responsibility for performing these functions in the group.

House (1996) considered that role of the leader is to provide the necessary incremental information, support, and resources, over and above those provided by the formal organization or the subordinate's environment, to ensure both subordinate satisfaction and effective performance

Zaccaro, Rittman and Marks (2001) assert that social problem solving, where leaders are responsible for (a) diagnosing any problems that could potentially impede group and organizational goal attainment, (b) generating and planning appropriate solutions, and (c) implementing solutions within typically complex social domains.

In similar vein, Naidoo (2007) expressed that the sport administrator in HEIs is required to demonstrate effective leadership qualities to manage the personnel in the sport department. The fact that the leadership role appears to pervade all the managerial activities of the sport administrator, makes it an important factor contributing to the overall process of an organization.

Jung, Wu and Chow (2008) posit that the contractual agreement is the motivating factor that drives individuals towards the achievement of task set out for them. This type of leadership encourages them to focus on the tangible or mental rewards gained at the fulfillment of a task. For example, with regard to sport administrators this may mean offering incentives or rewards to get teams or individuals to qualify, to compete or to win in high level competitions. According to Pounder (2001), transactional leaders do not actively seek out deviations from desired performance and only react after problems present themselves.

Conger & Kanungo (1987) says that despite the unequivocal significance of these proposals, insufficient attention has been given to the recent developments in leadership research, which is focused on observing individuals with an extraordinary ability to convince others of their capacity to achieve high levels of performance and to adopt new work principles.

Mokhtarpour, Mohammadi and Mokhtarpour (2014) regard that people's values influence the way they manage and especially determines their satisfaction about the organization. The concepts of transformational leadership styles of managers, their gender and level of mental stimulation showed the greatest effect on job satisfaction

Gomes and Resende (2014) propose an instrument to evaluate leadership styles in three domains (e.g., transformational, transactional, and decision-making leadership) and test the augmentation effect of these domains on the explanation of satisfaction with leadership and coach-athlete compatibility. In total 348 male athletes who play futsal and soccer were recruited. We evaluated leadership styles, satisfaction with leadership, and coach-athlete compatibility. The confirmatory factor analysis demonstrated acceptable fit levels for the organization of the leadership scales with second-order factors of transformational leadership and two correlated factors for transactional and decision-making leadership. Confirmatory factor analysis also points out acceptable fit levels for the measures of satisfaction with leadership and coach-athlete compatibility. The hierarchical regression analysis indicated the predictive value of the leadership domains for explaining satisfaction with leadership (61% of variance explained) and coach-athlete compatibility (50% of variance explained). We found partial support for the validity of the leadership scale and confirmed the augmentation effect.

Transformational/transactional leadership theory became a focus in sport management research beginning in the mid-1990s. Wallace and Weese (1995) looked at YMCA organizations in Canada and found that those leaders with a highly transformational style engaged in more culture-building activities, handled change better, and had a greater degree of coordinated teamwork than leaders low in transformational leadership.

Moreover, Weese (1995) examined transformational leadership and organizational culture at the administrative levels of campus recreation programs of Big Ten and Mid-American Conference universities. The findings revealed that the campus recreation programs administered by high transformational leaders possessed significantly stronger, more positive cultures than ones administered by low transformational leaders. Furthermore, high transformational leaders carried out culture-building activities to a significantly greater extent than low transformational leaders. In addition, transformational leaders were more effective in transmitting the culture throughout the organization

Sivanathan and Fekken (2002) posit that this requires the sport administrators to foster their commitment and inspire them to exceed their expected performance. As budgets and human resources diminish and the need to do more with less increases, leadership that transforms or inspires individuals to act in the organization's best interest, will become vital.

Tepper and Percy (1994) declared that transformational leaders in sport achieve a level of performance that surpasses expectations by instilling pride, and communicating with followers

in an attempt to promote a feeling of personal respect amongst the followers themselves, as well as between the follower and the leader, facilitating creative thinking, and providing inspiration.

Nosanchuk (1981) explored different methods of fighting skills. Judo made its first appearance on the Olympic program at the Games of the XVIII Olympiad in Tokyo in 1964. It was then absent from the Games in Mexico City in 1968, only to return for the Games in Munich in 1972 and has been on the Olympic program ever since. Women's judo appeared as a demonstration sport at the Games in Seoul in 1988 and joined the Olympic program for the Games of the XXV Olympiad in Barcelona in 1992. A mixed team event will be included for the Games of the XXXII Olympiad in Tokyo in 2020. According to van Bottenburg (1994), the popularity of the Asian martial arts in the West has resulted from a number of factors, such as the growing economic power and international prestige of Japan and, to a lesser extent, other Eastern-Asian countries. Also, the post war stationing of American and European troops in Japan and South Korea, as well as the emigration of Asians to the United States and Europe have contributed to the spread of Asian martial arts in the West.

Considering fact that judo sport is the most accomplished Olympic sport in B&H, it represents one of the sports that contributed most to the affirmation of B&H's sport on the international sport scene and the organization of these great sporting events. Certainly, the organization of these and these sporting events contributes immensely to the development and popularization of judo sports, the affirmation of Bosnia and Herzegovina as an international sporting destination.

3. Research question, hypotheses and model

In line with mentioned literature, five research questions are to be addressed in this study:

RQ1: Do sport managers apply any leadership styles in judo sport?

RQ2: Which leadership styles are applied more compared to the others?

RQ3: Do judo practitioners find leadership styles of their sport' managers (coaches) useful in practicing judo?

RQ4: Do judo practitioners think that their achievement motivation in judo is result of specific Leadership style used by their coach?

RQ5: What is the significance of the relationship between the Leadership styles of coach and achievement motivation of judo practitioners?

In line with hypotheses tested by the previous researchers discussed in the previous section, following hypotheses are proposed for this study:

H1: Democratic style of Bosnian judo coaches has influence on achievement motivation of judo practitioners.

H2: Autocratic style of Bosnian judo coaches has influence on achievement motivation of judo practitioners.

H3: Laissez-faire style of Bosnian judo coaches has influence on achievement motivation of judo practitioners.

H4: Transformational style of Bosnian judo coaches has influence on achievement motivation of judo practitioners.

H5: Transactional style of Bosnian judo coaches has influence on achievement motivation of judo practitioners.

All five hypotheses are presented in the model shown within Figure 1.

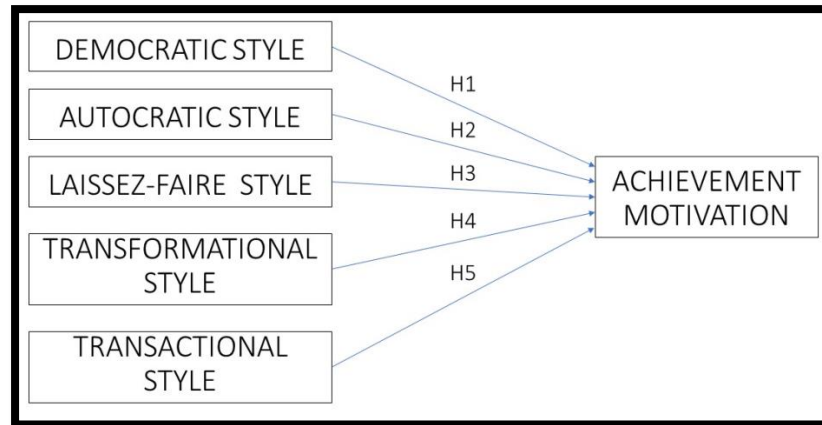


Figure 1. Research model (proposed by authors based on literature review)

4. Methodology

The main methodology used to develop the theoretical model presented above is literature review. Once studies were carefully analyzed, the variables have been defined, relationships among them were explained, and hypotheses were proposed.

Talking of methodology for the validation of proposed model, there are two approaches, qualitative and quantitative one. For those who choose to use quantitative approach, structured survey is recommended to be used to measure variables in the hypothesized relationships, and data are to be collected from at least 200 judo practitioners all over the country of Bosnia and Herzegovina. For purpose of statistical analysis, Microsoft Excel package and Software Package for Social Sciences 18 (SPSS 18) will be applied. Descriptive statistics, principal component analysis, regression analysis and ANOVA will be used to respond to investigate validity, reliability of measures, but also hypothesized relationships. In the other case, interview can be applied and the collected data can be analyzed qualitatively.

5. Expected results

In line with conclusions based on literature, it is expected that all hypothesized relationships among variables will be confirmed. However, it is suggested to conduct testing of the proposed model using adequate measurement scales. To get better, more valid and reliable results, it is suggested to validate the proposed model in different geographical contexts and across different time periods. Still, regardless of the positive and optimistic forecast on supporting the proposed research model, it is on future researchers to test the model and provide empirical evidence.

6. Conclusion

This study develops a theoretical model with purpose to investigate relationship between different leadership styles of sport managers and achievement motivation of practitioners in judo sport of Bosnia and Herzegovina (B&H). Practitioners' perceptions on their sport managers' leadership styles and achievement motivation of practitioners may be very useful to investigate the above mentioned relationship. The suggested statistical methodologies to be applied upon data collection are Descriptive Statistics, Principal Component Analysis and Regression Analysis. Furthermore, ANOVA method may be applied to find out if there is a

relationship between different characteristics of sample and main variables. However, researchers are also encouraged to apply different approaches, for example qualitative. Accordingly, it is suggested to do both quantitative approach (use structured survey) and qualitative approach (use interview). The model validation will provide useful findings for sport managers in martial arts, especially judo coaches. Furthermore, practical implications of this study could help sport managers engaged in martial arts to determine more functional leadership style which will result in more effective results.

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