The Relationship Between the Coach's Transformational and Transactional Leadership Styles

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Abstract: The findings indicated Coaches with high score in transformational and transactional leadership styles had effectiveness leadership style and self-actualizing profile. Motive to achieve success of athletes was highest and power motive and motive to avoid failure of them were second and third level. There was significant positive correlation between transformational leadership style of coaches and motive to achieve success and power motive of athletes. There was significant and negative correlation between transformational leadership style of coaches and motive to avoid failure of athletes. Transformational leadership characteristics and transformational behaviors of coaches had equal effect on increase of motive to achieve success of athletes. Transformational leadership characteristics of coaches had more effect on decrease of motive to avoid failure of athletes than transformational leadership behaviors. Transformational leadership behaviors of coaches had more effect on increase of power motive than transformational leadership characteristics. Transactional leadership styles of coaches didn't have significant correlation with three scales of motives related competition.

Key words: Transformational leadership · Motive to achieve success · Power motive · Leadership · Coaching · Football

INTRODUCTION

Among all factors the leadership style and motivating the team members plays the most important role in making a sports or organizational team successful. If all the other factors that have effect on the success of the team are at their acceptable level, but the leadership style doesn’t provide enough motivation for the team members, one can not expect the team to achieve its goal that is victory.

Case (1990) considers the coaches as the vital human resources in sports organizations. He believes that coaches’ responsibilities, like other organized and advanced activities have to be led, even if they don’t call themselves leaders. They do some tasks like aiming, planning, organizing and controlling the players to achieve their goals. In fact, by applying these strategies in team works and social interactions, they act like leaders. McNeillis [1] believed that leading the elite teams is the same as leading advanced organizations and both of these leaders have the same duties [1]. The term "leading style" has been used in many researches to study the coaches’ behaviors [2, 3]. Therefore, the leading theories and models related to organizational fields have been used in researches about leading styles in sports. Damelson [4] believe that the atmosphere of professional sports is a suitable place for studying the organizational behaviors and leading styles of famous coaches as the patterns for leading non-sports and trade organizations [4]. A coach should show the effective ways for improving the athletes and this is their motivating role as a leader. The leading style the present is the most important characteristic that motivates the players and influences the way the players understand their coaches [5]. Different points of view about leadership evolved in different steps. This evolution started with the study of the belief that leaders are born leaders and was studied in 1930. However, no convincing characteristic to be used in all times was found. In 1950s this study continued with behavioral approach, but it didn’t come to a good
conclusion. In 1970s, the studies were related to expediency leadership in which the leaders decide according to their team members' conditions, abilities and tendencies. Although this leading style was somehow successful, it wasn't completely effective. The most important evolution in this regard was the transformational and transactional leadership style. This style is considered as "the modern concept of leadership" [6].

Most theories related to leadership styles have been focused on transactional leadership. In fact, it is a traditional approach in leadership. In this style, there is a kind of exchange and contract between the leaders and the followers so that the followers will be given rewards according to their good functions. In transformational leadership, which is a new approach in leadership, the relationship between the leaders and the followers is something more than just giving rewards. The result of this style is provoking thoughts and inspiring the followers as well as helping them attempt to achieve their potential goals more than ever. Transformational leaders are attractive and influential and cause motive in followers [6-8]. Motivated people are key factors for organizations to achieve their goals. The same thing is true in athletic fields and it is believed that motive related subjects are basic in achieving the competition goals [9]. Scientists believe that there are three key elements in motivation namely attempt, the intensity of attempt and the progression of activity. Therefore the people who are active in a field are rated according to their energy and attempt. Motivation is usually studied from different points of view in athletic fields. Some of these perspectives are: improvement provocation, internal and external provocation and competition provocation. Many personal and occasional subjects affect the provocation or motivation. In athletic fields, coaches play a very important role and their behavior has direct effect on provoking improvement related behaviors as well as on athletes' understanding of the situation [9].

Although there are a lot of sports fans around the world and the fact that there is enough information related to the application of sports tasks, little has been done in the field of provoking athletes and the elements regarding to this subject. Motivating competition consists of three micro scales such as motivating success, motivating the failure prevention and motivating power. Motivating success is defined as the player's tendency to achieve his or her aim that is success. Motivating the failure prevention is defined as demission of the player in facing with risky situations. The player's ability to dominate and control other team members is called power motivation [10]. Considering the effect of motivation and provocation on players' abilities, it is important to know the reason why some players have better motives to achieve their goals. Therefore one should look for some ways and strategies to improve the competition motivation in athletes. It is said that one of the most challenging task for coaches as leaders is to motivate team members and help them achieve their goals [5]. For this reason, the relationship between different leadership styles and athlete motivation has been studied in different literatures. There are still some leadership styles that haven't been studied yet. The present study examines one of the newest approaches related to transformational and transactional leadership styles. In this investigation, the relationship between different leadership styles among coaches in two different styles of transactional and transformational leadership and players' competition motivation in Iran's football premier league is being investigated to find applicable and scientific strategies for coaches in professional sports. The aim of this study was to investigate the relationship between transformational and transactional leadership styles of coaches and motive to achieve success, motive to avoid failure and power motive of football premier players in Iran. The statistical procedure also was based on descriptive and inferential basis and included multivariable regression.

MATERIALS AND METHODS

The Sample size in this study is considered as all of the premier league football players that is 160 people with the average age of 25.02 ±4.36 years old. The tool for measuring the research variables
In order to investigate the approaches and features of the players about their coaches' leadership styles as well as competition motivation, two different questionnaires were used namely the leadership profile and Willis sports attitude inventory.

The Leadership Profile (LPL): This questionnaire consists of 50 closed questions and is measured by five-value scale. Each group of five questions measures one micro scale. Two micro scales (10 questions) are related to transactional leadership and eight of them are related to transformational leadership. This questionnaire was developed and standardized by shaskin in 1998 (the last revision) and consists of 10 micro scales and 50 questions.
Willis Sports Attitude Inventory (SAI):
This questionnaire consists of 40 closed questions and measures three motivation scales according to a five-value scale. Success motivation is measured by 17 questions, failure prevention motivation by 11 questions and power motivation by 12 questions in this questionnaire. This questionnaire was developed and standardized by Willis in 1998 (the last revision).

The kronbach alpha coefficient for leadership style questionnaires were 0.96 for leadership style, 0.95 for transformational style, 0.95 for transformational behaviors, 0.95 for transformational leadership characteristics and 0.95 for transactional leadership.

For the competition motivation questionnaires, the aforementioned coefficients were as follows: 0.75 for success motivation, 0.72 for failure prevention motivation and 0.71 for power motivation. It can be seen that the kronbach coefficient is acceptable in leadership styles scales. The coefficient calculated by Willis is in the range of 0.76 to 0.78.

Gathering Data: The first step in this investigation was to get the required admissions from the authorities in football federation. Considering the research objectives, the time for gathering data was set at the end of the football season that is nearly six months after its beginning. Therefore the players had enough time to know and understand their coaches. The researchers were present at the required places for gathering information after they had the admissions from the authorities and the coaches. The validity of the questionnaires were ensured by explaining the importance of the research to the players as well as guiding them how to fill the questionnaires and reassuring them that all the information given in the questionnaires would be confidential for the researchers. Finally 160 questionnaires were gathered.

Statistical Methods: In order to organize, summarize, classify the rough scores and describe the measures, descriptive statistics (redundancy, average, percentage, standard deviation and tables) was used. In order to predict the role of the predictive variable in the control variable, multivariable regression was used. Also, to do the complementary analyses, structural equations were used to model the casual equations with emphasis on Lisler software version 9.2.

RESULTS
Regression coefficients related to success motivation prediction according to transformational leadership behaviors are given in Table 1.

It can be seen that there is a meaningful relationship between relation leadership, respect leadership and innovative leadership of coaches on one hand and competition motivation of the players on the other hand. Therefore, the competition motivation among the players increases with the increase in relation, respect and innovation leadership in coaches. The same is true about the decrease in both of them.

Regression coefficients related to success motivation prediction according to transformational leadership characteristics are given in Table 2.

From table 2 it can be said that there is a positive and meaningful relation between reassuring leadership and behavior leadership of coaches on one hand and success motivation of players on the other hand. Therefore, the success motivation among the players increases with the increase in behavior and reassuring leadership in coaches. The same is true about the decrease in both of them.

Regression coefficients related to failure prevention motivation prediction according to transformational leadership behaviors are given in Table 3.

From Table 3, it can be said that there is a negative and meaningful relation between respect leadership of coaches and failure prevention motivation of players. Therefore the failure prevention motivation will decrease with the increase in respect leadership and vice versa.

Regression coefficients related to failure prevention motivation prediction according to transformational leadership characteristics are given in Table 4.

From table 4 we can see that there is a negative and meaningful relation between reassuring and behavior leadership on one hand and failure prevention motivation on the other hand. Therefore the failure prevention motivation in players decreases with the increase in reassuring and behavior leadership in coaches and vice versa.

Regression coefficients related to power motivation prediction according to transformational leadership behaviors are given in Table 5.

From Table 5 it can be seen that there is a positive and meaningful relation between behavior leadership of coaches and power motivation of players. Therefore the power motivation of players increases with behavior leadership of coaches and vice versa.
Table 1: Regression coefficients related to success motivation prediction according to transformational leadership behaviors.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Predictive variables</th>
<th>B</th>
<th>Beta coefficient</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power motivation</td>
<td>Reassuring leadership</td>
<td>0.18</td>
<td>0.16</td>
<td>1.54</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>Follower-related leadership</td>
<td>0.11</td>
<td>0.08</td>
<td>1.32</td>
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</tr>
<tr>
<td></td>
<td>Insight-related leadership</td>
<td>0.24</td>
<td>0.21</td>
<td>2.21</td>
<td>0.01</td>
</tr>
<tr>
<td></td>
<td>Behavior leadership</td>
<td>0.49</td>
<td>0.28</td>
<td>3.12</td>
<td>0.01</td>
</tr>
</tbody>
</table>

Table 2: Regression coefficients related to success motivation prediction according to transformational leadership characteristics.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Predictive variables</th>
<th>B</th>
<th>Beta coefficient</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power motivation</td>
<td>Reassuring leadership</td>
<td>0.69</td>
<td>0.29</td>
<td>97.2</td>
<td>0.01</td>
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<tr>
<td></td>
<td>Follower-related leadership</td>
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<td>0.10</td>
<td>1.32</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Insight-related leadership</td>
<td>0.04</td>
<td>0.02</td>
<td>0.41</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Behavior leadership</td>
<td>0.38</td>
<td>0.20</td>
<td>2.43</td>
<td>0.05</td>
</tr>
</tbody>
</table>

Table 3: Regression coefficients related to failure prevention motivation prediction according to transformational leadership behaviors.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Predictive variables</th>
<th>B</th>
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<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power motivation</td>
<td>Reassuring leadership</td>
<td>-0.23</td>
<td>-0.14</td>
<td>-1.32</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Follower-related leadership</td>
<td>-0.30</td>
<td>-0.15</td>
<td>-1.45</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Insight-related leadership</td>
<td>-0.27</td>
<td>-0.16</td>
<td>-1.63</td>
<td>-0.05</td>
</tr>
<tr>
<td></td>
<td>Behavior leadership</td>
<td>-0.06</td>
<td>-0.02</td>
<td>-0.19</td>
<td>-</td>
</tr>
</tbody>
</table>

Table 4: Regression coefficients related to failure prevention motivation prediction according to transformational leadership characteristics are given in table 4.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Predictive variables</th>
<th>B</th>
<th>Beta coefficient</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power motivation</td>
<td>Reassuring leadership</td>
<td>-0.41</td>
<td>-0.37</td>
<td>19.2</td>
<td>0.01</td>
</tr>
<tr>
<td></td>
<td>Follower-related leadership</td>
<td>-0.07</td>
<td>-0.04</td>
<td>-0.66</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Insight-related leadership</td>
<td>-0.35</td>
<td>-0.15</td>
<td>-1.44</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Behavior leadership</td>
<td>-0.50</td>
<td>-0.19</td>
<td>-1.46</td>
<td>0.05</td>
</tr>
</tbody>
</table>

Table 5: Regression coefficients related to power motivation prediction according to transformational leadership behaviors.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Predictive variables</th>
<th>B</th>
<th>Beta coefficient</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power motivation</td>
<td>Reassuring leadership</td>
<td>0.02</td>
<td>0.02</td>
<td>0.83</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Follower-related leadership</td>
<td>0.01</td>
<td>0.01</td>
<td>0.11</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Insight-related leadership</td>
<td>0.16</td>
<td>0.15</td>
<td>1.38</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Behavior leadership</td>
<td>0.42</td>
<td>0.24</td>
<td>2.93</td>
<td>0.01</td>
</tr>
</tbody>
</table>

Table 6: Regression coefficients related to power motivation prediction according to transformational leadership characteristics.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Predictive variables</th>
<th>B</th>
<th>Beta coefficient</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Power motivation</td>
<td>Reassuring leadership</td>
<td>0.07</td>
<td>0.04</td>
<td>0.33</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Follower-related leadership</td>
<td>0.22</td>
<td>0.18</td>
<td>2.27</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>Insight-related leadership</td>
<td>0.06</td>
<td>0.04</td>
<td>0.31</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>Behavior leadership</td>
<td>0.25</td>
<td>0.15</td>
<td>1.54</td>
<td>-</td>
</tr>
</tbody>
</table>

Regression coefficients related to power motivation prediction according to transformational leadership characteristics are given in Table 6. From Table 6, it can be seen that there is a positive and meaningful relation between follower-related characteristics of coaches and power motivation of
players. Therefore the power motivation in players increases with the increase in follower-related characteristics of coaches and vice versa.

**DISCUSSION AND CONCLUSION**

Kelly [11] Believes That the Most Important Characteristics of Human-related Leadership Style Are: being considerate, supportive, inspiring as well as provide suitable chance to improve the followers and using them in making decisions and paying attention to their welfare [11]. The abovementioned features are in good agreement with some of the transformational leadership style characteristics such as respect leadership, behavior leadership and follower-related leadership. Therefore, these results can be used as the tools for comparison. On the other hand, according to supportive- self centered behaviors, there are some common grounds between these behaviors and transformational leadership behaviors. According to Danilson [4] in democratic leadership style, a leader pays attention to both task-related and relation-related dimensions [4]. The leader in this style pays attention to authority conformance of his or her followers, their welfare, promoting them to participate in decision making as well as paying attention to efficiency and efficacy of his or her organization. It can be seen that there is a good agreement between democratic leadership style and efficacy criterion in shaskin model (being powerful in both transformational and transactional styles). These results can be used in the present research, too.

The findings showed that there is a positive and meaningful relation between success motivation of players and transformational leadership style of coaches. Charbonneau (2001) showed that the effects of transformational leadership style on intermediate variable of inside motivation of athletes leads to their improved function [12]. Dionne (2004) approves the positive relation between player’s motivation and transformational leadership style [13]. Kelloway (2004) believes that being sure about the satisfaction and motivation of the athletes is one of the key points in efficacy of the transformational coaches [14]. Because the researches about the transactional and transformational leadership styles is very little in sports fields, no research could be found to show that there isn’t a relation between the players’ motivation and transformational leadership style. However, in some investigations in non athletic fields such as Jung and Avolio (2000) some point could be found showing that there is no relation between transformational leadership style and some variables like quality and efficacy [15].

In general, it can be said that transformational leadership style among coaches is a very influential and important factor in motivating athletes shaskin pattern consists of two area of behaviors and characteristics of transformational leadership style. The relation of each of these areas with players’ motivation will be discussed.

**The Relation Between Players’ Motivation and Transformational Leadership Style Behaviors of Coaches:** The results showed that the transformational leadership behaviors with the average score of 80.14+/12.62 out of 100 are in an acceptable level. The findings also showed that there is a positive and meaningful relation between players’ motivation and transformational leadership behaviors of coaches. Considering the similarities between similar leadership styles and transformational leadership style it can be concluded that these findings and the ones by Fisher (1982), Amorose (2000-2001), that showed that there is a positive relation between players’ motivation on one hand and human-related, democratic and communicative leadership styles on the other hand, are in good agreement [16-18]. These results are in good agreement with the results from Seo (2004) and Yurdaron (2005) that showed a positive relation between supportive- self centered behaviors of coaches and players’ motivation [19, 20]. Also, the results are in good agreement with the one by Amorose (2006) that referred to positive relation between democratic and educational behaviors of coaches as well as their positive feedback (Cheladori model) and players’ inside motivation [21]. In the following paragraphs we will discuss the relation between transformational leadership style micro scales and players’ competition motivation micro scales.

**Success Motivation:** there was a positive and meaningful relation between respect leadership and success motivation. This result was in agreement with the result of the research done by Dionne (2004) and Jowett (2005). There was a positive and meaningful relation between relation leadership and success motivation [13, 22]. There was a good agreement between our result and the ones in researches done by Vazou (2006) that believed that effective relation between coaches and players plays role in increasing improvement motivation [23] as well as Wylleman (2000) and Dionne (2004) that came to the same conclusion [13, 24].

The innovative leadership in coaches is another micro scale in transformational leadership behaviors and
has a positive relation with success motivation in players. When a coach has innovative behavior, he is trying to improve his players’ motivation by creating chance to choose and take part in decision making and innovate that in turn leads to self-centered feeling in players. This is in a good agreement with the findings by Dionne (2004) that had the same idea about transformational leaders [13]. Also, Charbonneau (2001) showed that transformational coaches stimulate their followers’ insight and mind and provide enough chance to improve their motivation [12]. In general, it can be said that when the relation between a coach and a player is based on friendliness, respect and creation of enough chance to participation and innovation, the result will be a sort of understanding and insight for the player that leads to his or her success motivation increase.

Failure Prevention Motivation: Among the micro scales of transformational leadership behaviors in coaches and failure prevention motivation, it was seen that only respect leadership had a negative relationship with failure prevention motivation. This means that the more respect the coaches have in their behavior, the less the players have failure prevention motivation. It was shown that one factor in creating anxiety and failure prevention motivation in players is the negative assessment of society toward them. The closest and the most important person to do this assessment is their coach. If the coaches have respect in their interaction with their players, they can reduce the side effects cause by failure prevention motivation. This finding is in good agreement with the ones in studies by Ilies (2006) that believed that the respect by a coach affects the failure prevention motivation [25].

There was no relation between failure prevention motivation on one hand and innovative, relationship and trust leadership on the other hand. This finding shows that among all transformational behaviors, respect leadership plays the most important role in decreasing the failure prevention motivation. A player who has a high failure prevention motivation can not use the chances given to him or her by the coach in an effective way. The relation between a coach and a player will lead to the decrease of failure prevention motivation only if the relation is respectful. The trust leadership didn’t have effect on decrease of failure prevention motivation as well. The reason given for other factors that didn’t influence the failure prevention motivation are true for this kind of leadership, too.

Power Motivation: The findings of this investigation showed that among all micro scales for coaches’ transformational behaviors the only one that had positive relation with power motivation, was innovative leadership Vinitr (1973) believes that people with high power motivation don’t tend to influence and promote others. This chance can be provided for players by transformational leadership style. This finding was in agreement with the results of the research done by Case (1990) that talked about the effective and positive influences of transformational leadership style on followers’ power motivation [3]. It is also in agreement with Soo and Bartunek (2004) who believed that coaches can cause power motivation in their players by giving them the chance to take part in decision makings [20]. Although the respect and relation leadership in coaches play an important role in creating success motivation and decreasing failure prevention motivation, prerequisites like the chance to innovate and to be creative are necessary for creating power motivation. Innovative leadership plays the most important role in this regard.

The Relation Between Transformational Leadership Characteristics in Coaches and Players’ Motivation: the findings of the present study showed that characteristics of transformational leadership style in coaches have a positive and meaningful with success motivation in players. It should be noted that investigations and researches about leadership styles in coaches with the emphasis on personal characteristics were stopped after the studies done by Wyllesman (2000) in organizations and Danielson (1975) in athletic fields until the rising of charisma leadership style by Cootesworth (2004), as well as transformational and transactional leadership styles by Benjamin (2004) [4,17,24,26]. So, little has been done in this field. The abovementioned findings were in good agreement with the findings of Kerlinger (1973) that believed that coaches’ personal characteristics play an important role in players’ motivation.

Success Motivation: transformational leadership characteristics, in Shaskin model, consist of reassuring leadership (self confidence and the extent it is transferred to the followers), follower-related leadership (the power and authority that is given to the followers by their leader), insight-related leadership (futurism and the power to predict and the extent it is transferred to players by their leader) and behavior leadership or culture making leadership that emphasizes on how much this leadership style can induce its common beliefs and values to others
and in fact be a role model for others. The relation
between the micro scales of transformational leadership
style characteristics and success motivation show that:

Reassuring leadership has the highest rank and has
an important role in predicting the success. Reassuring
refers to the leader's self-confidence and the extent it is
transferred to followers by him or her. This finding is in
good agreement with the one related to Horn (1992) that
showed that coaches' reassuring is very important in
players' motivation [27]. Jowett (2005) believes in
reassuring as a feature of a good coach [22]. Jung (2000)
explained the effect of transformational leadership style
on followers' motivation through the effect of this style on
followers' self-confidence and self-efficacy [15].

Not only has the behavior leadership a good score,
but also it has a positive relation with success motivation.
This scale considers the ethic principles and culture
making in coaches. Ethic principles are the criteria in
which the coaches believe. Coaches act and behave
according to these criteria and the same is true for the
followers. Wherever there is a rich and efficient culture
in an organization, ethic and behavioral criteria of a good
leader is obvious. Gregory (2006) approves the positive
effects of transformational leadership style on
organizational culture in several studies [28].

In athletic fields it is the coach who creates a suitable
team culture and common beliefs and values and provides
an atmosphere that causes the players' success
motivation. Yurdadon (2005) stated that motivation is
influenced by the coaches' leadership style [19].
They believed that task-related leadership style causes
the increase in success motivation. Therefore coaches can
cause the increase in success motivation by providing the
appropriate atmosphere in this regard. The motivation
space or motivation atmosphere was not investigated in
this study, but it can be said that behaviors and
characteristics of transformational leaders are suitable for creating task-related motivation atmosphere
(that increases the success motivation). These
characteristics include the factors such as: to respect and
to promote the players, to create a friendly atmosphere, to
pay attention to personal differences. All the
above-mentioned characteristics are considered as the
characteristics of a transformational leader.

The results showed that there is no relation between
success motivation on one hand and coaches' transformational characteristics, follower-related
leadership and insight-related leader ship on the other
hand. As far as the follower-related leadership
(the power and authority that is given to the followers by
their leaders) is concerned in this regard, it can be said
that the ones who have high success motivations will try
to do their best whether they are given the power and
authority or not. May be this is the reason why there is no
relation between success motivation and giving authority.
The same reasoning can be done for the lack of relation
between success motivation and insight-related
leadership. There is a good agreement between this
finding and the one related to Charbonneau (2001) that
believed that sports teams have the clear aim of winning
the game and don’t need their coaches' insight. (But in
organizational teams the aims and objectives should be
set clearly) [12]. There is a disagreement between this
finding and the one related to Jung and coworkers (2000)
who believes that creating motivation in followers is the
result of the leaders' influence on the followers' insight.
May be the reason is the difference between sports and
organizational teams [15]. It can be concluded that if the
coach creates the self-confidence in the player and if he
has excellence in his ethical attitudes and also if he
creates a team culture, an improvement in players' success
motivation can be expected.

**Failure Prevention Motivation:** the study findings
showed that there is a negative and meaningful
relation between coaches' transformational leadership
characteristics and failure prevention motivation.
The multivariable regression results showed that among
all these characteristics, behavior leadership and
reassuring leadership have a negative and meaningful
relation with failure prevention motivation so that the
increase in one side causes the decrease in the other one
and vise versa. Behavior leadership plays the most
important role in this regard. A transformational leader's
behavior is based on principles like respect, kindness,
care, courtesy, etc. Amorose (2006) and Vazou (2006)
showed that a relation base on mutual respect between a
coach and his or her players leads to the decrease of
failure prevention motivation. As it was stated before,
culture making by a leader goes within behavior
leadership and a coach can promote the decrease of
failure prevention motivation by preparing a good
motivational situation [21,23]. Reinboth (2005) believes
that a self-centered motivational situation can lead to the
increase of failure prevention motivation while a task-
related motivational situation will lead to the increase of
success motivation in athletes [29].

As it was stated before, reassuring by a coach will
lead to creation of self-confidence and self-efficacy in
players. Kelly (2006) stated that transformational leaders
increase their followers' motivation by creating self
confidence and self-efficacy in them [11]. Self confidence can be created by a coach in a number of
methods. Coaches, in athletic fields, can have effect on the failure prevention motivation by presenting feedbacks
and reconstructing the insights. Amorose (2001) stated that
competence feedback by a coach leads to increase in self
confidence, self efficacy and motivation in athletes [30].
According to Shaskin model for insights, coaches can
create self confidence in their players by changing their
insight from stable sources to unstable sources. For
instance, a failure explanation by considering that it
happened not because of the lack of ability or competence
but because of the lack of ability or competence
leads to likely failures in future and lack of self
confidence and eventually increase in failure prevention
motivation. If a coach can change the insights from stable
sources to unstable ones the result will be the increase
in self confidence in players. Ilies (2006) has shown that
transformational leadership affects on peoples
assumptions and insights and facilitates the way to
achieve their goals [25].

The results show that among the transformational
leadership characteristics, follower-related and insight-
related leadership in coaches don't have any relations
with failure prevention motivation in players. It can be
concluded that players need friendly relations with their
coaches in order to decrease their failure prevention
motivation. This decrease requires emotional mechanisms
rather than insight-related and recognition mechanisms.
According Charborneau (2001) stated that there is no
relation between insight-related leadership and inside
motivation, here it can be seen that there is no relation
between coaches' insight-related leadership and players'
failure prevention, which is a preventing approach in
doing activities [12]. On the other hand, there is a
disagreement between these results and the ones in
studies by Gomes (2006) that believed that leadership
visionary is a key factor in increasing motivational
elements. It can be concluded that if a leadership style is
based on ethical principles, valuable thoughts are created
in a team and the players will have self confidence that in
turn decreases failure prevention motivation [31].

Power Motivation: The results show that among coaches' transformational leadership characteristics, follower-
related leadership is effective in power motivation in players. As it was mentioned before, leaders who believe
in follower-related beliefs, share the power among their
followers and emphasize on their emotions, needs and
wills. They give authority and power to their followers
according to the organizational objectives and common
insights and let them have active roles in achieving their
goals, so the followers feel independence and self and
autonomy. In a study on premier league football players,
Carthen (2005) showed that follower-related coaches
(athlete-centered coaches) increase the motivation in
players. It can be said that this type of coach gives power
to his or her players to promote autonomy and
independence as well as power motivation in them [32].

The Relation Between Coaches' Transactional Leadership Style and Players' Motivation:

Power Motivation: the results of the study showed that transactional leadership style in coaches had an
acceptable level. The results showed that coaches' transactional leadership style didn't have effect on
players' motivation. In studies that compare transactional and transformational leadership style, transactional
leadership either doesn't play a role in players' motivation
or the effect is negative. Carthen (2005) mentioned that
transactional leadership style leads to decrease of players'
motivation [32]. Examining athletic studies, no research
could be found related to the positive relation between
transactional leadership style and motivation. In non
sports studies, Gregory (2006) mentions the positive
relation between transactional leadership style on one
hand and variables such as efficacy and insight and
followers' motivation on the other hand [28].

In order to explain that there is no relation (and if
there is, it will be negative) between coaches' transactional leadership style and success motivation in
players some points have to be mentioned: Transactional
leadership style in Shaskin model is different from
transactional leadership style in Shaskin model (that
disagrees with the findings of the present study). In
Shaskin transactional leadership style there is an
exchanging relationship between coaches and players and
an intervention by a coach happens only if there is a
violation. Therefore it is different from Shaskin
transactional leadership pattern and can have negative
effects. It is likely that players believe that doing routine
work is of coaches necessary responsibilities, so they
can not play role in players' success motivation without
the help of other factors.

Rewarding in non-sports organizations is different
from rewarding in sports teams. In non-sports and
commercial organizations it is the director or the manager
of the organization who is in charge for rewarding
employees. However, in sports team the case is
different: the owners of the clubs are responsible
(but not coaches) for determining the reward value for the players. Therefore players don’t consider their coaches as people responsible in this regard. Another reason could be the fact that players’ consider rewards just as financial ones and neglect ones like praising and complementing.

**Failure Prevention Motivation:** the results showed that coaches’ transactional leadership style didn’t have a relation with players’ failure prevention motivation. This is not in agreement with previous studies. It has been shown in some studies that transactional leadership style increase failure prevention motivation. Carthen (2005) believes that transactional leadership style decreases success motivation [32]. Decrease in success motivation will lead to increase in failure prevention motivation. Stewart and Meyers (2004) consider autocratic leadership style (parallel with transactional leadership) as a factor having effect on increasing failure prevention motivation [33]. Maybe the reason why there is a disagreement between the present study and other researches is transactional leadership pattern considered by Shaskin. Transactional criteria in Shaskin pattern don’t include stress, intensive control and autocratic behaviors. The reasons mentioned for the lack of relation between competence management and reward management on one hand and success motivation in players on the other hand, are true for the failure prevention motivation, too. Considering the fact that little work has been done about the relation between players’ failure prevention motivation and coaches’ leadership style, no research could be found that explain the negative relation between coaches’ transactional leadership style and failure prevention motivation.

**Power Motivation:** The results showed that there is no meaningful relation between coaches’ transactional leadership and power motivation in players. No research could be found about the relation between coaches’ transactional leadership styles and power motivation in players. However, some studies like Amorose (2000) and Carthen (2005) showed that transactional, task oriented, authority-related and autocratic leadership styles can lead to decrease in players’ inside motivation [16, 32]. Using the mentioned styles can have negative effects such as lack of autonomy and independence among players. These factors are considered negative ones in power motivation, too. Autonomy and independence play important roles in power motivation. The lack of relation between coaches’ transactional leadership style and players’ power motivation can be related to leadership style presented in this study and its difference with the one presented in Shaskin model that was mentioned before.

**REFERENCES**


