

**EXAMINATION OF THE RELATIONSHIP BETWEEN LEADERSHIP
CHARACTERISTICS OF ACTIVE FOOTBALL TRAINERS AND
ORGANIZATIONAL DEPENDENCE LEVEL
(KAYSERİ PROVINCE SAMPLE)**

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ABSTRACT

This study was done for the examination of the relationship between leadership styles and organizational dependences of the trainers who work in amateur football teams in Kayseri. Population of the consisted of 125 active football trainers and the sample is consisted of 104 volunteer trainers that were chosen with random method. In the research as data collecting tools the leadership style scale, Organization Dependence Scale and the Personal Information Form were used.

Statistical analyses of datum that was acquired from Personal Information Form, Leadership Style Scale and Organizational Dependence Scale were done through IBM SPSS22.0 package program. Personal information and inventory total points belong to candidates were given with the determination of frequency (f) and percentage (%) values. For putting forward the relationship between scales the Spearman Momentums Multiplications Correlation analysis (r) were applied.

Consequently; It was determined that Trainers that work in the amateur football teams in Kayseri have middle level democratic leader styles and in their organizational dependence levels is also at the middle level, there was a positive meaningful relationship found in their leadership styles and organizational dependences. In this situation, it is thought that when the footballers and managers' leadership preferences and trainers' leadership levels are observed at a suitable level then there will be more successful (club) performance and higher organizational dependence level will be brought out.

Keywords: Football Trainer, Organizational Dependence, Leadership Style

1. INTRODUCTION

Although in the developing process of world history there are more than one sport branches, societies and masses have important effect, none of them grab its popularity to the football level (Ongan and Demiröz, 2010, p.32). In recent terms especially from the 21st century's beginnings football has become most watched generally in worldwide, having an important commercial capacity and industry, in other words it has become the most popular sport branch in the world (Talimciler, 2008, p.89-114). For this reason, in the sports field it can be thought that trainer's effect has become important. Behind the all big teams and sportsmen there is a trainer that helps them to reach their purpose and passions (Voss, 2000). Continuity in the sports clubs depend on high performance and success. Creator of the performance and success is undoubtedly a trainer that plans future strategies in the team and for reaching these aims uses methods that are special for him/her and always be with the sportsmen and meets their needs. Thus there will be leader come out that effects the trainer group processes. Traditionally trainer is accepted as an individual who has innate leadership and charisma skills (Ahola and Hatfield, 1986, p.226-283). For this reason, there is a need that comes out for the people who does training job and it is the leadership quality. If struggling for the specified aims can be accepted as effecting process for the individuals, then this impressing process will be realized with the interaction of leader and sportsman. Leader is an individual that plays as a creator, beginner role for providing developments in the light of club's aims. Leadership includes; seeing the future, determining believable vision and aims and make the people to realize these (Şişman and Turan, 2001, p.43). Roberts (1987, p.256) defined the leadership as having the responsibilities for reaching the organizational aims directing the members' activities and accepting the results of this situation. The other parameter for the catching of the desired standards in football is trainer's dependence to the club they work for, dependence to the team, belongingness emotions, in general meaning their organizational dependences. Organizational dependence is the responsibility of being on a same line with the attitudes and aims of institution, and at the same time having the idea of not expecting goodness from the place that they work for (Gürkan, 2006). According to Meyer and Allen (1990, p.1-18) organizational dependence notion expresses the individual situation that tells the psychological perspective towards organization and it leads to the continuity of the relationship with organization. When the literature was examined there were studies about leadership and organizational dependence determined (Geri, 2010, Yıldız, 2011, p.216-225), there was no study determined about leadership styles and organizational dependence levels of trainers in Kayseri. Like in the other organizations such importance of leadership process in the sports organizations (clubs) redirected the researchers to the researches about the factors that might be effective in sports and it is thought that leadership styles might be effective on organizational dependence.

Aim of this study is to make an examination of the relationship between leadership styles and organizational dependence levels of the trainers.

2. MATERIAL AND METHOD

2.1 Forming of the Volunteer Group

Population of the consisted of 125 active football trainers in football clubs in Kayseri and the sample is consisted of 104 volunteer trainers that were chosen with random method.

Table1. Socio-Demographic Characteristics of the Volunteers that Participated to the Study

Variances		Frequency	Percentage
Age	18-28	26	25,0
	29-39	32	30,8
	40 and over	46	44,2
Education	Secondary	7	6,7
	High School	40	38,5
	University	57	54,8
Place of Document	Pesa	32	30,8
	Tff	56	53,8
	Abroad	16	15,4
Experience	1-5 Years	42	40,4
	6-11 Years	28	26,9
	12 and over	34	32,7

When the Table1 and the volunteers were examined according to their ages it was determined that 25% of them are 18-28, 30,8% of them are 29-39 and 44,2% are 40 and over ages range. When they were examined according to their education status 6,7% of them graduated from secondary school, 38,5% of them are graduated from high school and 54,8% of them are graduated from university. When places of document were examined it was determined that 30,8% of them from pesa, 53,8% of them from Tff and 15,4 of them from abroad. When the experiences of the volunteers were examined it was determined that 40,4% of them between 1-5 years, 26,9% of them between 6-11 years and 32,7% of them between 12 years and over.

2.2 Data Collecting Tools

In the duration of the surveys that are going to be applied to trainers in the research for each candidate there were plenty of time given to the study, not in a hurry, with the making of required explanations it was tried to make a healthy process for the candidates. Also, for the aim of filling the forms in a comfortable place for the candidate's suitable material and environment conditions were provided. In the research volunteers were asked to fill organizational dependence scale and socio-demographic information form.

2.3 Socio- Demographic Information Form

In the forming of the study's social-demographic information form, there was a pool formed by the characteristics that were asked from trainers and leadership and organizational dependence studies' socio-demographic forms were examined. Then, by asking for help from experts, the socio-demographic information form was formed. This socio-demographic information form includes 4 personal questions such as; age, education status, trainer ship experience and place of document.

2.4 Leadership Scale

There was a leadership style scale used in the study and it was consisted of 20 questions, which were developed by Davit R. Frew in 1977 and asked to the volunteers. Questions were prepared according to quintet Likert scale. Grading used in the scale; totally agree, agree, Undecided, do not agree, never agree. In the reliability analysis for the determination of the reliability of the scale and because of factor load except for 14th question to the rest of the 19 questions the Cronbach Alpha Test was done and reliability of the scale was found out as 98,5 % (Temel, 2010, p.129).

In the evaluation step of the test result that was acquired from the 20 questions are divided into 20 and the average point will be acquired. Survey form was tested on 10 trainers and its reliability was found as %82,4. These average points were calculated as; 1.0-1.9 Very Autocratic Leader, 2.0-2.4, Autocratic Leader, 2.5-3.4 Situational Leader, 3.5-4.0 Middle Level Democratic Leader, 4.1-5.0 Very Democratic Leader (Çeyiz, 2007, p.72).

2.5 Organizational Dependence Scale

There were 15 questions asked to volunteers from Organizational Dependence Scale that was developed by Porter et al. in 1974 and adapted into Turkish by Buluc in (2009) and its reliability coefficient was determined as 0, 72. There is only one dimension in the scale. 6 questions that had negative meaning in the scale were reversely coded (3, 7, 9, 11, 12, 15). 5 Likert Type articles were in the form of; 1- Never Agree, 2- Agree, 3- Little Agree, 4-Agree, 5- Totally Agree. Scale grading system is done through average point. Development of a scale via average

point was realized by the writer by using of the organizational dependence level and point ranges formula (n-1/n); 1-1,80 point- Never, 1,81-2,60 point- Little, 2,61-3,40 point- Middle, 3,41-4,20 point- Very much,4,21-5 point- Totally (Yaşar, 2015, p.118).

2.6 Analyzing of the Datum

Datum that were acquired from socio- demographic Information Form, Leadership scale and Organizational Dependence Scale entered into IBM SPSS 22.0 package program and it was done through this program. Personal information and scale average points and factor points were given with the evaluation of frequency (f) and percentage (%) values. For putting forward the relationship between points that were acquired from scales the Spearman Moments Multiplication Correlation analysis (r) test was applied.

3. FINDINGS

Table2. Descriptive Statistic of the Survey Responses of Volunteers

Variance	n	Min	max	X±SS
Leadership	104	1,20	4,50	3,66±0,67
Organizational Dependence	104	2,13	4,20	3,32±0,39

When Table 2 was examined leadership average scores of the active football trainers was determined as 3,66±0,67, and organizational dependence scores was 3,32±0,39.

Table 3. Relationship between Leadership Average Points and Organizational Dependence Average Points of the Participants

		1	2
Leadership	r	1	,323**
	p		,001
	n	104	104
Organizational Dependence	r	,323**	1
	p	,001	
	n	104	104

When Table 3 was examined, there was a statistically positive meaningful relationship determined between leadership average points and organizational dependence average points

4. DISCUSSION- RESULT

Without doubt football is among the most popular sports in the world. As a team play football requires a trainer for team integration and success of the team and football players for making

effort to the success. Being a trainer is a leadership art that based on mutual communication and interaction for impressing others (Başer, 1994, p.91-99). For the realization of the aims of the leadership organization if it is a process for the making up the relationships between organizations, individuals, groups and their interaction with the environment; intelligence, education and experience is important for the leader (Özsalmanlı, 2005, p.137-146). In this context both to increase the football performance developing the physical, social, emotional and mental capacities of the football players and trainers themselves' and their football players' performance developments and dependence to their clubs should not be ignored for the important contribution.

In this presented study it was determined that trainers that work in amateur football teams in Kayseri province; their leadership scores was $3,66\pm 0,67$, and organizational dependence scores was $3,32\pm 0,39$ (Table 2). In these scores it is seen that trainers have a middle level democratic leadership style and their organizational dependence is at the middle level.

When the literature was examined in Yıldız's (2011, p.216-225) study in 2011 about trainers that work in sports schools he determined that participants' organizational dependence levels were at the middle level. This presented study shows parallelism with the study in the literature.

There was a statistically positive and meaningful relationship found between leadership average points and organizational average points of the trainers that work in amateur football teams in Kayseri region (Table 3).

Leadership is doing things with people that they have gained respects, trusts, helping desires and confirmations of these people. Leadership makes a group of people work as equip and to focus on a common aim. Leadership is providing people to work for your goodness even if they do not work for you (Dengiz, 2000, p.221). Leadership consisted of the total of the information and skills of a group of people and gathering them around these aims for the realization of these missions (Eren, 1991, p.357, 397). As it is understood form these definitions that leader is a person that makes right and quick decision with his vision, education and experience, has strategic plans, abreast of change and improvement, forming an organization structure engaging with creative thoughts and making all of these permanent by creating a powerful organization culture and dependence.

It is the situation that while a person carrying on things that are given to him, using his all skills and all capacity that he has by using them to reach the success and high performance (Başer, 1994, p.91-99). In sports, organizational dependence is thought that it is formed from managers, trainers and sportsmen's performances towards specific aims, consciously and increasing of individual and organizational performances.

Trainers' attitudes and missions may show changes depend on sports branches. However, all characteristics of being a trainer have important role in the success of the trainer. Even if the trainer is so clever for the planning and periodizing issues if he cannot teach these to the football players and does not have an effective communication with them it is thought that he neither provides his nor players' organizational dependences and their success.

Consequently; It was determined that trainers that work in amateur football teams in Kayseri region, they have middle level democratic leadership styles and their organizational dependence levels are at the middle level and there was a positive meaningful relationship determined between organization dependence and leadership styles of the trainers. It is thought that this situation brings more successful organization (club) performance and higher organizational dependence level if there is a harmony followed between the preferences of football players and trainers' leadership styles.

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