

## **The Relationship Between Managers' Perceived Leadership Styles and Leadership Outcomes in Private Fitness Clubs in Saudi Arabia**

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**Abstract:** this study was aimed to investigate the relationship between managers' perceived leadership styles and leadership outcomes in private fitness clubs in Saudi Arabia. A total of 111 administrative staff and coaches participated in this study and completed the translated version of the Multifactor Leadership Questionnaire (MLQ). Data were analyzed using descriptive statistics, Pearson product-moment correlation coefficients, and linear regression analyses. The results of this study showed that fitness club managers demonstrated slightly higher transformational ( $M=2.82$ ) than transactional leadership ( $M=2.70$ ). Furthermore, the two leadership styles, transformational and transactional, were significantly and positively correlated with leadership outcomes: employees' satisfaction, managers' effectiveness, and managers' stimulation of employees' extra effort. Additionally, according to the regression analyses, transformational style was the only predictor of satisfaction, effectiveness, and stimulation of extra effort, accounting for 50% of the variance in satisfaction, 60% in effectiveness, and 60% of the variance in stimulation of extra effort.

**Keywords:** Leadership style, Effectiveness, Extra Effort, Satisfaction, Fitness clubs.

## العلاقة بين الأنماط القيادية للمدراء ونتائج القيادة في نوادي اللياقة البدنية الخاصة في المملكة العربية السعودية

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**ملخص البحث:** هدفت هذه الدراسة إلى دراسة في العلاقة بين الأنماط القيادية المتصورة للمدراء ونتائج القيادة في نوادي لياقة بدنية خاصة مختارة في المملكة العربية السعودية. شارك في هذه الدراسة 111 من الموظفين الإداريين والمدربين وأكملوا النسخة المترجمة من استبانة القيادة متعدد العوامل (MLQ). تم تحليل البيانات باستخدام الإحصاء الوصفي، ومعاملات الارتباط اللحظي بين ليبرسون، وتحليلات الانحدار الخطي. أظهرت نتائج هذه الدراسة أن مدراء النوادي أظهروا نمط القيادة التحويلي على حد أعلى بقليل ( $M = 2.82$ ) من نمط القيادة التبادلي ( $M = 2.70$ ). علاوة على ذلك، ارتبط كلا النمطين، التحويلي والتبادلي، ارتباطاً وثيقاً بشكل إيجابي بنتائج القيادة: رضا الموظفين، وفعالية المدراء، وقدرة المدراء على تحفيز الموظفين لبذل جهد إضافي. بالإضافة إلى ذلك وفقاً لتحليلات الانحدار، كان نمط القيادة التحويلي هو المؤشر الوحيد على الرضا والفعالية وتحفيز الجهد الإضافي، ويمثل 50% من التباين في رضا الموظفين، و 60% من التباين في فعالية المدراء، و 60% من التباين في تحفيز المدراء لبذل الجهد الإضافي.

**الكلمات المفتاحية:** النمط القيادية، الفعالية، الجهد الإضافي، الرضا، نوادي اللياقة البدنية.

## **Introduction**

Nowadays, organizations face increasing pressures to keep up with the rapidly developing and highly competitive business landscape. To remain effective and efficient in such fast-paced and competitive environment, organizations must pay close attention to human resources, including managers' leadership styles, effectiveness and abilities in stimulating extra effort from employees, as well as employee satisfaction (Mullins, 2010). These factors play a crucial role in achieving organizational goals and influencing employee attitudes and behavior towards their work. Therefore, employee efficiency and effectiveness are linked to overall organizational performance.

In a sport context, Slack and Parent (2006) indicated that leadership is crucial in shaping a sport organization's performance. Therefore, leadership style is a key factor that affects organizational performance, with the success of an organization heavily dependent on the leader's adapted leadership style (Weese, 1995). Weese (1995) said that "the successful organization has one major attribute that sets it apart from unsuccessful organizations: dynamic and effective leadership" (p.121).

Recent literature has placed significant emphasis on the exploration of leadership practices and their impact on organizational outcomes (e.g., Abu Alswood & Youde, 2018; Almutairi, 2013; Choi et al., 2008; Frontiera, 2010). However, despite this increased focus, there remains a lack of understanding on this subject in certain parts of the world, including Saudi Arabia (House et al., 2004; Mimouni & Metcalfe, 2011; Rajasekar et al., 2013). Mimouni and Metcalfe (2011) stated that "there is a remarkable scarcity of solid studies on leadership theory and practice in Saudi Arabia" (p.180). Additionally, the region has experienced significant political and economic upheaval, making it a focal point for outside investors. In 2016, the Saudi government has launched a large-scale national reform plan known as Saudi Vision 2030. This vision has led to increased focus on the sports industry in Saudi Arabia with the recognition of the importance of promoting healthy lifestyles among Saudi citizens (Saudi Vision 2030, n.d.). Sport organizations have not been immune to these changes. Consequently, more research is needed to explore the effectiveness of leadership in such a context.

Transformational leadership is one of the most widely researched paradigms of leadership which has received a great amount of attention since mid-1992 (Peachey et al., 2015). Transformational leadership is characterized as a process that involves transforming individuals, and it is defined as a leader's ability to inspire followers to look beyond their own immediate self-interests (Bass & Riggio, 2006). It is connected to values, emotions, ethics, standards, and long-term objectives and it encompasses leadership influence at

various levels, from personal interactions to the wider organizational and cultural context. A transformational leader motivates followers to reflect on their motives, satisfy their needs, and appreciate their unique qualities as human beings (Northouse, 2016).

Peachey and colleagues (2015) analyzed citations in sport leadership research and found that one of the most frequently cited articles pertains to transformational leadership. Transformational leadership approach has been applied in a range of sports-related contexts, such as professional sports organizations (e.g., Kao & Tsai, 2016; Song, 2002), fitness centers (e.g., Wallace & Weese, 1995), intercollegiate athletic departments (e.g., Cronin, Arthur, Hardy & Callow, 2015; Burton & Peachey, 2009; Kent & Chelladurai, 2001; Doherty & Danylchuk, 1996), and campus recreation programs (e.g., Weese, 1996;1995).

Although some scholars have studied both transformational and transactional leadership styles in sport contexts, there is still insufficient research examining full range of transformational leadership styles on organizational outcomes (Scott, 2014). Particularly in Saudi Arabia, there are few studies that have been carried out regarding the relationship between leadership and organizational outcomes in Saudi sport settings (Alshammari, 2020). To the best of the researcher's knowledge, very few previous studies have examined the relationship between leadership and organizational outcomes in the setting of private fitness clubs in Saudi Arabia.

The lack of information on the studies of leadership in Saudi Arabia, practically in sport contexts, the dearth of sport management research examining both transformational and transactional leadership styles in the sport context were the primary motivations behind this study. Therefore, the purpose of this study is to contribute to the literature and to increase the understanding of transformational leadership by investigating the leadership styles of Saudi private fitness managers from employees' perspective, and to examine the relationship between employees' perceptions of manager's leadership style, effectiveness, and stimulation of extra effort, as well as employees' satisfaction.

## **Methodology**

### **Research design:**

A quantitative research method involving the administration of questionnaire was designed to examine known variables as numerical to find a relationship among those variables to the selected sample. The study utilized a demographic questionnaire and Multifactor Leadership Questionnaire (MLQ) 5X short-form. The data from the questionnaire was utilized to assess respondents' perceptions of manager's leadership styles, leadership outcomes, and demographic information. Thus, this quantitative study attempted to investigate

the relationship between leadership styles and leadership outcomes.

### Procedure

Fitness club companies were identified through the Saudi Ministry of Sport's website. These companies were approached by researcher for permission via email. Only one company granted access to specific branches for data collection. The operation manager of this company was contacted in person to obtain the company's permission and commitment prior to data collection. The survey was distributed by the researcher to the participants in person. The voluntary nature of participating in the study was introduced clearly to each participant.

### Participants

The target population for this research study was employees who work at fitness club companies in Saudi Arabia. Data were collected from 16 branches of the identified company, located in Riyadh, Saudi Arabia. Each branch was managed by one branch manager. And for the purpose of this study, managers were identified in advance as someone who has worked with the company for no less than one year. One year is considered as a reasonable period for managers' leadership behaviors and performance to be evident. A convenience sampling technique was utilized to identify 111 employees for the study. All participants in this study were male due to limited access to female fitness club. The demographic information of participants is illustrated in Table 1.

### Measurement

The survey was administered on paper-and-pencil method. Two sections were included in the survey in this study. A demographic section was used to gather information about employees' basic demographics such as age, position, work experience, nationality, and levels of education. The second section contained the Multifactor Leadership Questionnaire (MLQ—Form 5x, Bass & Avolio, 1995), rater-form, to elicit the employees' perceptions of their managers' leadership styles and leadership outcomes. Permission for the use of the MLQ was obtained from the publisher and scoring key was provided (Bass & Avolio, 1995).

The Multifactor Leadership Questionnaire (MLQ) was developed by Bass and Avolio to assess the full range of the leadership (FRL) conceptual framework. The MLQ is the most used measure of transformational and transactional leadership behaviors (Avolio et al., 1999). According to Avolio et al. (1999), the MLQ measures a total of nine subscales, five transformational leadership subscales, three transactional leadership subscales, and one non-leadership subscale. The subscales of transformational leadership are idealized influence (attributed), idealized influence (behavior), inspirational motivation, intellectual stimulation, and

individualized consideration, each consisting of four items, for a total of 20 items. The three subscales of transactional leadership are contingent reward, active management by exception, and passive management by exception, each consisting of four items, for a total of 12 items. The non-leadership subscale is called laissez-faire leadership and has four items. However, for the purpose of the current study, the focus is only on transformational and transactional leadership, the laissez-faire leadership scale was removed. Participants also evaluated their satisfaction on a two-items scale, manager's effectiveness on a four-items scale, and manager's stimulation of followers' extra effort on a three-items scale. Manager's leadership styles and leadership outcomes were rated on a five-point Likert type scale (5 = frequently, if not always, 4 = fairly often, 3 = sometimes, 2 = once in a while, 1 = not at all). For the purpose of this study, a mean score was calculated for transformational style on the average of the five subscales of transformational leadership, and for transactional style on the average of the three subscales of transactional leadership (Powell et al., 2008).

Transformational and transactional leadership, unlike laissez faire leadership, have proven to more likely emerge in organizations with untraditional (less constructive) environments (Lowe et al., 1996). In a private organization, such as fitness club companies, managers are more likely to engage in less institutionalized environment and more likely to be hired and evaluated on market-focus achievements, such as financial performance. In such an environment, managers will be involved in a lot of decision-making process. Bass (1990) argued that laissez faire leaders are seen as leaders who abandon responsibility and avoid making decisions. Since this study involved the evaluation of managers who work in private organizations where making decisions is fundamental, it is unreasonable to include laissez faire leadership as an existing leadership style within these organizations. Specifically, with this sample size where the majority of these leaders have work experience more than a year where managers' performance can be evidential with this period of time. For that reason, laissez faire leadership was excluded from the MLQ.

### Translation of the survey

The MLQ used in this study was originally developed in English and were translated into Arabic to be used for the Arabic-speaking participants in this study. MLQ is the most validated leadership instrument used worldwide (B. Bass & Riggio, 2006), and it has been translated into many languages including Arabic language. Several Arabic versions were provided by the publisher when the permission was obtained. To ensure the quality of the translation, two sport management professors who are bilingual (fluent in both Arabic and English languages) and native speakers of the target language, translated the survey from English to Arabic. Each version was

compared to a couple of the Arabic versions provided by the publisher, and minor editing was made. Then, these two versions were reconciled where they were compared and combined into one version by an independent sport management professor to verify the accuracy and validity of the translation.

### Data analysis

Statistical analyses were conducted using the R software package. The demographic information of the participants was analyzed using descriptive statistics. Correlation coefficients were also calculated to investigate the correlations between managers' perceived leadership styles on leadership outcomes. To assess the total variance in leadership outcomes to the leadership style variables, three separate linear regression analyses were computed to examine the effect of leadership styles as predictors of leadership outcomes. In addition, Cronbach's alpha coefficients were calculated to determine the internal consistency of the MLQ. A listwise deletion method was used, which resulted in the exclusion of four cases.

### Result

#### Descriptive Statistics and Reliability of the Scales

Table 1 illustrates the basic demographic information of the participants. The most important of the managers' basic information was the years of experience (n=11). All managers found to have served no less than one year (18% served from 1 to 3 years, 31% served from 4 to 6 years, 25% served from 7-9 years, 13% served from 10 to 12 years, and 13% served 13 years and more).

A total of 111 employees from 11 selected fitness clubs participated in this study. The participants' age distribution was divided into four groups: 18 - 25 (n=43), 26 - 35 (n=31), 36 - 45 (n=27), and 46 and more (n=10) (see Table 1). These groups based on their percentages from the largest to the smallest were as follows: 18 - 25 years of age accounted for 39% of the total, 26 - 35 years of age accounted for 28% of the total, 36 - 45 years of age accounted for 24% of the total, and over 45 years of age accounted for 9% of the total. The majority of participants were Saudis accounted for 54% of the total (n=60), whereas non-Saudis represented 46% of the total (n=51) (see Table 1).

Participants' level of education consisted of 46 high school level (42%), 17 college level (15%), 48 university level (43%). 50% of the participants were coaches (n=57), 49% were administrators (n=54). The distribution of participants according to the years of experience was as follow: 38 employees have 3 years of experience (34%), 15 employees have 4 - 6 years of experience (14%), 6 employees have 7-9 years of experience (5%), 17 employees have 10 - 12 years of experience (15%), and 35 employees (6%) have 13 years and more of experience.

To ensure that the translated instruments used in this study were reliable, internal consistency measure was conducted by calculating Cronbach's alpha

coefficients. Higher coefficients indicate greater internal consistency. Nunnally and Bernstein (1994) suggest that coefficients greater than .7 are acceptable. The reliability coefficients for the scales used in this study are presented in Tables 2, and all scales have acceptable coefficients, ranging from .78 to .82 (See Table 2).

**Table (1). Demographic Information of the Participants (N=111)**

Variable	%
Age	
18 - 25	39%
26 - 35	28%
36 - 45	24%
46 and more	9%
Nationality	
Saudis	54%
None-Saudis	46%
Level of Education	
High school	42%
College	15%
University	43%
Position	
Coaching	51%
Administrative	49%
Years of Experience	
3 years and less	34%
4 - 6 years	14%
7 - 9 years	5%
10 - 12 years	15%
13 years and more	32%

**Table (2). Cronbach's Alpha Reliability Coefficients for Study Variables for MLQ 5X Short-Form (Employee's perceptions)**

Variable	Alpha	Number of Items
Transformational	0.78	20
Transactional	0.80	12
Satisfaction	0.82	2
Effectiveness	0.79	4
Extra Effort	0.80	3

Descriptive statistics for the perceived leadership styles (transformational and transactional) and leadership outcomes (satisfaction, effectiveness, and extra effort) are provided in Table 3. As shown in the table, the skewness values for all the variables were different from zero, indicating that none of these variables has a perfect normal distribution. However, they were all within the accepted ranges of skewness values showing no substantial departure from normality. Also, as shown in the table, managers were perceived to demonstrate both transformational leadership behaviors ( $M=2.82$ ). ( $\bar{x} = 2.82$ ), and transactional leadership behaviors ( $M=2.70$ ). However, employees perceived their manager as displaying slightly higher transformational leadership than transactional leadership.

Regarding leadership outcomes, the scales were measured on a five-point scale ranging from 1 to 5. The analysis showed that employees have moderate perceptions regarding satisfaction ( $M=2.89$ ), effectiveness ( $M=2.97$ ), and extra effort ( $M=3.00$ ) (see Table 3).

The relationship between leadership styles and leadership outcomes

Pearson Product Moment Correlation coefficients ( $r$ ) were computed to examine the relationship between the leadership styles (transformational and transactional) and the leadership outcomes (satisfaction, effectiveness, and extra effort). As shown in Table 4, there were positive and significant correlations ( $p < .001$ ) between leadership styles and leadership outcomes.

**Table (3). Descriptive Statistics of Employees' Perceptions of the Study Variables (Mean, Standard Deviations, and Skewness for key variables)**

Variable	<i>M</i>	<i>SD</i>	<i>Skewness</i>
Transformational	2.82	0.96	0.08
Transactional	2.70	0.73	0.71
Satisfaction	2.89	1.20	0.00
Effectiveness	2.97	1.09	-0.13
Extra Effort	3.00	1.21	-0.24

Note. *M* = mean, *SD* = Standard Deviations

**Table (4). Correlation Matrix between Study Variables**

Variable	1	2	3	4	5
1-Transformational	-				
2- Transactional	0.84**	-			
3- Satisfaction	0.71**	0.60***	-		
4- Effectiveness	0.80**	0.68***	0.72***	-	
5- Extra Effort	0.78**	0.67***	0.62***	0.78***	-

Note. \*\*\* $p < 0.001$

The significant correlations ( $r$ ) ranged from .60 to .80. Transformational leadership style and effectiveness were found to be the highest significant correlation between independent variables and dependent variables ( $r = .80$ ;  $p < .001$ ). The weakest correlation was between transactional leadership style and employees' satisfaction ( $r = .60$ ;  $p < .001$ ).

In comparison with transactional leadership style, transformational leadership style was found to have a higher correlation with all three leadership outcomes: satisfaction ( $r = .71$ ;  $p < .001$ ), effectiveness ( $r = .80$ ;  $p < .001$ ), and extra effort ( $r = .78$ ;  $p < .001$ ).

Also, transformational leadership was found to be significantly correlated with transactional leadership ( $r = .84$ ;  $p < .001$ ).

The most predictor leadership style of leadership outcomes

Three linear regression analyses were computed to expand on the correlational findings and the significant relationships observed between the study variables, where leadership outcome variables (satisfaction, effectiveness, and extra effort) were used as the dependent variables and leadership style variables (transformational and transactional) were used as the predictors to find the most predict leadership style of leadership outcomes. The results in Table 5 indicated that transformational leadership style was the only significant predictor of all leadership outcome variables ( $p < .001$ ).

Transformational and transactional leadership styles as a set accounted for 50% of the variance in employees' satisfaction, 60% of the variance in managers' effectiveness, and 60% of the variance in managers' stimulation of extra effort. The standardized regression coefficients ( $\beta$ 's) showed

that transformational style was the single significant predictor of satisfaction ( $\beta = .92$ ;  $p < .001$ ), effectiveness ( $\beta = .91$ ;  $p < .001$ ), and extra effort ( $\beta = .91$ ;  $p < .001$ ). Although transactional leadership variable was significantly correlated with leadership outcome variables ( $r$ 's = .60 to .68), its effects were subsumed by the effects of transformational leadership variable.

## Discussion

The main purpose of this study was to investigate the relationship between leadership styles and leadership outcomes from employees' perceptions based on the transformational leadership theory developed by Bass (1985). As mentioned in the results, fitness club managers are perceived to demonstrate both transformational and transactional leadership behaviors. This finding showed to be consistent with previous studies of transformational leadership theory in similar sport contexts (Dexter, 2002; Doherty & Danylchuk, 1996; Weese, 1996).

**Table (5). Linear Regression of Manager's Leadership Styles as Predictors of Leadership Outcomes**

Variable	$\beta$	<i>SE</i>	<i>t</i>
Satisfaction: $F(df = 2; 108) = 55.74^{***}$			$R^2 = 0.5$
Transformational	0.91	0.16	5.79***
Transactional	-0.03	0.20	-0.14
Effectiveness: $F(df = 2; 108) = 95.6^{***}$			$R^2 = 0.6$
Transformational	0.90	0.12	7.34***
Transactional	0.01	0.16	0.09
Extra Effort: $F(df = 2; 108) = 81.79^{***}$			$R^2 = 0.6$
Transformational	0.91	0.14	6.42***
Transactional	0.10	0.19	0.52

Note: \*\*\* $p < 0.001$

This, also, aligned with the conceptual model of transformational leadership theory as Bass and Riggio state that "transformational leadership is in some ways an expansion of transactional leadership" (2006, p. 4). Therefore, managers can display transformational leadership style and still demonstrate transactional leadership behavior when they are involved in the exchange process of rewards or punishments. Additionally, Bass (1985) argued that although transformational leadership is more effective than transactional leadership, the effectiveness of a transformational leader can be increased if it is augmented by transactional leadership behaviors such as contingent reward.

However, employees perceived their manager to demonstrate more transformational behaviors than transactional behaviors. From a cultural standpoint, in a collectivistic society, like Saudi Arabia, transformational leadership is more likely to emerge and flourish than in an individualistic culture (Hofstede et al., 2010; Jung et al., 1995). This is because of the compatibilities between transformational leadership stand for and the upheld values in a collectivistic society.

Correlations between leadership styles and leadership outcomes

The results in Table 4 indicated that there were significantly positive correlations between all the study variables. Foremost, transformational leadership and transactional leadership styles were significantly and highly correlated with each other as with the variables of the leadership outcomes; satisfaction, extra effort, and effectiveness. However, the relationships between transformational leadership style and all three leadership outcomes were higher. Therefore, employees who scored high on satisfaction, effectiveness, and extra effort perceived their managers as more transformational than transactional leaders. Consequently, the more transformational leadership behaviors are demonstrated by the manager, the higher satisfaction, extra effort, and effectiveness are. The results are similar to previous research findings, which reported that transformational leadership significantly correlated with leadership outcomes: satisfaction effectiveness, and extra effort (Chen et al., 2021; Martínez-Moreno et al., 2021).

Regarding the significant correlation between transformational leadership and transactional leadership, Bass (1985) recognized transformational and transactional leadership as complementary constructs rather than polar constructs, as transformational and transactional leadership may be linked to the accomplishment of the desired goals and a shared vision. Bass and Riggio (2006) argued that transformational leadership is in some ways an expansion of transactional leadership. They linked both transformational and transactional styles to the achievement of desired goals. Transactional leadership happens when an exchange or a transaction, such as a reward, takes place between transactional leaders and their followers when set of goals are met by the followers where this goals achievement happens when transformational leaders inspire followers to commit to these goals.

Also, Kent and Chelladurai (2001) noted that we should expect multiple dimensions of leadership to have high correlation, and that is because of the shared variance between any two dimensions of leadership accounted by the latent variable of leadership. In this reasoning, a given manager could demonstrate both transformational and transactional behaviors and that explained the significant correlation between these two variables.

The purpose of the regression analysis was to extend on the findings of the correlation and explain the variance accounted by leadership styles to employee's satisfaction, managers' effectiveness and managers' stimulation of extra effort. The regression analyses demonstrated an interesting contribution to the findings. As shown in the regression table, transformational style was the only predictor of satisfaction, effectiveness, and stimulation of extra effort. It accounted for 50% of the variance in employees' satisfaction, 60% in managers' effectiveness, and 60% of the variance in managers' stimulation of extra effort. A one unit increase in

satisfaction, effectiveness, and extra effort will result in a .91, .90, and .91 increase respectively in transformational leadership, holding transactional leadership constant. Transformational leaders motivate followers to obtain more than what expected from them, strive to meet the needs of other before theirs, and accomplish the organizational goals by aligning them with followers (Avolio et al., 1999). Transformational leaders have shown to have more satisfied followers than non-transformational leaders. The current study findings also were consistent with findings of Choi et al. (2007), Doherty and Danylchuk (1996), and Burton and Peachey (2009).

Judge and Piccolo (2004) conducted a meta-analysis of the transformational leadership theory used in business management literature, and it showed that there was a very high correlation between transformational leadership and followers' satisfaction ( $r = .71$ ), leader's effectiveness ( $r = .64$ ), and follower motivation ( $r = .53$ ) (Judge & Piccolo, 2004). As shown in Table 5, all three regression models have highly significant effect ( $r^2 = .5, .6, \text{ and } .6, p < .001, \text{ respectively}$ ). It is reasonable to assume that this high effect was inflated because leadership outcomes were measured in the same survey as and at the same time as the leadership style. However, in the same meta-analyses from 87 studies using separate surveys for measuring leadership and outcome, Judge and Piccolo (2004) reported that the effect of transformational leadership on satisfaction ( $r^2 = .44, p < .01$ ), leader effectiveness ( $r^2 = .35, p < .01$ ), and follower's motivation ( $r^2 = .28, p < .01$ ) holding transactional leadership constant were also significant.

### Implications

As suggested by the findings of the current study, transformational leadership can be more influential if it is augmented by transactional leadership behavior. Therefore, managers who want to be more effective in leading a successful sports organization should strive to be both transformational and transactional.

As for the relationship between leadership and leadership outcomes, transformational leadership has a more substantial influence on leadership outcomes than transactional leadership. Hence, as suggested by the findings of the current study as well as in the literature, transformational leadership is more effective in increasing managers' effectiveness and boosting employee satisfaction and additional effort. Therefore, managers who wish to be more effective and create an environment where employees are more satisfied and willing to exert extra efforts, should be encouraged to employ transformational leadership behaviors.

### Recommendations

Based on the findings of the current study and the literature, the following recommendations are made:

In leadership literature, specifically in the sports leadership literature, leadership has been examined using quantitative approaches more than qualitative

approaches (Peachey et al., 2015). Given the fact that leadership practice is influenced by personal, social, organizational experiences which differ among leaders in different settings, qualitative research methods are recommended to be used to gain a better understanding of such experiences and practices.

Future research in Saudi sport organizations could also examine the effect of leadership behaviors on leadership outcomes in relation to other demographic variables such as occupations, sex, and educational level etc.

Future research in Saudi sport organization could also investigate leadership style in relation to other organizational outcome variable such as organizational culture, organizational citizenship, and organizational performance.

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