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Bayram Şahin   
Hitit University, Turkey

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## Effective Leadership Types in Change Management in Sports Organizations

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### Abstract

The aim of this study is to examine the types of effective leadership in change management in sports organizations. Qualitative research method was used in the study. In-depth individual interviews were carried out with the participants and the data obtained were analyzed by content analysis method. When the findings of the study were examined, it was seen that five dimensions came to the fore: flexible, authoritative, insightful, situational, and meritocracy. The leadership type that emerged as a result of the study was seen to be "leadership type that includes flexible, authoritarian and understanding dimensions". It has emerged that there are two leadership types that contain these dimensions. These are autocratic and democratic leadership types. In other words, the participants who defended being authoritarian from autocratic leadership style emphasized the understanding and flexible features of democratic leadership type. When the answers given by the participants are examined in its entirety, it has been understood that the leadership types used during the change in sports federations are a leadership type that includes many leadership types rather than a single leadership type. In the light of the findings, it was discovered that a leadership practice that differs according to the situation rather than a standard leadership type is required. This necessity brings success while experiencing change. As a result, these views of the participants brought the situational leadership type to the fore. According to the situational leadership theory, it is necessary to examine each situation according to its internal subjectivity. Afterwards, the participants argued that after revealing the subjectivity of the situation, it is necessary to apply the most appropriate leadership type.

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### Introduction

With the beginning of their adventures on earth, people have been in a constant change from primitive to modern. In general, this change has included development in itself. However, change, albeit very little, did not fit into the same container as development. Especially with people's sedentary life with agriculture, there have been great changes in their lifestyles. These changes have evolved into civilization in the form of small villages around agricultural lands, then towns and eventually large cities. As it is seen, change has been a phenomenon that

accompanies human nature since its existence. Now, the greatest need of people living in cities has been to manage and be managed. Management is a tool and a method that people necessarily implement in order to ensure that people live together. In the early times, the form of government practiced by people showed itself in the form of kingdoms and empires based on autocracy. This form of government was sometimes undertaken by a dynasty, and sometimes by people with leadership characteristics.

Especially in the 15th century, when the empires were shattered, nation states began to emerge. With the emergence of nation states, administration has become a series of written rules that states put into practice. This set of rules is called "law". With the French Revolution and the subsequent industrial revolution, societies started to make social contracts to live together. The leading event of these contracts was the "Magna Carta Incident" in England in 1215. This event ended with the taking of some rights from the King of England as a result of the revolt of the landowners. Afterwards, the book "Social Contract" by Jean Jacques Rousseau, who lived in the 18th century, who was the father of the French Revolution, was accepted as a touchstone. As a result of these developments, a new era has been entered with the Industrial Revolution. After the industrial revolution, small businesses have been replaced by large factories, and there has been great migration from villages to cities. These changes have differentiated the owner of the business and the people who manage the business, and a class called the "manager class" has emerged. This managerial class has provided a new perspective with the idea of how to run businesses in the most efficient way.

The administration, which is shown as the beginning of the public administration discipline, differs from politics, law, economy, sociology, etc. Woodrow Wilson, who also served as the President of the USA, was the first to argue that it should be separated and examined separately as a field of interest and study. Wilson's article "The Study of Administration", which he wrote in 1887, is the first specific management writing in history that reveals that management should be handled and studied specifically. Management science is a science that emerged in the USA at the end of the 19th century (Yetim, 2018). Continuing on the path opened by Wilson, Frederick Taylor's 1911 article "Principles of Scientific Management" made the science of management a discipline (1880-1830). The new period is called the "classical management period". In this period, people were seen as the cogs of a machine. In the classical management approach, which materializes people and emphasizes the "reward-punishment" system, the "autocratic leadership" type is generally used. The second period (1930-1960) has been characterized as the neo-classical period. This period is referred to by Elton Mayo's theory of "human relations". The leadership type used in the neo-classical period was generally the democratic leadership type, the spiritual aspect of the people was emphasized, and it was argued that the motivation to lead the people passed through their spiritual side. The third period, the period from 1960 to the present, is called the "modern" or "contemporary" period. In the contemporary period, management has begun to be considered as "organization, people and environment" and has completed the missing aspects of classicalists and neoclassical management theorists. In this management approach, it is emphasized that leadership is no longer a standard form and that there should be a leadership that changes according to every situation. Theorists have called this type of leadership "contingency". As a result, these changes show that it was inevitable for people to experience many changes with the emergence of the earth scene. The effects of these changes on management and leadership have also been complementary to each other.

## **Change**

The Turkish Language Association defines the concept of change as "to enter another shape or situation", "to give a different appearance", "to bring new content", "to the sum of changes in a certain time period" (TDK, 2021). Change can be big or small, evolutionary or revolutionary, sought or resisted. (Hayes, 2010). Change at the operational and strategic level is a part of personal and organizational life (Todnem, 2005). From another point of view, change is a state of mind according to Albert Einstein: "The world as we create is a process of our thinking. It cannot be changed without changing our thoughts."

Similarly, Graetz (2000) argues that with increasing globalization, deregulation, fast pace, technological innovation, a growing knowledge workforce, and changing social and demographic trends, the primary task for very few in management today is to lead organizational change. Change management is the process, tools and techniques for managing the human side of change to achieve the required business result." Along the same lines, the Society for Human Resource Management (2004) defines change management as: "The systematic approach and application of knowledge, tools and materials." Resources, change management, identification and organizational strategies, structures, procedures and technologies to deal with change. adopting is dealing with changes in external conditions and the business environment." It is perfectly appropriate to understand the implicit and explicit meaning of change as follows. Often people associate this with changing the structure or vision of an organization. More precisely, change has become an accepted aspect of the modern workplace (Weber & Weber, 2001; McLagan, 2002) and has also become a popular cliché. It has been stated that "Change is inevitable and constant".

There is another view which suggests that mostly Organizational change is aimed. The organizational situation is to bring the desired "next" state or improved from the undesirable "previous" state (Ragsdell, 2000:48). That is, change aims at undertaking change by every organization for necessary technological, commercial and political purposes. This argument is supported by Oakland and Tanner (2006:64). It turns out that the reason for change to dramatically change the way we do things around the world is: "Evolving technology, changing needs, stakeholders, and economic pressures all add to the need for organizations."

Different motives trigger change attempts. According to Benjamin and Mabey (1993): "While the primary stimulus for change remains the forces in the world, the external environment is the primary motivator of how change is accomplished. With people within the organization." Similarly, Khatri and Gulati (2010) show that organizational change occurs for several reasons. These are outside the company, others are inside the company. External causes and internal causes are some of the following:

### **External Causes:**

1. Government policies
2. Change in the economy
3. Competition
4. Raw material cost

5. Pressure groups
6. Technology push
7. Labor shortage
8. Social pressures
9. Legal requirements etc.

**Internal Causes:**

1. Change in leadership
2. Implementation of new technology
3. Decline in profitability
4. Changes in the employee profile
5. Union actions
6. Low morale

## **Organizational Change**

The concept of change can be handled at three different levels. These are organizational, group and individual changes. At the organizational level, change is often the focus of restructuring. This may include different planned strategies as well as new policies and rules that affect the entire organization. In group-level change, the aim is to change business processes and be successful by integrating new technologies. In the change at the individual level, the behavior, attitudes and perceptions of the individual need to change. At this level, employee attitudes and new values must be harmonized. (Mills et al. 2009, p. 34).

Organizations are subject to a process of change arising from the need for cooperation to meet social needs and achieve common goals. Organizational change can manifest itself in the form of social, economic and technological changes that occur depending on internal and external effects in the management and activities of the organization. In simple terms, we can define organizational change as the transition from the current equilibrium state of the organization to a new and different equilibrium (Aslaner, 2010). In the process of change, organizations should work as a team as managers and employees in order to move from the current equilibrium state to a better equilibrium state. While performing this teamwork, they should act in line with certain goals (Koç, 2014).

### **Change in Sports Organizations**

Sport is an important actor in determining personal development and motivation trainings (Ünlü et al, 2021). In the rapidly developing world, meeting the needs in the field of sports management in the light of the development of science and technology has necessitated the development of a human-centered, democratic, dynamic, open to development and productivity-oriented approach. Quality is seen as equivalent to change in sports organizations (Bilir, 2005). Sport is the most important factor affecting the health, morals, education, productivity, production and workforce of individuals in society (Mumcu et al., 2021).

When sports organizations are considered, it is not possible to prevent this change. Changes in social, political, cultural and economic areas in society cause positive or negative effects of sports organizations. Sports organizations, which must survive in the ever-changing and developing world order, should be open to all kinds of innovations and developments. Movement, which is the first sign of vitality, is also the basic tool for training the human body. From the first emergence of sports to its promotion by organizations, many areas of use have been created by creating savings. Another dimension of this saving is the science of sports management, which is formed by the use of management science (Bilir & Uyar, 2007, p. 44). The management of the sports organization involves the application of management techniques and strategies used in most modern businesses, public institutions and non-profit organizations. In other words, general management concepts and methods are also valid for sports management. From this point of view, sports management is the principle and rules of general management in the field of sports (Bozkır, 2020).

### **Effective Leaders in a Time of Change**

Change is a face that all or most of the followers go through and is just a part of life. According to Wardle (2011), change is rarely smooth, but it becomes more and more regular. The change feature of the workplace can be anything from the product to the change in this workplace. As change leads to company policies, world of unknowns and competencies with the need to achieve set goals, commitment to the new task decreases. Under these conditions, the leader must observe the conditions well and lead according to the situation. Situational leaders must be decent, empowered with the skills needed to effectively manage change in the workplace. The goal is to grow, learn and develop through the use of different leadership styles, and there is no escape from this (McCauley & Van Velsor, 2004).

Effective leaders must be strong and recognize the good ideas of their followers and themselves to be able to challenge the changing process. Without talented leadership, there is no restructuring, no turnarounds and no change. They must adapt to change as quickly as possible and be innovative. Leaders should never be afraid to take the risk of failing, because that's the only way to learn from mistakes. After all, mistakes and successes are part of their diagnosis. Leaders must envision and communicate the future of the organization. To gain the trust of followers, he must anticipate where this change will lead in the future. Effective leaders must create an ideal image of what the organization can be and convince them how to get their followers to that point, and make them accept changes willingly by bringing their vision to life. Helping followers see exciting possibilities will increase their motivation and allow them to be willing to learn (Kotter 1996). This is how they should encourage cooperation between themselves and their followers. Leaders must identify the skill and level of knowledge each of their followers has in a particular task and use this to match their leadership style. Leaders must understand that mutual respect continues. Extraordinary efforts therefore create an atmosphere of respect for their followers. Confidence is an important virtue because followers do not hesitate to approach the leader. Leaders who make each person feel capable empower their followers throughout the development cycle. Effective leaders must lead by example, be clear about vision and values, and then act consistently with them. Leaders should be vigilant about the little things. Successful change is possible. The desire of an individual or group to achieve a desired result is critical for motivation (Carroll & Flood 2010).

## Resistance to Change

It is well known that resistance to change arises because it threatens the status quo (Beer 1980). Change increases fear and anxiety, real or imagined consequences threaten personal security and self-confidence, and impair self-actualization (Morris & Raben, 1995). It requires the abandonment of personal values and beliefs; that is, transcendence for the good of the organization is understandably a process that questions the rationality of people's value systems and initiates sometimes displaced, conflict-prone defense mechanisms (Smith & Berg 1987) (see Figure 1).

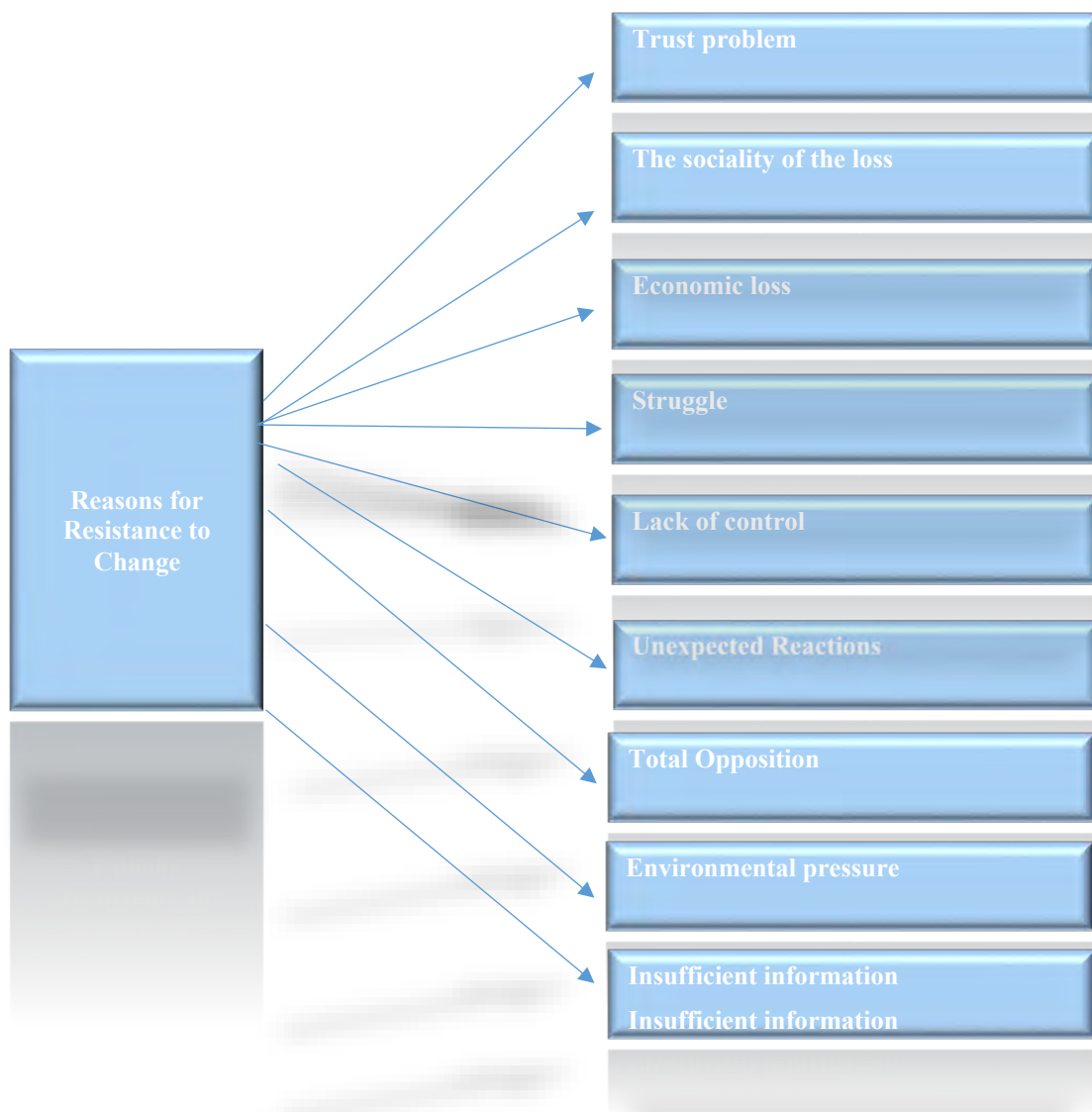


Figure 1. Reasons for Resistance to Change

Source: Gordon, J. R. (1993). A diagnostic approach to organizational behavior. Allyn & Bacon.

Effective management of change is about building the capacity for change. The main reasons for resistance to change can be listed as lack of trust, belief that change is unnecessary, economic threats, high personal costs, loss of status and power, threats to values/ideals, and fear of failure (Connor, 1995). On the other hand, resistance to

change can be beneficial and a constructive perspective should be adopted instead of viewing it from a traditional perspective (Waddell & Sohal, 1998). Resistance to change has classically been understood as an undesirable cause of conflict in a conflict. It can have devastating consequences for the organization. Both rational and irrational factors can arise in resisting change. To assume all changes are good, the resistor must be viewed as part of the resistor. The process of balancing internal-external pressures and needs for change is individual. It is possible to seek alternatives through resistance to change. It can be a critical source of innovation and motivation, providing solutions and energy flows. Resistance to change should be welcomed as part of the necessary evolutionary process, rather than perceived as an undesirable attack.

## Leadership Theories

The leadership theories are listed in Figure 2.

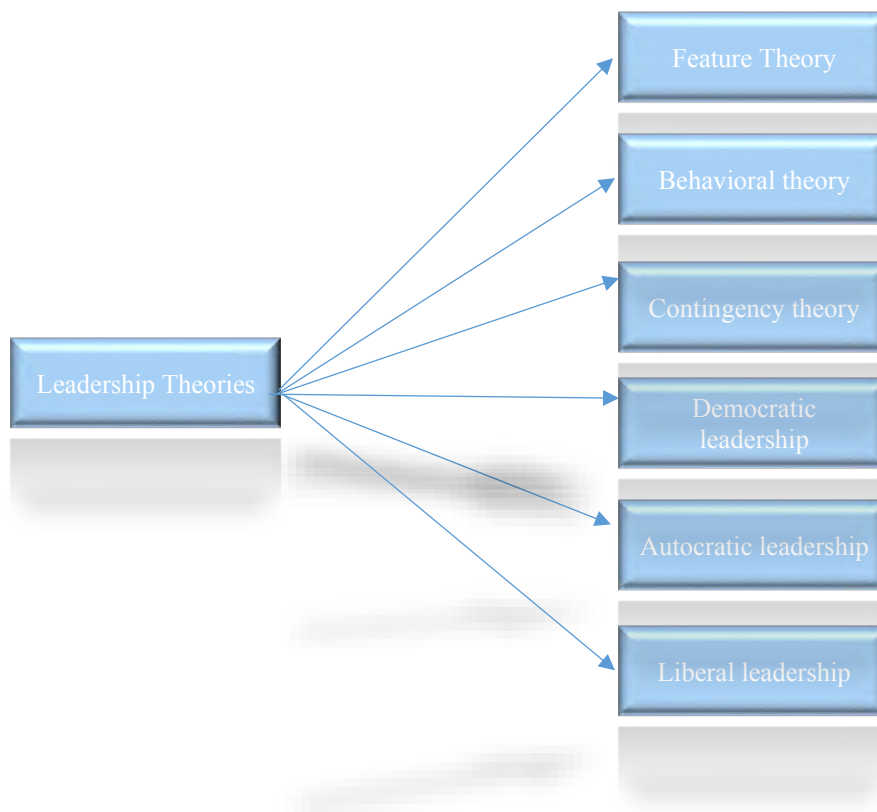


Figure 2. Leadership Theories

### Feature Theory

According to this theory, leaders should have characteristics such as commitment, ambition and assertiveness. These characteristics of leaders must be in their own character from birth. This theory argues that leaders come to the forefront thanks to these characteristics and they lead in the society they live in. In other words, with the formation of the necessary conditions, the society brings to the forefront by assigning a different mission to the person who has the features to manage these conditions. Theoretically, a person who does not have these characteristics in himself/herself cannot lead, even if the conditions arise. Because leadership characteristics do



not exist in him (Karakucuk, 2005). Many researches have been conducted on this subject. The researches have tried to gather the characteristics of the leaders under a common roof by examining the great leaders in history. Therefore, another name for the trait theory is the great man theory. According to this theory, there are two types of characteristics in the leader. The first of these is physical characteristics, and the second is personal characteristics. Physical characteristics can be listed as height, weight, strength, age, signs of physical maturity and handsomeness. Personal characteristics can be counted as courage, intelligence, eloquence, human relations, reliability, risk taking and self-confidence. The most criticized aspect of this theory was its explanation by only considering the leader variable. In other words, leaders are critically directed to the theory that there may be more talented people in the groups they lead, but they cannot show these characteristics because they do not have the opportunity to lead somehow (Serikan, 2008).

### **Behavioral Leadership Theory**

When the trait theory is insufficient to explain leadership with one dimension, leadership theorists have developed the behavioral theory to make a clearer distinction between the leader and the non-leader. According to the behavioral theory, “how does the person who is a leader behave during leadership?” became the question of behavioral theory. First of all, the theorists who emphasized the importance of understanding the difference between the theory of behavior and the theory of traits expressed this as follows: The theory of traits tried to explain leadership by researching what a leader is, whereas behavioral theorists tried to explain leadership on the basis of what the leader did and how he did it. Behaviorists asked the following questions while explaining this:

1. What does the leader do during the decision?
2. How does the leader do things?
3. How does the leader train his members in the group?
4. What type of behavior (authoritarian, democratic, liberal) does the leadership exhibit? (Koçel, 2003).

### **Contingency Theory in Leadership**

Leadership theories, as in other theories, have progressed in layers in order to identify and complete each other's deficiencies. From this perspective, two dimensions emerged according to the behavioral theory, one of the leadership theories. The first of these is the leader's attitude towards work, and the second is the leader's attitude towards the person. However, the explanations of behavioral theory about where we should use these two dimensions were insufficient. The situation that this theory does not explain is that sometimes the attitude towards the person should come to the fore, and sometimes the attitude towards the job should come to the fore.

However, apart from these, the most important point of determination of the contingency theory is that these two attitudes can be used at the same time. According to the contingency theory, a person with certain qualifications argues that although he or she can be a good leader in some situations and conditions, they may not be successful when situations and conditions change. According to this theory, there should be a leadership style that is flexible according to situations and conditions rather than a leadership that is valid everywhere at all times. This theory tried to explain the leadership phenomenon by considering the conditions and conditions (Koçel, 2003).

### **Democratic Leadership**

In the democratic leadership type, the leader takes decisions together with his subordinates, that is, he includes his subordinates in the decision-making process. This type of leaders cares about the views and opinions of their subordinates and listens to them before making decisions. In the democratic leadership type, subordinates are aware of the conditions affecting their duties. This type of leadership, in which communication is open, is the type of leadership that subordinates generally prefer. This type of leadership prefers to provide the authority with the power they receive from the group instead of providing control with authority as in autocratic leadership. Democratic leadership has many positive aspects as well as many negative aspects.

On the positive side, they try to achieve the goals of the advice in cooperation, while respecting everyone's opinion. Subordinates generally think that they will increase productivity, feel a sense of belonging and be connected to the group because they support decisions in which they participate. Besides, there are many negative aspects as well. Negative situations may occur such as loss of time, slow progress of the system, increased costs in cases where there are many subordinates, making wrong decisions by forcing everyone to give their opinion, and subordinates expressing their opinions on the subject they are not experts in. This type of leadership is preferred in organizations where rapid change is not experienced and subordinates are few (Okakin & Tınaz, 1997).

### **Autocratic Leadership**

According to the autocratic leadership theory, leaders do not consult their subordinates when making decisions and take the decisions themselves. These types of leaders hold control and management in their own hands. Autocratic leaders do not care about the feelings, thoughts and wishes of their subordinates. These leaders do not allow subordinates to influence them, and they do not hesitate to give rewards and punishments while reaching the result. Autocratic leadership is often used in traditional societies. Such societies have low levels of education and are organizations with a large number of members. Autocratic leadership is often used in situations where immediate decisions have to be made. The disadvantages of this type of leadership are situations such as the subordinates not feeling belonging to the organization and hindering their personal development (Yetim, 2018).

### **Liberal Leadership**

According to liberal leadership theory, the leader has little need for managerial authority. These types of leaders leave their subordinates to their own devices, and each subordinate makes plans, goals and programs without anyone's interference, within the resources given to him. The most important feature of liberal leaders is that they give complete freedom to their subordinates after providing the necessary opportunities for the job. In general, the leader acts more like a consultant than a leader. That is, it only appears when it is needed and when the question is asked. This type of leadership is usually found in professional specialties and self-developed subordinates. The point where this theory is criticized is that since it removes the authority of the leader, it is difficult to gather the group around a common goal and to reach certain goals. In such a case, it is inevitable that there will be confusion within the group (Erol, 2003).

## **Methods**

The results, in which the opinions of the employees in sports federations were examined, were shaped according to the qualitative analysis paradigm and the situation pattern. In the basic qualitative research design, the focus is on how the participants in the study group live their lives subjectively and how they give meaning to their lives (Merriam, 2013). In this respect, it is aimed to investigate how employees in sports federations encounter the type of leadership during change. The study would be carried out mainly by the qualitative study method.

### **The Study Group**

The participant group of the study consists of a total of seven participants from the sports federation employees (N=7). Easily accessible case sampling was used to determine the participants. The easy accessibility in determining the sampling method can be explained by the fact that the sports federations are located in the province of Ankara and are open to meeting in case of an appointment request.

### **Data Collection**

During the data collection process, 10 questions were prepared by the researchers in order to be presented to the experts in order to get the opinions of the sports federation employees on the type of leadership during the change in sports organizations, these questions were presented to the opinion of 5 experts, the scope and content of the questions were changed as a result of the feedback from the experts, and in the last step, 10 questions were asked. The data collection tool was combined under 6 theories by researchers and experts and the data collection tool was finalized. The voice recording process was carried out successfully. The researchers contacted the people in the study group before the interview and provided brief information about the purpose of the research and that they wanted to interview them on a day when they were available. Then, on a mutually determined day, the first researcher went to the determined participants and made the interviews by using the mobile voice recording feature on the condition of informing the participants in their working offices. Voice-recorded interviews lasted an average of 15-20 minutes.

### **Data Analysis**

Content analysis was carried out in the analysis of the data obtained in the study. The main goal in content analysis, which is one of the most popular analysis methods in social sciences, is to code a text and summarize it in categories in order to comply with certain principles and procedures (Büyüköztürk, Çakmak, Akgün, Karadeniz, & Demirel, 2010). At this point, the audio recordings taken from the working group were first transcribed and systematized with the help of Microsoft Word Office. Afterwards, the codes were given to the interview transcripts, which were printed out, in the relevant forms by means of the office program. Secondly, themes created from these codings were created, and finally, each category and the codes that formed those categories were reported by quoting the ideas of the working group. In this report, the participants were given codes as K-1 (Participant 1) and the opinions of the participants were presented under the created dimensions.

## Findings

The codes created by the content analysis used in the study and the relationship between the themes created from these codes are given under the titles of the study. The themes related to the main dimensions created and the codes under those themes were reported exactly by taking advantage of the views of the working group. The titles, themes and codings created are stated in line with the opinions of the participants. When Table 1 is examined, “What kind of definition do you think of when you think of leadership?” The participants stated that the leadership was the most important feature as merit (n=3), the humanistic feature (n=2) and the ability to use initiative (n=2) were other important features.

Table 1. What Definition Comes to Your Mind When You Think of Leadership?

Answer categories	f	Example expressions
Merit	3	“I think it should be fair in general. I also think that he/she should give importance to merit. These are the first things that come to my mind” (P3)
Humanist	2	“A person who has good command of the leader, has good manners, does not oppress his/her staff, and has human values. The leader is the person who will take it with him in human relations with his formality.”(P4).
Using initiative	2	“I define myself as a person who can take initiative and implement his/her decisions.”(P1)

When Table 2 is examined, “How does the leader establish a relationship with his/her subordinates in the organization during change?” The most important answer to the question of the participants was flexible (n=4), the second answer was understanding (n=3), and finally the authoritative answer (n=1).

Table 2. How Does a Leader Establish a Relationship with His/her Subordinates in the Organization During Change?

Answer categories	f	Example expressions
Flexible	4	“In other words, it is generally communicated collectively during the exchange. Establishes individual relations with some units. It can be hard and soft when needed. In other words, it may vary from subject to subject.” (P3.)
Understanding	3	“It would be nice to be able to do what needs to be done by discussing about the subject, getting ideas from them, applying to their knowledge, but in a way that makes the other person feel valued in a way that he or she knows.”(P4).
Authoritarian	1	“During change, he tries to impose his own plan and program. He draws the path he has given and says that it must be progressed on this path. So he/she is completely self-managed. He/she wants his/her own thoughts to be on the path he/she has drawn in his own mind, with his/her own plan and program.”(P1)

When Table 3 is examined, “How do you think a leader should be during change?” The most important answer to the question was motivating (n=3). Secondly, the participants gave the answer of authoritarian (n=2). Finally, the participants answered that they should be flexible (n=2).

Table 3. How Do You Think A Leader Should Be During Change?

Answer categories	f	Example expressions
Motivating	3	“He/she should be positive, see his peers and act accordingly, that is, He/she should ensure that they are ready for a new change like him.” (P5)
Authoritarian	2	“First of all, if the leader cannot be firm by looking at the current structure in our country, he/she cannot bring about change. This is my personal opinion.” (P2).
Flexible	2	“He/she has to keep up with the change himself/herself, that is, he/she has to continue educating himself/herself. His/her subordinates may be knowledgeable of him/her. They should not hesitate to get the necessary information from them. Even if he/she knows, he/she should give them the necessary directions.” (P6)

When Table 4 is examined, “How should the function of the Leader be while the change is taking place?” The most important answer to the question was the participant (3). Secondly, the participants gave the answer as reliable (2). Finally, the participants gave the directing answer (2).

Table 4. What should be the function of the leader while experiencing change?

Answer categories	f	Example expressions
Participant	3	“I think we should go through everything together. That is, from the first step to the end, it should be exactly the same thing in all of them.” (P5.)
Trustworthy	2	We can say that the function of the leader should be persuasive for once, giving confidence, making the team feel that he/she is in control of the job, and making his/her team feel that the path he/she finds is the shortest and most reliable way. (P1).
Router	2	“So it might be at the point of routing rather than getting involved in the first place. There may be trial time for current conditions. I think that a clear and definite decision should be made later on about this.” (P3.)

When Table 5 is examined, “How should the attitude of the leader be when managing change?” The most important answer given by the participants to the question was Flexible (5). Secondly, the participants answered that it should be Hard (2).

Table 5. How Should The Attitude Of The Leader Be When Managing Change?

Answer categories	f	Example expressions
Flexible	5	“One can observe first. I think it will be healthier if he/she evaluates and decides after that” (P3.)
Strict	2	“Leaders are actually people who can find short solutions to events and carry out their work in a more practical way, not those whose attitudes are harsh. So should it be harsh? It should be strict according to its place, but leaders are generally people who do not need to be very harsh because they make decisions in a short way.”(P1).

When Table 6 is examined, “How does the leader approach it when the management is changing in your federation?” The most important answer given by the participants to the question was authoritarian (4). The second answer given by the participants was merit (3).

Table 6. How Leader Approaches When Management Changes in Your Federation?

Answer categories	f	Example expressions
Authoritarian	4	“The leader has something on his mind. If not, it is indispensable. Even if he/she sees changes in his consultation with his/her subordinates over time, he/she will still impose his/her own opinion” (P2.)
Merit	3	“So we have to adapt to it very quickly, we have to adapt. If he/she is a leader, if he/she really has leadership characteristics, he/she will not be affected by such changes. In other words, I think it adapts those who come to the system.” (P7).

When Table 7 is examined, “How do leaders behave in the face of a problem during change?” The most important answer given by the participants to the question was Insightful (6). The second answer given by the participants was authoritarian (1).

Table 7. How Do Leaders Respond to a Problem During Change?

Answer categories	f	Example expressions
Understanding	6	“I think he uses problem solving methods. Once you understand the problem. What's the problem? Is it because of me, is it due to the system, is it due to resourcelessness? Or is it the structure of some people, the lack of knowledge and skills? That is, he/she must define that problem once” (P7.)
Authoritarian	1	“Leadership emerges when a problem is encountered during change. The leader is the person who really solves the problem. If he/she knows his/her own community or side, he/she will definitely go after that problem and solve that problem himself/herself. This is already at the beginning of change in the area where he/she himself leads and thinks about change. If it is based on an ideology, there is always a reasonable alternative solution. There is already a bit of egoism in the general characteristic of the leader. So he/she will put a stern stance on his/her first. In that framework, he/she will solve it with rigor.”(P2).

When Table 8 is examined, “How do leaders communicate with you during change?” The most important answer given by the participants to the question was Situational (3). Participants were Holistic (3) second. Finally, the participants gave the one-to-one (1) answer.

Table 8. How Do Leaders Communicate With You During Change?

Answer categories	f	Example expressions
Situational	3	“For one thing, communication has to be positive. So a negative communication always complicates the things to be experienced in change. Be open to criticism, open to ideas. Sometimes you have to take a step back. Sometimes you want to go fast, it may be necessary to make a reverse gear when going fast. Because the structure, understanding, expectations or opportunities of the community you want to take may not fit what you think materially and morally. It may be necessary to postpone and revise them a little” (P7.)
Holistic	3	“During the change, the leader communicates with his/her staff and discusses the issue with them from start to finish. It guides change accordingly. It communicates with people collectively.”(P4).
One-on-one	1	“Leaders usually communicate with us one-on-one.”(P3.)

When Table 9 is examined, “What is the attitude of the leaders when they tell you about the change?” The most important answer given by the participants to the question was Situational (3). The second answer given by the participants was Authoritarian (2). Finally, the participants gave the answer Net (2).

Table 9. What Is The Attitude Of The Leaders While Telling The Change To You?

Answer categories	f	Example expressions
Situational	3	“As we said before, he/she confronts him/her in an explanatory way, talks, explains and tries to understand the situation. He/she needs to set an attitude. That is, but it should not be a rigid attitude. He/she should n't get into such an unnecessary harshness just because I'm going to be authoritarian. Sometimes they cannot adjust that dose” (P6.)
Authoritarian	2	“They often seem to have found the never found, the undiscovered. But in fact, there are no untested methods in many things in management. He/she seems so, especially in societies with a past like ours, but in the end, it will impose its own plan and program while putting an end to it.”(P2).
Net	2	“When leaders tell us about change, their attitudes are quite natural He/she is fluent and easy to understand, that is, in a clear way.”(P.4.)

When Table 10 is examined, “Does the leader use hierarchy during change? What kind of path does he/she follow if he/she does?” The most important answer given by the participants to the question was flexible (6). The second answer given by the participants was Traditionalist (2).

Table 10. Does the Leader Use Hierarchy During Change? If he/she uses it, what kind of path does he/she follow?

Answer categories	f	Example expressions
Flexible	6	“Of course he/she will use it if he/she has to. He/she may say that I have the authority, I make the final decision. He/she can also take a decision unanimously. In other words, according to the situation, a person can change and renew himself/herself. Sometimes the psychological state can also be a factor. We don't know the current mood may want to act authoritatively. He/she can only use his/her authoritarian and hierarchy. The manager of this place may say that what I say is okay. He/she may change momentarily, but as we said at the beginning, he/she may change according to the situation” (P6.)
Traditionalist	2	“He/she uses hierarchy, especially considering the current situation, because he/she is traditionalist. In other words, our administrators are traditionalists. Traditionalist leaders also strictly use hierarchy. He/she gives great importance to the subordinate-superior relationship. If a subordinate is against the opinion of the staff below him/her, he/she always adopts the idea in the hierarchical order and wants to implement it.”(P2).

## Discussion and Conclusion

In this qualitative study titled "Effective leadership types in change management in sports organizations", firstly change, change management, leadership theories were examined. The information obtained as a result of the literature study is included in the first part of the research. In the second part of the study, pre-prepared questions were converted into regular data by interviewing 7 adult individuals working in the federations with semi-structured interview technique and taking voice recordings. These data were discussed under the leadership of the theories in the literature and the results were included in the findings section of the study.

First of all, it was seen that some of the answers given by the participants in the study were in common with each other, and some of the answers were completely different. Historically, it has been observed that the preferred leadership type while experiencing change is not isolated from the social, cultural, political and political environment of the age. Societies have determined a management style according to the conditions of the age they live in and have applied the most appropriate leadership type to this management style. Sports organizations, in which the subject was specifically addressed, also responded to the changes experienced in this improvement. In particular, they implemented a prototype of the management styles of the countries they were in in their own organizations.

It has been seen that there are three dimensions that come to the fore in the study; these dimensions have flexible, understanding and authoritative answers. What are the characteristics of the leader that the participants in the



study are trying to determine? They revealed many features in the face of his question. To the question of which leadership type determined by leadership researchers is more effective during change, the participants emphasized that leaders should use many characteristics according to the situation, rather than a single leadership type. If we look at the subject in a little more detail, the participants, who argue that leaders can motivate employees during change by being flexible and understanding, but being authoritative when appropriate, emphasized that they have experienced this personally and that very productive results have emerged. Parallel to this study, another researcher on leadership emphasized motivation and explained it as follows: Motivation is activating the creative capacity of the employee, creating team spirit and a sense of responsibility. The main purpose of motivation is to get employees to strive towards organizational goals. Organizational change is made to achieve organizational goals more effectively and efficiently. The leader, who wants to realize organizational change and achieve the expected performance from the employees, should motivate the employees. The benefits and opportunities that organizational change will provide to employees should be well explained. Thus, employees who want and strive for organizational change can be created. The leader can also use motivation as a functional tool to increase organizational efficiency and effectiveness (Tuncer, 2011).

The fact that motivation is related to the spiritual aspect of people and that leaders know what the needs of this spiritual aspect of people are and act accordingly make people successful in the face of change. It is obvious that the emergence of motivation in management plays a very active role in finding its own way in management science. When management is now considered as a separate science from other sciences, management scientists, who primarily used its mechanical aspect, would not observe an increase in production if the material aspects of human were supported in their subsequent experiments. However, it has been observed that productivity increases in production when the spiritual needs of people are met. As a result, people who lead in institutions have taken this into account.

In another study, Unal's statements about the classical leadership type were as follows: Classical leadership type will not change in societies that have not passed the information age. Such leaders will also be limited in changing and directing their environment. There may also be resistance to change and an environment of conflict. In the global environment, the management of change will also be vital for the managers, institutions and societies of the future. It should create organizations that can manage change well, are open to developments and constantly renew themselves, keep people in the foreground and create a corporate culture. In this context, with effective leadership, it will be possible for institutions to adapt to the technologies of the future and produce technology. In our country, however, creativity has not been given enough value yet. In our country where the entrepreneurship culture has not developed, young talents should not be crushed between classical/bureaucratic management styles. We need creative young managers who follow technology closely, do not hesitate to apply it to their institutions, and who can make quick decisions in any situation and apply it (Ünal, 2012)

It is a necessity to know the effects of information and technology on change and to constantly improve and update themselves in order for leaders to use them efficiently. Changes in organizations cannot be isolated from the environment because organizations are an open system, that is, they act in harmony with the environment and owe their existence to this harmony. Reaching the findings that support the above view, Çolakoğlu expressed this

as follows: Change requires the organization to adapt itself to its environment in order to survive. Change is an endless, complex and dynamic process. For this reason, change can only be successful with planned and programmed studies based on scientific method and under the leadership of managers with transformational leadership characteristics. A strong, shared and clear vision of the organization plays an important role in ensuring that change is felt, adopted and implemented not only by senior officials but also by all organizational members (Çolakoğlu, 2005).

As a result, the leadership type that the participants have in common about the leadership types in change management has become the contingency leadership type. They supported this with their flexible, situational and authoritative answers. Particularly, the participants emphasized that the leadership types applied in the management of the countries in the 21st century are also applied in their own organizations. It was observed that the different answers given by the participants varied according to the subjective situation in the federations. This subjective situation can be explained by the fact that some federations are team sports and some are individual. These findings show that federations choose a leadership type application according to their own codes, regardless of which branch it is, namely combat sports, individual sports or team sports.

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### Author Information

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**Bayram Şahin**

 <https://orcid.org/0000-0002-8250-1620>

Hitit University

Turkey

Contact e-mail: [bayramsahin139@gmail.com](mailto:bayramsahin139@gmail.com)

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