

Examining the Leadership Styles and Effects of Sport Managers

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Review

Received: 18.06.2024

Accepted: 27.08.2024

DOI: 10.47778/ejsse.1502165

Online Published: 30.09.2024

Abstract

This study aims to investigate the leadership styles of sports managers and the impacts of these styles. Leadership, in its modern sense, was first used in the British Parliament in the 19th century and has gradually become a significant concept in business, education, and social fields. Leaders guide groups towards specific goals and enhance motivation through tasks such as crisis management, rewarding, and innovation. Management, on the other hand, focuses on coordinating resources and people in harmony to achieve organizational goals. While managers utilize hierarchical authority, leaders create influence through personal skills and charisma. Sports managers bear significant responsibilities when making strategic decisions and managing daily operations. Leadership styles reflect managers' strategic visions, values, and management strategies, and these styles yield different outcomes on organizational performance, team cohesion, motivation, and individual development. Research has shown that various leadership styles, such as transformational, autocratic, and democratic leadership, are key factors determining the effectiveness of sports managers. Leadership influences the dynamics within the organization and enhances employee motivation. This study examines the leadership styles of sports managers and their effects through a literature review methodology. The findings provide a comprehensive understanding of the leadership styles of sports managers and their impacts. These findings will contribute to the existing body of knowledge and serve as a foundation for future research on sports management leadership.

Keywords: Sport, Leadership, Transformational, Authoritaria

Spor Yöneticilerinin Liderlik Tarzlarının ve Etkilerinin Araştırılması

Öz

Bu çalışma spor yöneticilerinin liderlik tarzlarını ve bu tarzların etkilerini araştırmayı amaçlamaktadır. Liderlik modern anlamda 19. yüzyılda İngiliz parlamentosunda kullanılmış ve zamanla iş dünyası, eğitim ve sosyal alanlarda önemli bir kavram haline gelmiştir. Liderler kriz yönetimi, ödüllendirme ve inovasyon gibi görevlerle grupları belirli hedeflere yönlendirir ve motivasyonu artırır. Yöneticilik ise kaynakları ve insanları uyum içinde yöneterek organizasyonel hedeflere ulaşmayı amaçlar. Yöneticiler hiyerarşik yetkileri kullanırken, liderler kişisel yetenekleri ve karizmalarıyla etki yaratırlar. Spor yöneticileri stratejik kararlar alırken ve günlük operasyonları yürütürken önemli sorumluluklar üstlenirler. Liderlik tarzları yöneticilerin stratejik vizyonlarını, değerlerini ve yönetim stratejilerini yansıtır ve bu tarzlar organizasyonel performans, takım uyumu, motivasyon ve bireysel gelişim üzerinde farklı sonuçlar doğurur. Yapılan araştırmalarda dönüşümcü, otokratik ve demokratik liderlik gibi çeşitli liderlik stillerinin spor yöneticilerinin etkinliğini belirleyen önemli faktörler olduğu gösterilmektedir. Liderlik örgüt içindeki dinamikleri etkiler ve çalışanların motivasyonunu artırır. Çalışma, literatür taraması yöntemiyle spor yöneticilerinin liderlik tarzlarını ve bu tarzların etkilerini incelemektedir. Elde edilen bulgular spor yöneticilerinin liderlik tarzlarını ve bu tarzların etkilerini kapsamlı bir şekilde ortaya koymaktadır. Bu bulgular mevcut bilgi birikimine katkı sağlayarak spor yöneticileriyle ilgili gelecekte yapılacak çalışmalara temel oluşturacaktır.

Anahtar kelimeler: Spor, Liderlik, Dönüşümcü, Otoriter

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INTRODUCTION

Nowadays, sports management is becoming increasingly important as a complex and dynamic field. Effective management of sports organizations is critical for both increasing the performance of athletes and achieving institutional goals. Thus, the leadership styles of sports managers and the effects of these styles on organizations have been a subject of interest. The leadership styles adopted by sports managers influence not only internal team dynamics but also organizational performance. For instance, digital leadership has facilitated the integration of data-driven decision-making, thus improving the overall operational efficiency of sports organizations (Avolio et al., 2000). Similarly, transformational leadership has been found to enhance team cohesion and motivation, thereby fostering improved organizational outcomes (Ghasabeh et al., 2015). Understanding the varied impacts of these leadership styles is essential for developing effective management strategies aimed at ensuring the long-term success of sports organizations. In this context, this study aimed to investigate the leadership styles of sports managers and the effects of these styles on sports organizations. Leadership can affect sports managers' decision-making processes, team dynamics, and performance. Therefore, an in-depth examination of the leadership styles of sports managers is vital for the sustainable success of sports organizations.

In recent years, leadership has emerged as a critical concept in sports management, akin to its relevance in business and social sciences (Northouse, 2021). Leadership styles are instrumental in shaping organizational outcomes, especially in dynamic environments like sports organizations. Contemporary leadership models such as transformational leadership, participative leadership, and digital leadership have been shown to influence decision-making processes, enhance team dynamics, and contribute to effective crisis management in sports management (Bass and Riggio, 2006). These leadership styles play a vital role in adapting to the evolving demands of the sports industry while optimizing organizational performance.

The leadership approaches and visions of sport managers have a great influence on the success of the team. Leadership approaches can influence the team's motivation, discipline and cohesion. Vision sets the goals and values of the team and enables the team to act as a whole. It plays an important role in issues such as the content of decisions made together with athletes and training programs. Therefore, accurate and effective communication is a great necessity in the working philosophy of leaders (Akyüz, 2020). While 82.5% of amateur football coaches adopt a mixed leadership style, 16.5% adopt a democratic leadership style and 1.0% adopt an autocratic leadership style (Körük, 2003). These statistics show that the majority of amateur football coaches prefer mixed leadership style and emphasize the importance of effective communication and flexible leadership understanding in their relationships with athletes.

The success of an organization depends on the leadership qualities of its managers. For this reason, leader managers should be trained without making a distinction between leaders and managers and the concept of managerial leadership should be adopted. Since leadership is a personality trait,

children should be given responsibilities to develop their leadership skills at an early age. Since sports support the development of leadership qualities, it is important to encourage children to participate in sports (Gökçe & Çam, 2008). This approach will help future leaders to acquire the necessary skills from an early age. Education systems and families should contribute to the development of children's leadership skills by supporting their participation in sports. Sports organizations and schools should organize programs and activities to support both physical and personal development of children. As a result, directing children to sports at an early age and developing their leadership qualities will enable them to raise more effective and successful leaders in the long term.

People live collectively because of their nature. In this social order, many people have been leaders willingly or unwillingly at some point in their lives; therefore, anyone who manages an organization or assumes responsibility for a group can be described as a leader (Gordon, 1999). However, when leadership is considered in terms of management, a leader is a person who increases the productivity, development, and working performance of the organization and its employees, helps them to adapt, and balances the functioning of the organization (Avolio & Bass, 2004). Moreover, leadership plays an important role in how individuals react and manage themselves in different situations (Draft & Lane , 2005).

Leadership is a factor that affects the dynamics within the organization and increases the motivation of employees (Schein, 2010). The leader needs to inspire and motivate employees by clearly communicating their vision and goals (Northouse, 2021). Furthermore, leadership is necessary to carry out effective management and decision-making processes in crises (Yukl, 2006). Leadership also plays an important role in change management processes and enables organizational adaptation (Bass & Riggio, 2006). The purpose of this study is to examine the leadership styles of sport managers and to understand the effects of these styles on sport organizations. In this context, the research aims to make an original contribution to sport management and leadership theories and to provide new strategies on how to develop effective leadership approaches in sport organizations.

METHOD

This study is designed as a literature review to compile the existing literature on leadership styles of sport managers and the effects of these styles. Literature review aims to systematically collect and analyse the studies on a specific topic and summarise the knowledge in the field.

In the literature review, previously published books, articles, theses, dissertations, conference proceedings, historical records and reports related to the research topic are searched, found and analysed, and in this way, information that will contribute to the study is tried to be obtained. The

purpose of the literature review can be briefly stated as obtaining the information needed for the research (Demirci, 2014).

The main sources of the research are electronic databases (such as Google Scholar, Scopus, Web of Science) and articles published in relevant academic journals. The study covers the studies published between 2000 and 2023. The reviewed sources were categorised under themes such as leadership styles, effects of sport managers, organisational success and motivation. In addition, the studies selected during the literature review were evaluated according to their methodology and findings, and important trends in the field were identified. This review study aims to provide a framework for understanding the effects of sport managers' leadership styles on organisational performance, team cohesion, individual development and motivation.

FINDINGS

Leadership

Although the origin of the word leader dates back to the 1300s, the concept of leadership was first used in the early 19th century in writings on the control and political influence of the British parliament (Işık-İnan & Serinkan, 2020). The term leadership was developed and widely used in writings on the control and political influence of the British parliament. The evolution of the concept of leadership in this period played an important role in the formation of modern leadership theories. Leadership has become an important concept not only in the political field but also in business, education, and other social fields.

Leadership is the process of directing more than one person through power and influence (Çelik, 2013). Leaders respond to problems, manage crises, reward and punish followers, as well as provide them with encouragement and support. Moreover, leaders are interested in organizational innovation; they try to promote creativity, innovation, and organizational cultures conducive to a harmonious and challenging work environment (Saeed et al., 2014). The presence of emotional tensions and conflicts in the organization is a dimension of the organizational environment. Leaders can help to reduce tensions, harmonize misunderstandings, and deal with destructive behaviors (Deutsch et al., 2011). Leading groups of people aiming to achieve specific goals requires special skills and persuasiveness. Therefore, a leader can be defined as a person who determines the goals of the group of which he/she is a member and guides the group most effectively to achieve these goals.

Leadership plays a critical role in the success of an organization. A good leader motivates team members, shares the vision, and encourages cooperation. Besides, leaders should be equipped with effective communication skills so that they can convey their message clearly and build understanding and cohesion within the team. Research showed that it was essential for leaders to

be flexible in their decision-making processes and to adapt to changing circumstances (Goleman, 1995). Therefore, leadership skills should be continuously developed and practiced, because successful leadership is vital for the sustainable success of the organization.

Management

The concept of management refers to a person who directs a group of people in harmony and cooperation to achieve certain goals. According to another definition, it is a person who gathers resources to achieve the goals set within a certain period. The characteristics of management include general culture, logical thinking, analytical skills, synthesis ability, and imagination (Genç, 2012) The characteristics of a manager's character include a balance between reason and emotion, caution, and a strong memory.

Management enables an organization to bring together resources appropriate to the purpose of producing services or products. These functions are usually fulfilled through hierarchical authority. Leadership, on the other hand, is the ability to exert influence by utilizing one's natural abilities. While managers generally use the authority derived from their positions, leaders draw strength from their characteristics and support (Durmuş, 2001). In this context, the main difference between management and leadership is that managers systematically manage resources to achieve organizational goals, while leaders create influence by using individuals' motivation and natural abilities.

Leadership in Sport Management

Among the leadership styles of sport managers, it is emphasized that modern approaches are more effective and will bring success. Especially transformational leadership has an important place for sport managers. This leadership style requires managers to have high skills and aims to inspire and empower their followers and show them the necessary ways to achieve their goals. The application of leadership approaches adopted by sport managers is of great importance in the field of sport. The fact that these administrators take an active role in every field of sport increases their importance in the general structure of sport (Gündoğan, 2014). According to a study conducted by (Gökçe, 2005), it was stated that sports administrators working in the Provincial Directorates of Youth and Sports exhibited more status quo and task-oriented leadership, while administrators working in private clubs were stronger in the relational leadership dimension.

Directive Leadership and its Applications in Sport Management

Directive leadership is a leadership style in which the leader defines expectations, establishes processes, allocates tasks, and ensures the achievement of set performance standards (Ogbonna & Harris, 2000). This leadership style instructs employees on how and when to perform tasks, sets clear performance standards, and clarifies rules and regulations (Baker, 2022). The directive leader determines the best option to move the organization forward, manages roles and processes to implement the strategy, motivates team members, anticipates developments and risks, observes performance and prevents harmful situations by intervening when necessary (Olson & Simerso,

2015) Directive leadership is a critical leadership style that facilitates organizations to achieve their goals with its effectiveness in providing clarity and structure.

Participative Leadership and its Applications in Sport Management

Participative leadership is a style in which management authority is shared with employees and these leaders have a democratic approach. A democratic atmosphere is created in the organization where employees are informed about their work, their suggestions and ideas are taken and thus decisions are taken jointly (Tengilimoğlu & Yiğit, 2005). This type of leadership increases the motivation of employees, improves their self-confidence, and empowers them (Susan & Whiteley, 2007). In this leadership style, which emerges in periods when humanistic relations are emphasized, there is a high level of trust between the leader and the followers. Participative leaders show their trust in employees by involving them in the decision-making process while determining the goals, policies, and plans of the organization (Şafaklı, 2005). In this context, participative leadership is an important leadership approach that strengthens commitment and cooperation within the organization by making employees feel valued.

Transformational Leadership and Its Applications in Sport Management

This is a leadership style in which the leader gains the respect and trust of followers by being a role model. The leader inspires trust by highlighting values overcoming difficulties and emphasizing the importance of goals and ethical decisions. This approach enables followers to take the leader as an example and identify with the leader in line with common goals (Demir & Okan, 2008). Furthermore, the transformational leader creates and shares a vision, changes the needs and beliefs of followers, and achieves superior performance by ensuring change and renewal (Koçel, 2007). The leader's inspirational role modeling increases the motivation of the followers and has a critical impact on achieving the vision and goals of the organization. A true transformational leader is flexible, creative, goal-oriented, people-oriented, future-oriented, analytical, courageous, and pioneering. He or she motivates followers, handles complexity simply and clearly, and encourages change. This leadership style is flexible according to the situation, the work, and the followers and enables transformation. A true leader like Mustafa Kemal Atatürk has these characteristic features (Cömert, 2004).

In a study conducted in 117 elementary schools in the United States of America, it was found that transformational leadership behaviors of school principals were not directly related to turnover rates of school staff and improvements in student achievement. However, it was found that transformational leadership behaviors had a direct effect on staff job satisfaction and this job satisfaction had an indirect effect on reducing staff turnover rates (negatively) and increasing student achievement (positively) (Griffith, 2004).

In a study, it was stated that private universities exhibit transformational leadership characteristics more effectively than public universities (Batmunkh, 2011). Both transformational and transactional leadership styles of principals were found to positively affect teachers' job satisfaction

(Koutouzis & Malliara, 2017). The study examined the reflection of transformational leadership practices by central government and private sector managers in Turkey. The results of the research reveal that private-sector administrators can exhibit transformational leadership characteristics to some extent, but public-sector administrators do not have these characteristics (Bresctick, 1999). Studies have shown that teachers feel great satisfaction when the school principal takes on a transformational leadership role (Kouni et al., 2018). School administrators who exhibit transformational leadership style provide support to teachers, take a closer interest in them, and guide them whenever they have the opportunity. This approach increased teachers' motivation and job satisfaction (Blase & Blase, 2000).

According to the results of Gündoğdu and Sunay's (2018) research, it was found that sport managers mostly exhibit transformational leadership. In terms of our country, the fact that managers in the sports sector see themselves as transformational leaders is considered a positive and important finding.

Digital Leadership and Its Applications in Sport Management

Digital leadership refers to the ability to manage the integration of digital technologies and innovations into organizational strategy and operations. Digital leaders play critical roles in setting vision and strategy, adapting to change, developing digital competencies, and collaborating with digital ecosystems while driving organizations' digital transformation processes. This leadership style aims to increase efficiency, foster innovation, and provide a competitive advantage through the effective use of digital tools. Digital leaders also support data-oriented decision-making processes, enabling organizations to be more flexible and agile in dynamic and uncertain business environments. In a research, it was stated that the qualities required for digital leadership were reality, inspiration, vision, justice, reverse mentoring, personalization, innovation, and knowledge (Güler, 2023; Toduk, 2023)

The theoretical basis of digital leadership can be based on transformative leadership theory. This theory emphasizes the concepts of 'vision' and 'influence', which are the basic elements of digital leadership within the scope of the leader's efforts to influence his/her followers in a stable environment (Bass & Avolio, 1993).

Visionary Leadership and Its Applications in Sport Management

In the management literature, the concept of vision is sometimes considered as an independent type of leadership and sometimes as an important component of the leadership process. In both cases, it is accepted as a dominant element of new leadership approaches with its intellectual and operational aspects (Erçetin, 2000).

Visionary leadership involves not only making plans for the future but also making group members believe in this vision (Yıldırım, 2019). Therefore, visionary leaders are those who draw the road map that will lead the organization to success with their followers, cooperate with them on this road, increase performance by providing motivation, create a strong organizational culture, and

emphasize the importance of continuous development and change (Ehtiyar, 2011). Visionary leadership plays a vital role in achieving sustainable success by increasing the motivation and commitment of its members while shaping the future of the organization. Studies revealed that the visionary leadership competencies of school administrators did not show a significant difference between teachers working in terms of the school level (primary school, secondary school, and high school) (Deneri, 2019; Koçer, 2021). In the global literature, visionary leadership is based on being strong without intimidating employees, having authority without putting pressure on individuals, motivating employees, and transforming large masses into an intellectual movement (Tekin, 2007).

Democratic Leadership and Its Applications in Sport Management

Democratic leadership is inspired by the behaviorist research tradition, with a focus on power-sharing and follower empowerment (Yukl, 2018). Democratic leaders involve one or more employees in the decision-making process but retain the final decision-making authority. This leadership style is not a sign of weakness, but a symbol of strength that will gain the respect of employees (Spurgeon et al., 2015). Moreover, democratic leaders refuse to exercise authority over others, encourage participation, rely on the knowledge of their followers, and attach great importance to their respect (Draft & Lane, 2005).

In the field of physical education and recreation, the multidimensional nature of leader behaviors is mentioned, and it is stated that a democratic, respectful approach is appropriate for profit-oriented organizations such as tennis clubs and a designing leadership style is appropriate for work-related organizations such as professional basketball. It is also suggested that the level of respect shown by college physical education administrators is related to job satisfaction (Chelladurai, 1980). In a study conducted in banks, it was determined that branch managers exhibited a democratic and open attitude toward change (Okakin & Tınaz, 1997).

Charismatic Leadership and its Applications in Sport Management

Charismatic leaders are individuals who have extraordinary prestige and power of influence on the masses and who revive a sacredness within themselves (Akşit, 2008). Such leaders usually emerge as a result of crises and chaotic conditions. Great charismatic leaders such as Atatürk, Gandhi, Hitler, and Martin Luther King all emerged as a product of unfavourable conditions in their countries. Adverse conditions such as economic crises, political instability, or war situations increase the need of societies for heroes. Especially societies that are not sufficiently organized need a hero to put many problems in order and make progress (Baltaş, 2000). Therefore, managers who are seen as charismatic leaders tend to be perceived as both critics of the status quo and realizers of radical reforms (Conger et al., 2000). Charismatic leaders assume important roles in the stage of history with their capacity to provide the change and stability that societies need by emerging in times of crisis. It is seen that the majority of people with charismatic, managerial, and transformational leadership characteristics are from the private sector. This situation is because management in the central administration functions by certain rules and leadership qualities cannot be revealed (İnce, 2001).

In a postgraduate study conducted on students studying in military high schools, leadership characteristics of students who do team sports, individual sports, and non-sport students were examined. As a result of the study, it was thought that students who did not do sports exhibited charismatic leadership characteristics more in terms of average values, and this was thought to be due to the mission of the educational institution they were in (Başoğlu, 2006).

Autocratic Leadership (Authoritarian) and Its Applications in Sport Management

Authoritarian leadership style is a task-centred leadership style in which decisions are made only by the leader and authority stems from the leader's position (Çoroğlu, 2003). These leaders do not involve group members in the management process and all management authority is concentrated in the leader. Employees' opinions are not consulted when setting goals, strategies, and programs. Authoritarian leaders use strategies such as giving orders and criticizing their failures and mistakes to influence their employees because they think that the motivation of the members of the organization can be provided by external factors, namely orders and punishment (Şahin et al., 2004). This leadership style is effective in times of crisis or emergencies when quick decision-making is important. It can also be used when other leadership styles do not work in dealing with problematic employees (Buluç, 1998).

In autocratic leadership, the leader's position is excessively strengthened and emphasized. Motivation and guidance are usually provided through punishment. Except in extraordinary circumstances, the leader does not delegate authority. Communication is top-down; there is almost no bottom-up flow of information. The people around the leader do not participate in the process or have close relations with the leader (İbicioğlu et al., 2009).

Leadership and Management

Despite their similarities, it is recognized that leadership and management are different concepts (Erçetin, 2000). Both managers and leaders use some kind of power to get those around them to do what they want. Moreover, in both concepts, close relationships are established with employees. However, while management is a professional practice, leadership involves motivating people by influencing them. While management requires a formal position, leadership does not. While management is concerned with doing the work that will enable one to reach the determined goals in the fastest way, leadership is concerned with determining these goals (Koçel, 2011). While managers use their power and authority to influence people, leaders try to influence people with their behaviors, visions for the future, and individual characteristics. While management is a job to be done, leadership is an art. While the manager tries to do the work assigned to him/her most correctly, the leader does the work he/she finds right. A person does not have to be both an excellent leader and a good manager. These two concepts are different, and each involves different duties and responsibilities (Kotterman, 2006). These fundamental differences between leadership and management show that both roles play different but complementary roles in the success of organizations.

Leadership Practices

The leadership styles of sports managers play a critical role in the success and sustainability of organizations. Effective leadership not only enhances performance in sports organizations, but also supports team cohesion, motivation, and individual development. In this context, the leadership practices adopted by sports managers reflect their vision, values, and management strategies. When leadership theories and approaches were analyzed, various styles such as transformational leadership, autocratic leadership, and democratic leadership emerged. Each leadership style varies according to different situations and needs and is important in determining the effectiveness of sports managers.

Table 1. Leadership approaches and practices

Leadership Acts and Styles	Autocratic	Democratic	Participatory
Goal Determination	Single authority leader	Listens to followers' opinions	Everyone's opinion is listened
Decision Making	Follower opinion is not received	Collects feedback from followers	Follower opinions are provided
Communication	From top to Bottom	From top to Bottom, From Bottom to Top	Versatile
Motivation Type	Punishment Included	Rewarding	Positive reinforcement
Delegation of Authority	No	Sometimes	Continuous

Cited: (Özsalmanlı, 2005).

Table 1 shows how autocratic, democratic, and transactional leadership styles differ in terms of goal setting, decision making, communication, motivation, and delegation of authority; autocratic leaders were centralized, democratic leaders valued followers' opinions, and transactional leaders delegated authority continuously.

A study examined turnover intentions of softball and volleyball assistant coaches in the National Collegiate Athletic Association (NCAA) and found that both transformational and transactional leadership behaviors reduce voluntary turnover intentions (Wells & Welty-Peachey, 2011). However, other studies found only limited evidence that transformational leadership influences NCAA football conference athletic department employees' job satisfaction; however, transformational leadership was found to have an impact on employees' commitment at the organizational and individual levels (Kim et al., 2012). These results suggest that the effects of leadership styles on turnover intentions and employee engagement may differ across sports and organizational structures.

Research indicated that leaders should use various forms of power to influence others and increase employee satisfaction and performance and that it was more effective to prefer personal power rather than positional power (resource control, reward-punishment, formal authority, counselling) (Kotter, 1986).

In a master's thesis study, the effect of leadership behavior on employees' perceptions of organizational commitment, organizational support, and job satisfaction was examined. As a result, it was determined that the perception of managerial support affects employees' perceptions of organizational commitment, organizational support, and job satisfaction (Tinti, 1995).

Research indicated that leaders can be more effective and increase employee satisfaction by using personal power rather than position power. Moreover, it was determined that managerial support positively affects employees' perceptions of organizational commitment, organizational support, and job satisfaction. These results emphasize that effective leadership can be achieved through personal influence and supportive management.

DISCUSSION AND CONCLUSION

Examining the leadership styles and effects of sports managers is crucial for the success and sustainability of sports organizations. Research in this field reveals the existence and importance of various factors affecting the leadership behaviors of managers. When the Turkish sports literature is examined, it is seen that studies focusing on the concept of leadership are limited. (Kocamaz et al., 2019) examined the leadership perceptions of employees working in sports organizations, and the most frequently emphasized concepts of the participants were guidance, having knowledge and experience, and influence. Based on this study, it can be said that leaders in the field of sport can be considered as important characteristics of leaders who provide guidance, are equipped with knowledge and experience, and can influence their followers. The findings of (Gündoğdu & Sunay, 2018) study revealed that sport managers generally exhibit transformational leadership. The fact that managers in the sports sector see themselves as transformational leaders is considered as a positive and remarkable result for our country. Velez (2019) conducted semi-structured interviews with 6 female coaches and 4 male administrators to examine the underrepresentation of women in leadership positions in intercollegiate sport events in Puerto Rico. This study focused on the barriers to greater representation of women in leadership roles and strategies to facilitate women's access to leadership positions in sport.

According to a study, the effects of leadership styles on employees' team cohesion were analysed. The study revealed that people-oriented and task-oriented leadership approaches play an important role on employees' team performance and job satisfaction. It has been observed that task-oriented leadership behaviours are more prominent especially among blue-collar employees, whereas people-oriented leadership approaches create higher trust and cooperation within the team (Smith, 2019). In addition, it has been found that leadership perceptions of individuals working in different sectors and positions differ according to workload, communication level and organisational structure (Stashevsky & Koslowsky, 2016). In a similar study conducted in the field of sport, the effects of coaches 'leadership behaviours on athletes' motivation and performance were

investigated and it was determined that these effects did not vary according to the career stages and branches of athletes (Brown & Johnson, 2020).

The findings of this study reveal that the leadership styles of sport managers play a decisive role in organisational performance and sustainability. Directive leadership is effective in terms of creating clear goals and structure and plays a critical function in achieving organisational success (Northouse, 2021). Participative leadership strengthens team collaboration by increasing employee motivation and commitment (Goleman, 2020). Transformational leadership improves the performance of followers through vision and inspiration, while digital leadership supports the integration of technological innovations into business processes (Antonakis & Day, 2021). Visionary leadership has a significant impact on strategic planning and motivation (Dinh et al., 2021). Democratic and charismatic leadership styles increase organisational satisfaction by emphasising the active participation of employees in decision-making processes and the personal influence of the leader (Wang & Howell, 2020). However, although autocratic leadership style is effective in rapid decision-making processes, it may have negative effects on employee satisfaction and motivation in the long term (Iqbal et al., 2020).

In conclusion, the leadership styles of sports managers should vary according to the dynamics and needs of organizations. Leaders' ability to flexibly apply different leadership styles according to situational needs will increase both individual and organizational success. This study emphasizes the need for a broader perspective of leadership practices in sports management and the importance of developing effective leadership strategies. Future research may provide more specific recommendations for sports managers by examining the effects of leadership styles in different sports branches in more detail.

Conflict of Interest: There is no conflict of interest between the authors.

Author Contribution Statement: The authors contributed equally to the study

Ethical Approval: The study does not require ethical consent as it is a retrospective screening study. However, the principle of full compliance with national and international ethical rules and principles the research process was completed by adopting this approach.

Acknowledgments: We would like to express our gratitude to the Presidential Guard Regiment Command for contributing to the preparation of this study, and to the Regiment Commander Infantry Colonel Fuat DÖNMEZ, who guided us with valuable suggestions and support during the research process.

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