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السلوك القيادي التحويلي للمدربين وعلاقته بالرضا من وجهة نظر لاعبي الفرق الرياضية في جامعة مؤتة

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الملخص

هدفت هذه الدراسة التعرف الى أثر استخدام السلوك القيادي التحويلي للمدربين في الرضا الوظيفي من وجهة نظر لاعبي الفرق الرياضية في جامعة مؤتة. استخدم البحث المنهج الوصفي، وتكونت عينة الدراسة من (96) لاعبا. ولجمع البيانات، وتم استخدام استبيان لقياس مستوى القيادة التحويلية توزعت على أربعة مجالات: التأثير المثالي، والحافز الإلهامي، والاستشارة الفكرية، والاعتبارات الفردية. واستخدام استبيان آخر لقياس مستوى الرضا عند اللاعبين توزع على أربع محاور الرضا: أداء الفريق والمعاملة الشخصية والتدريب والأداء الرياضي. وتم استخدام الأساليب الإحصائية التالية: المتوسطات الحسابية والانحرافات المعيارية واختبار (t-test) ومعامل ارتباط بيرسون، الفا كرونباخ. أظهرت نتائج الدراسة ان مستوى تقديرات لاعبي الفرق في جامعة مؤتة نحو مستوى السلوك القيادي التحويلي للمدربين جاء بدرجة مرتفعة. وأظهرت نتائج الدراسة ان مستوى تقديرات لاعبي الفرق للمدربين لمستوى الرضا جاء بدرجة مرتفعة. كما أظهرت الدراسة وجود علاقة طردية بين السلوك القيادة التحويلية والرضا لدى اللاعبين. توصي الدراسة بتعزيز درجة استخدام البعد التأثيري المثالي (الكاريزما) من قبل المدربين في دائرة النشاط الرياضي في جامعة مؤتة، وعقد دورات وندوات للمدربين في دائرة النشاط الرياضي لتنمية مهارات القيادة التحويلية لديهم وتعزيز ممارستها في مجال التدريب، اجراء المزيد من الدراسات التي تتناول القيادة التحويلية في دائرة النشاط الرياضي باستخدام متغيرات مختلفة.

الكلمات المفتاحية: القيادة التحويلية، الرضا، القيادة التحويلية للمدربين، لاعبو الفرق الرياضية جامعة مؤتة.

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transformational leadership, the coach practices the behaviors that make him/her an example that is respected and appreciated by all players. In addition, "charisma" he/she gains the confidence of the players and the administrators who deal with him.

The present study also emphasized that transformational leadership focuses on facing the challenges as well as the leader's ability to influence the players' behavior and develop their individual interests. Moreover, it encourages the players to overcome challenges and overcome the difficulties they face. It is important to know that the coach is the link between the players and the Department of Sports Activity. Besides, the study indicated that the leadership style that contributes to achieve satisfaction is the one that cares about the players, their needs and desires, and provides an opportunity for players to participate in decision-making. This style should also give the players the freedom during training and competition and encourage the coach to create sports teams. Furthermore, the transformational leader provides the opportunity for all players to participate in achieving the goals, promotes the spirit of cooperation and motivates players to innovate ideas to improve their performance. This is consistent with the findings of Al-Husseini, (2010), Al-Momani (2007), Al-Otaibi (2019), Al-Sha'alan (2009), Tahaineh and Wa'odat (2014), Tahaineh et al., (2008) and Muftah (2015) studies which showed that there is a relationship between transformational leadership and satisfaction.

Conclusions and Recommendations

The results revealed that the level of coaches' practice of transformational leadership in the Sports Activity Department at MU as seen by the players was generally high. Moreover, the most transformational leadership domains practiced by coaches of sports teams were individualized consideration, intellectual stimulation, inspirational motivation, and finally idealized influence "charisma". Also, the results showed that the level of sports teams players' satisfaction was generally high and its dimensions came in the following order: satisfaction with training, satisfaction with personal treatment, satisfaction with the team's performance, and finally satisfaction with individual performance. There was a direct relationship between transformational leadership behaviors and the level of players' satisfaction through the domains of individualized consideration, idealized influence, inspirational motivation and finally intellectual stimulation.

Based on these findings, the study recommends:

1. Developing the players' satisfaction by focusing on the ideal influence variable "charisma" because of its clear and effective role in implementing the transformational leadership behavior by coaches.
2. Promoting the use of transformational leadership by coaches in the Sports Activity Department at MU.
3. Conducting more studies on the subject of transformational leadership in the sports field by studying other administrative variables.

The results in Table (3) show that there is a direct relationship between the overall score of coaches' transformational leadership behavior and the satisfaction of the sports teams' players at MU for the scale as a whole and for the sub-scale. The results reveal that the values of the correlation coefficients are of statistical significance at (0.01) and (0.05). There is a direct relationship between the domains of the scale of coaches' transformative leadership behavior and the satisfaction of the sports teams' players for the scale as a whole and for the sub-scales. It is clear that the values of the correlation coefficients are of statistical significance at (0.01) and (0.05). A linear regression analysis test was conducted in order to clarify the nature of the relationship between the domains of coaches' transformational leadership behavior and their effect on the satisfaction of the sport teams' players at MU. The results are shown in Table 4 and Table 5.

Table (4): The effect of coaches' transformational leadership behavior on the satisfaction of sport teams' players

| Sample | Sum of squares | Mean | fd | f-value | Sig. |
|--|----------------|------|-------|---------|-------|
| Regression | 23.85 | 4 | 5.964 | 17.48* | 0.000 |
| Difference | 31.03 | 91 | 0.341 | - | - |
| Total | 54.88 | 95 | - | - | - |
| Coefficient of Determination (R2) | 0.486 | | | | |
| Modified Coefficient of Determination (R2) | 0.463 | | | | |

Table (5): Multiple- regression analysis of the effect of the coaches' transformational leadership behavior on the satisfaction of sport teams' players

| No. | Domain | B | Standard error | t-value | Indication of value (T) |
|-----|--------------------------------|-------|----------------|---------|-------------------------|
| 1 | Intellectual stimulation | 0.432 | 1.02 | *5.08 | 0.00 |
| 2 | Idealized influence "charisma" | 0.202 | 0.206 | *5.84 | 0.00 |
| 3 | Inspirational motivation | 0.955 | 0.227 | *5.51 | 0.00 |
| 4 | Individualized consideration | 0.516 | 0.171 | *6.56 | 0.00 |

* Statistical significance at ($\alpha < 0.05$).

The results of the regression analysis shown in Table 4 represent a test of the effect of the domains of coaches' transformational leadership behavior on the satisfaction of the sport teams' players at MU. It is revealed that the value of (F) was (17.48) which had a statistical significance value at ($\alpha < 0.05$). Table 4 shows that there was a decrease between the coefficient of determination and the modified coefficient of determination. This confirms the independence of the independent variables in their influence on the dependent variable. The results in Table 5 show that the domains of coaches' transformational leadership behavior (intellectual stimulation idealized influence "charisma", inspirational motivation, and individualized consideration) explain (48.65%) of the variance in the satisfaction of the sport teams' players at MU. This result confirms the impact of coaches' transformational leadership behavior on players' satisfaction.

The statistical results and the t-test values indicated that the domain of the individualized consideration, came in the first rank in terms of relative importance of players' satisfaction. The penultimate domain was the inspirational motivation and the last domain was the intellectual stimulation. The study confirms that there is a relationship between the coaches' transformational leadership behavior and the satisfaction of sport teams' players at MU. The leadership behavior in its various domains, individualized consideration, idealized influence, inspirational motivation, and intellectual stimulation, affects the players' satisfaction. In

and overcomes all difficulties that hinder the development and improvement of the players performance. Therefore, it is clear that positive relationships and good treatment given by coaches to players improve the levels of performance and achievement. Furthermore, at the end of the sports season, the university presidency, the Deanship of Student Affairs and the Department of Sports Activity honor the players by holding a special celebration for the teams that achieve advanced positions. Thus, the players' satisfaction increases. Lee et al. (2018) stated that transformational leadership is distinguished by the ability of organized leadership to face these challenges. This could be by influencing the behavior of subordinates, developing their creative capabilities and innovative initiatives and encouraging them to face the problems and difficulties that their organizations encounter.

It is noted that satisfaction with training came first. This is attributed to the fact that the coaches are scientifically and practically qualified, and hold advanced and international degrees in training. Moreover, the Sports Activity Department at MU prepares and qualifies the coaches by letting them participate in the training courses that take place inside Jordan and abroad. This is to help the coaches gain experience and develop in the professional field. In addition, the coaches set appropriate times for the training programs in a participatory manner with the players. All of this is reflected positively on the responses of the study sample. However, the domain of satisfaction with personal treatment was ranked second with a high level. This is could be because the scientific and professional level the professional culture, and the developmentscientific and practical qualifications reflect positively on the responses of the study sample.

The domain of satisfaction with training came in the third rank with a medium level. This could be because sports training aims to improve and develop the players 'performance to reach athletic achievement. Thus, sports training focuses on the material and human interests of the players and the coordination between the performance of the player himself herseand the performance of other players in order to reach a joint coordination. The results of the present study are consistent with the findings of Al-Sha'alan (2009), Tahaineh and Awaat (2014) and Muftah's (2018) findings. However, they contradict the findings of Al-Momani (2007) and Al-Otaibi's (2019) findings.

RQ3. Is there a relationship at the significance level ($\alpha < 0.05$) between the level of practicing transformational leadership behavior by sports coaches and the level of satisfaction of the sport teams' players at MU?

To answer this question, Pearson correlation coefficients were calculated between the domains of coaches' transformational leadership behavior and the domains of satisfaction of sport teams' players at MU, as shown in Table 3.

Table (3): Pearson correlation test resultsbetween coaches' transformational leadership behavior and the of the sport team players' satisfaction domains

| Transformational leadership behavior | Axes of Satisfaction of the Sport Teams' Players | | | | |
|--------------------------------------|--|--------------------|----------|------------------------|----------------------|
| | Team's performance | Personal treatment | Training | Individual performance | The scale as a whole |
| Intellectual stimulation | *0.221 | **0.501 | **0.606 | *0.281 | **0.355 |
| Idealized influence "charisma" | *0,198 | **0.414 | **0.393 | *0,209 | **0.396 |
| Inspirational motivation | *0.240 | **0.564 | **0.278 | *0.241 | **0.387 |
| Individualized considerations | *0.211 | **0.593 | **0.287 | **0.390 | **0,401 |
| The scale as a whole | *0.246 | **0.399 | **0.529 | **0.708 | **0.503 |

** Statistical significance at (0.01)

* Statistical significance at (0.05).

The field of idealized influence "charisma" was ranked fourth with a medium level of practice. The idealized influence is a behavior practiced by coaches who have the ability to influence players. In fact, the players consider the coach as a role model for them. In addition, players respect and trust their coaches, as their personality is often affected by the coach. So, whenever the coach possesses charisma, the players commit to regulations and instructions. These results are in agreement with the findings of Al-Haderis (2020), Footit (2000) and Sha'alan (2009) studies which showed that the average level of transformational leadership was high. However, this study contradicted with the studies of Al-Harabsheh (2015), Al-Momani (2007), Tahaineh and Wa'odat (2014) and Muftah (2018).

RQ2. What is the level of satisfaction of sport teams' players at MU from their point of view?

To answer this question, mean and standard deviation, were calculated, as illustrated in Table 2.

Table (2): Means, standard deviation and the sport teams' estimates on sport teams' players' satisfaction scale

| No. | Domain | Mean | SD | Order | Level |
|-----|---|-------|------|-------|--------|
| 1 | Team's performance | 4.954 | 1.52 | 3 | Medium |
| 2 | Personal treatment | 5.666 | 1.84 | 2 | High |
| 3 | Training | 5.673 | 1.49 | 1 | High |
| 4 | Individual performance | 4.864 | 2.02 | 4 | Medium |
| - | General level of the sports teams players' satisfaction | 5.289 | 1.05 | - | High |

Table (2) shows that the general level of the sport team' players' satisfaction at MU, according to the estimates of the study sample, came at a high level, with a mean of (5.289), while the standard deviation was (1.05). As for the scale domain, the domain of satisfaction with training came first in terms of relative importance with a mean of (5.673), while the standard deviation was (1.49), with a high level. The domain of satisfaction with personal treatment came in the second rank with a mean of (5.666), and the standard deviation was (1.84), with a high level. The domain of satisfaction with the team's performance came in the third order with a mean of (4.954) and the standard deviation was (1.52), with a medium level. The last domain ranked was satisfaction with individual performance with a mean of (4.864) and the standard deviation was (2.0), with a medium level. It is clear that the scale domains achieved a high or medium levels, while no domain came with a low level.

According to the study sample's estimates, the results in Table 2 indicated that the standard deviations on the scale domains ranged between (1.49-2.02). This revealed the convergence of the estimates of the study sample on the items of the scale domains and the validity of inference from them. This shows that the level of player' satisfaction was high in most of the domains in general.

To sum up, the field of satisfaction with training came in the first order, satisfaction with personal treatment came in the second order, satisfaction with the team's performance was in the third order and satisfaction with individual performance was in the fourth order. From the researcher's point of view, these results are reasonable for many reasons. First, the coaches hold the highest levels of training and qualification. Second, the Sports Activity Department at MU provides incentives, grants and assistance to athletes who attain achievements. Third, it also provides all material and human capabilities to motivate players to obtain sports achievements at the level of the Jordanian Universities Sports Federation. Fourth, the Sports Activity Department at MU harnesses all the material and human potentials for the players

In Table (1), the results showed that the general level of coaches' transformational leadership behavior, according to the estimates of the study sample, came at a high level. The general mean reached (3.756) and the standard deviation reached (0.48). As for the scale domains, the individualized consideration domain achieved the first rank in terms of relative importance, as the mean of this domain was (3.869) with a high level. The intellectual stimulation domain came in the second order with a mean of (3.788) and the standard deviation was (0.78), with a high level. In the third order came the inspirational motivation domain with a mean of (3.698) and the standard deviation was (0.73) domain with a high level. The last order as idealized influence "charisma". With a mean of (3.669) and the standard deviation of (0.75) with a medium level. It is noted that the scale domains achieved high or medium levels, while no domain come with a low level.

According to the study sample estimates, the results in Table 1 indicated that the standard deviations on the scale domains ranged between (0.73-0.78). This represented the convergence of the estimates of the study sample on the items of the scale axes and the validity of inference from them. The researcher attributed this result to the importance of transformational leadership and its effectiveness in the Sports Activity Department at MU. In fact, transformational leadership motivates coaches in sport institutions to work hard in order to raise the awareness of the importance of achieving the goals. It helps them also induce players to do regular training and give priority to the team's general interest over personal interest. Thus, transformational leadership motivates players to achieve more advanced positions at the level of the Jordanian Universities Sports Federation.

According to the standpoint of the sports teams' players, it was revealed that individualized consideration represent the most transformative leadership area practiced among the coaches of the Sports Activity department at MU. It also came with a high level. The researcher emphasizes that coaches seek to fulfill the players' personal desires and needs for achievement and self-realization. Moreover, they treat each player independently and contribute to solving problems that the players face standing by them to overcome all the difficulties. The coaches take into account the individual differences between the players, respect their opinions and listen to them.

With regard to intellectual stimulation, it is a behavior practiced by coaches at a high level, It results from the strength of the coach 'influence. In this behavior, players feel the importance of the coach to stimulate their intellectual efforts and analyze their distinguished and creative ideas to create innovative efforts. Coaches develop positive competition between athletes and invite them to participate in decision-making. All of this refers to the high capabilities of coaches and their high qualification to attend advanced training courses as well as their contact with Jordanian universities' coaches. Walumbwa and Lawler (2003) emphasized that transformational leadership invites workers to think critically and imaginatively instead of following traditional thinking methods and helps them practice advanced thinking processes. Hassanein and Al-Khouli (2001) emphasized that working as a coach is a profession that requires mental abilities characterized by understanding, comprehensiveness, innovation, challenge, ambition and the art of communicating to raise the level of achievement among players.

In terms of the practice degree, the inspirational motivation field achieved the third rank with a high level. The mean was (3.698) and the standard deviation was (0.73), with a medium level. Inspirational motivation is a behavior through which the coach can arouse the love of challenge, enthusiasm, and teamwork among players. The coaches draw the general policy for the players and see the general and specific goals to achieve them. The main aim is to improve and develop the performance and achieve advanced results for the team.

The Transformational Leadership Behavior Scale

The study is based on the scale prepared by Bass and Avolio (2000) to measure the transformational leadership behavior of sport teams' coaches. It was translated into Arabic by Al-Momani (2007). The researcher adjusted the scale items to suit the study population. The scale basically consisted of 20 items distributed on 4 main domains which include intellectual stimulation, idealized influence "charisma", inspirational motivation and individualized consideration. The scale was corrected by calculating the scores on a five-point scale, with grades ranging from (0-4). The score (0) is given to the answer "never", (1) to "rarely" (2) to "sometimes", (3) "often" and (4) to "always."

The grades were divided on the scale were divided items into three levels: Low level (less than or equal to (1.33)); medium level (greater than or equal to (1.34) to less than or equal to (2.67)); and high level (greater than or equal to (2.68) to (4)).

Players' Satisfaction Scales

The researcher used the scale prepared by Riemer and Chelladurai (1998) to measure the level of satisfaction of the sports teams' players. It was translated into Arabic by Tahaineh and Wa'odat (2014). The scale mainly included (14) items distributed on (4) main domains namely, team's performance, personal treatment, training and individual performance.

The scale was corrected by calculating the scores on a seven-point scale, with grades ranging from (1-7). The score (1) indicated a very small degree of satisfaction, then reaching score (7) that indicated complete satisfaction with the training by the players. The low level means less than or equal to (3.0) the medium level greater than (3.0) to less than or equal to (5.0) and the high level greater than (5.0) to (7).

Psychometric Properties

Content validity was used to verify the validity of the study instruments. The researcher presented the two instruments to 8 specialists in physical education, and they provided some observations on them. At the end, they were approved after making the adjustments. Cronbachs alpha coefficient was also measured. The reliability value of the transformational leadership behavior scale was (0.863), while the stability value of the players' satisfaction scale was (0.839). The data of the study was analyzed using the Statistical Package for Social Sciences (SPSS). Mean standard deviation t-test, Pearson correlation and Cronbach's alpha were calculated.

Results and Discussion

The results are presented according to the research questions as follows:

RQ1. What is the level of transformational leadership behavior of the sports teams' coaches at MU from the players' point of view?

To answer this question, mean, and standard deviation, were calculated, as illustrated in Table 1.

Table (1): Mean, the standard deviations and sport teams' estimates on coaches' transformational leadership behavior scale

| No. | Domain | Mean | SD | Order | Level |
|-----|--|-------|------|-------|--------|
| 1 | Intellectual stimulation | 3.788 | 0.78 | 2 | High |
| 2 | Idealized influence "charisma" | 3.669 | 0.75 | 4 | Medium |
| 3 | Inspirational motivation | 3.698 | 0.73 | 3 | High |
| 4 | Individualized considerations | 3.869 | 0.76 | 1 | High |
| - | General level of coaches' transformational leadership behavior | 3.756 | 0.48 | - | High |

the study sample consisted of (130), head of departments and supervisors. The results revealed that the degree of applying transformational leadership among the heads of departments was at a middle level and the level of job satisfaction was also at an average level. The results revealed that there is a significant correlation relationship between the scale of transformational leadership and the scale of job satisfaction.

Moftah (2018) conducted a study which aimed at identifying the impact of transformational leadership on job performance among workers in the sport associations in Masila province. The researcher used the descriptive approach and the study sample consisted of (41) employees in the sports association of football in the province of Masila. The results revealed that the level of transformational leadership was high. Moreover, the results revealed that there is a significant impact of transformational leadership on job performance.

Al-Tahaine and Awdat (2014) conducted a study which aimed at identifying the transformational leadership behavior prevalent among the coaches working at the department of sports activity from the perspective of the sport players in the Hashemite university. The researchers used the descriptive approach and the study sample consisted of (86) male and female players from various sports games. The results revealed that the degree of practicing transformational leadership among managers was at a middle level. The most practiced domain of transformational leadership was intellectual stimulation, followed by ideal effect, inspirational motivation and finally individual considerations. The results revealed that there is a positive relationship between the transformational leadership behavior among and the level of satisfaction, especially in the dimensions of inspirational motivation, Intellectual the coaches stimulation and ideal effect.

The Al-Sha'lan (2009) conducted a study which aimed at identifying the degree of practicing the transformational leadership behavior among coaches of physical and health clubs in Jordan and its relationship with job satisfaction. the researcher used the descriptive approach and the study sample consisted of all coaches working in sport clubs, with a total of (76) male and female coaches. The results showed that the degree of practicing the transformational leadership behavior among the coaches was high. The results also revealed that there is a correlation relationship between the degree of practicing the transformational leadership behavior and job satisfaction among sports coaches.

Methods

The researcher used the descriptive approach because of its relevance to the study objectives. The study population consisted of the sport teams' players affiliated to the Deanship of Student Affairs at MU. They were 150 players according to the statistics of the Deanship of Student Affairs /Department of Sports activity at MU for the academic year 2019/2020. The sample of the study consisted of 96 players, representing (64%) of the study population who were chosen randomly.

Study Instruments

The present study relied upon two scales: transformational leadership behavior scale and players' satisfaction scale.

Study Variables

The independent variables are the type of game (individual, group) and years of experience (less than two years, two years or more). The dependent variable includes the responses of the study sample members to the study tool "the transformational leadership behavior scale".

transformational leadership behavior by sport coaches and the level of satisfaction of the sports teams' players at MU?

Objectives of the Study

This study aims to identify:

- 1- The transformational leadership behavior patterns of sport teams' coaches at MU from players' point of view.
- 2- The level of satisfaction of sport teams' players at MU from their point of view.
- 3- The relationship between coaches' transformational leadership behavior and the level of satisfaction from the players' perspective of the sport teams at MU.

Terminology of the Study

- *Transformational leadership*: It is the process through which the leader and his her followers seek to raise each other to the highest levels of motivation and morals (Mustafa, 2002).
- *Idealized influence*: The leader's ability to gain the trust, admiration, respect and appreciation of followers, as well as his her idealization so that followers imitate the leader and willingly comply with every demand (Hadi, 2018).
- *Intellectual stimulation*: It is arousing the workers to make them more aware of the problems that hinder achieving good performance that exceeds expectations, which is achieved through empathy with others, listening to their ideas and suggestions and sharing their feelings (Barbuto & Burbach, 2006).
- *Individual considerations*: The leader pays attention to the privacy needs of his her employees, in addition to building trust and knowledge of strengths and weaknesses in the performance of employees (Bass et al., 2003).
- *Motivation*: It is a love of challenge that works to clarify expectations to followers and encourage team spirit at work and commitment to organizational goals (Bass & Avolio, 2003).
- *Satisfaction*: Operationally, it is an internal feeling of the player represented in the feeling of satisfaction to satisfy his her needs and desires through training and competition.
- *Sports team players*: They are the players participating in the sport teams at Mutah University in the championships of the Universities Sports Federation in the Hashemite Kingdom of Jordan.

Previous Studies:

Al-Hidiris (2020) conducted a study which aimed at identifying the degree of practicing transformational leadership with five dimensions. Moreover, it aimed at studying the relationship with administrative innovation among the managers of secondary schools from the perspective of teachers. The researcher used the descriptive approach and the study sample consisted of (159) managers. The results revealed that the degree of availability of transformational leadership and the degree of practicing administrative innovation were high. Furthermore, the results revealed that there is a positive correlation relationship between the degree of practicing transformational leadership and administrative innovation.

Al-Otaibi (2019) conducted a study which aimed at identifying the degree to which the heads of education management departments practice the pattern of transformational leadership from the perspective of supervisors, as well as identifying the degree of job satisfaction among educational supervisors. The researcher used the descriptive approach and

Macdonald and Allen (2019) pointed out that to help an athlete or a team to be effective and capable of gaining achievement, there must be a coach who is able to develop these characteristic, in athletes. It is also important for successful sports coaches to be distinguished by qualification and special leadership competencies, as well as the backing that guarantees, success in their training career. Moreover, they must be familiar with the methods and the scientific training theories that they use. Coaches must have their own training philosophy which has its goals, objectives, and values that have a positive impact on the athletes and the team. Moreover, transformational leadership seeks to influence the behavior of subordinates effectively (Lee et al., 2018). Therefore, transformational leader seek to create positive changes by building a clear vision, and motivating workers to implement that vision. Also, it creates a sense of the importance of the subordinates' work and their loyalty and belonging to the organization, which makes them put the general interest of the organization higher than their personal interests. Moreover, it encourages them to innovate, modernize and solve the problems that they face (Abazeed, 2018). This matter is emphasized by the management of purposeful organizations, which seeks to ensure the loyalty of employees and their support for the goals of the organization. This has prompted organizations to increase the interest in job satisfaction as one of the methods that lead to achieve employees' loyalty and ensure the achievement of the organizations' goals with the required efficiency and effectiveness (Jawad et al., 2006).

Mutah University (MU), as one of the educational institutions, seeks to raise the percentage of sports practitioners in the society. From this standpoint, it invests its capabilities to create the appropriate environment and special sports programs in the Deanship of Student Affairs-Sports Activity Department. The university's efforts are parallel to the goals of the quality of life program within the programs of vision realization. This is represented by making the individual, and then the family and society, live a balanced life through promoting the practice of sporting activities in the society, reaching the distinction in several regional and global sports, as well as meeting the needs of the university's employees and students. All of this affects their behavior, loyalty, belonging and performance.

The importance of the present study lies in clarifying the relationship between coaches' transformational leadership and the level of players' satisfaction. In addition, it highlights transformational leadership because of its active and positive role in making deliberate and non-random changes, as it provides the Sports Activity Department at MU with a continuous competitive advantage. This study also provides workers in the field of sports activity with the importance of transformational leadership and its role in achieving the sports teams' goals.

The results of previous studies have shown that the leader in transformational leadership affects, positively or negatively, the players' satisfaction (Al-Sha'alan, 2009; Tahaineh et al., 2008; Tahaineh & Wa'odat, 2014). This is reflected in their behavior, devotion, belonging and performance, as the emergence of dissatisfaction among players indicates that there are some needs that have not been satisfied or that the satisfaction has not achieved the desired results. Effective leadership tries to reveal the athletes' needs and seeks to satisfy them in a scientific and rational way. The players' satisfaction with their achievement and the surrounding circumstances makes them more enthusiastic. Hence, the problem of this study arises and is represented in the following questions:

- 1- What is the level of transformational leadership behavior of the sport teams' coaches at MU from the players' point of view?
- 2- What is the level of satisfaction of sport teams' players at MU from their point of view?
- 3- Is there a relationship at the significance level ($\alpha < 0.05$) between the level of practicing

Transformational Leadership Behavior of Coaches and Its Relationship to Satisfaction from Sport Team Players' Perspective at Mutah University

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Abstract

This study aimed to identify the effect of using the transformational leadership behavior of coaches and its relationship to satisfaction from the point of view of sport team players at Mutah University. The research used the descriptive approach. The study sample consisted of 96 players. To collect data, a questionnaire was used to measure the level of transformational leadership, which was divided into four domains: ideal influence, inspirational motivation, intellectual arousal and individual considerations. Another questionnaire was used to measure the level of satisfaction among the players, which was divided into four domains of satisfaction: team performance, personal treatment, training and sports performance. Means, standard deviations, t-test, Pearson correlation coefficient and Cronbach's alpha were used to analyze the data. The results of the study showed that the level of the team players' ratings at the transformation leadership behavior level of the coaches came with a high degree. They also showed that the level of the team players' ratings of the coaches towards the level of satisfaction was high. Besides, they showed a positive relationship between transformational leadership behavior and players' satisfaction. The study recommends developing the players' satisfaction by focusing on the ideal influence variable "charisma" because of its clear and effective role in implementing the transformational leadership behavior of coaches. It also recommends conducting more studies on transformational leadership in the sports field by studying other administrative variables.

Keywords: Satisfaction, Sport team players ,Mutah University, Transformational leadership, Coaches.

Introduction

Leadership has received the attention of philosophers and thinkers a long time ago. The interest in this topic has not ceased until the present time, because leadership is considered the basis of the process of social interaction, group cohesion and the expansion of the developmental process to the highest possible degree of efficiency effectiveness, and achievement. In fact, successful leaders can influence the behavior and activity of individuals to achieve the desired goals by resorting to positive interaction and communication with them (Bjørndal et al., 2021). Leadership in the sports field is the essence of the sporting administrative process, as distinguished leadership is one of the main criteria that differentiate successful and unsuccessful sports institutions. The leadership of any organization can be likened to the brain of a person since it is the main driver for all the activities of the organization (Abdel-Maqsoud & Al-Shafi'i, 2010; Bjørndal et al., 2021). An example of leadership in the sports field is the sports coach, who is considered the leader of the team during matches. Accordingly, the coach affects the team's activity through physical and planning exercises in order to achieve specific goals, such as winning a championship or a specific match. To make coaches carry out their leadership, role effectively and actively, they require conscious, sophisticated leadership at the level of competence and effectiveness. This leads to direct the training process and facilitate accomplishing the goals according to accurate scientific foundations that ensure that athletes are pushed towards a distinguished performance (Al-Satari, 2010; Lee et al., 2018).