

Transformational leadership and organisational effectiveness in the administration of cricket in South Africa

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After years of isolation from the international sporting arena, South African sports teams have recently achieved much success. This article is concerned specifically with managing for organisational effectiveness in South African cricket. According to the theory of transformational leadership, there should be a positive relationship between this style of leadership and organisational effectiveness. The Multifactor Leadership Questionnaire was used to collect information about leadership while data for organisational effectiveness, the dependent variable, was collected using the Effectiveness Survey for Cricket Administration. Most of the results regarding the relationship of the transformational leadership factors and organisational effectiveness were significant. On the other hand, most of the results regarding the relationship of the transactional leadership factors and organisational effectiveness were not significant. The overall results provide general support of Bass' (1990) argument of the universal application of the transformational leadership theory.

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Introduction

In returning to the international cricket arena, South Africa soon learnt how tough international cricket had become. Before a packed Eden Gardens Stadium in Calcutta in November 1991, Clive Rice and his teammates played against India for the first time, losing by three wickets. Since that day the South African cricket team has developed into one of the most successful teams in the world. However, there is more to the success than simply the talent of the players. Behind the scenes, administrative structures set up by the United Cricket Board of South Africa, ensure that the sport is run in a professional manner, both at provincial and national level. This research investigates the leadership role that senior administrators play in ensuring the effectiveness of cricket administration in South Africa.

Studies investigating leadership and organisational effectiveness in sport have seldom been undertaken. This is even more the case in South Africa where leadership and organisational effectiveness studies, even in general business, are few in number. It has been argued that the transformational leadership theory is the answer to a call for a more encompassing theory that is universally applicable to modern-day organisations and further, that a positive relationship exists between this style of leadership and organisational effectiveness (Bass, 1994).

The United Cricket Board of South Africa has achieved much success of late. This provided the setting to test the proposition that transformational leadership resulted in improved organisational effectiveness. The relationship of transactional leadership and organisational effectiveness was also tested. The following main hypotheses were constructed:

Hypothesis 1:

Ho: No significant relationship exists between transformational leadership and organisational effectiveness in the administration of cricket in South Africa.

Ha: A significant relationship exists between transformational leadership and organisational effectiveness in the

administration of cricket in South Africa.

Hypothesis 2

Ho: No significant relationship exists between transactional leadership and organisational effectiveness in the administration of cricket in South Africa.

Ha: A significant relationship exists between transactional leadership and organisational effectiveness in the administration of cricket in South Africa.

Leadership

Leadership is certainly one of the world's oldest and most topical issues. It is generally accepted that the effectiveness of any grouping of people, such as those employed in an organisation, is largely dependent on the quality of its leadership. Finding one specific definition of leadership is, however, a very complex task as studies on the topic are wide and varied. For the purpose of this research, leadership is defined as 'a process of moving people in a direction that is genuinely in their long-term interests' (Rutter, 1995: 27).

The leadership theory which will be focused on in this research distinguishes between two types of leadership, namely transactional and transformational leadership. It should be noted that although Burns (1978) initially conceived leaders to be either transformational or transactional, research has shown that transformational leadership is an extension and a more enlightened approach to transactional leadership (Prujin & Boucher, 1994: 74). This implies that transactional and transformational leadership are not mutually exclusive. A leader may display various degrees of transactional or transformational leadership depending on the situation (Bass, 1990).

Transactional leadership is a style of leadership which focuses on exchanging one thing for another. Avolio, Waldman & Yammarino (1991: 2) sum this up by showing that transactional leaders define and communicate the work that must be done by followers, how it will be done, and the rewards followers will receive for successfully completing the stated