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INVESTIGATION OF THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP TRAINING FOR WOMEN AND SOCIAL CAPITAL IN SPORTS SMALL BUSINESSES IN KERMANSHAH

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Abstract:	
In the present study, we have attempted to investigate the relationship between transformational leadership of sports managers and social capital of coaches in small businesses in Kermanshah. The research method is applied and descriptive-correlational. The statistical population of this study is composed of 28 coaches of Andisheh Sports Complex. Using Morgan Table and simple random sampling method, 28 individuals were selected as the sample. The assessment tools are Bass and Avolio Multifactor-Leadership Questionnaire (MLQ), Transformational Leadership Questionnaire and Social Capital Questionnaire. The reliability of the Transformational Leadership Questionnaire was 89% and the reliability of the Social Capital Questionnaire was 86%. In this study, the effect of the four dimensions of transformational leadership on social capital was investigated. Finally, the research hypotheses were analyzed using Pearson correlation test by SPSS21 software. According to the results, a positive and significant relationship was found between individual consideration, ideal influence and social capital.	Transformational leadership, small business, sports coaches, social capital.

Introduction

Social capital is considered as a new concept that has been widely used in sociology and economics, and more recently in management and organization, and refers to informal norms that increase collaboration between two or more individuals. Social capital is acquired over many years, and individuals with high social capital are considered scarce resources because they have more abilities to solve problems. In fact, considering the essential role of employees with high social capital and identifying the factors that lead to increasing social capital of the organization and can play an important role in achieving organizational objectives, it seems that the presence of efficient leaders in organizations is one of these effective factors (Aghaz et al., 2011, p. 148).

The relationship between transformational leadership and social capital in today's organizations, in addition to a clear perspective and financial capital, capitals related to human resources play an important role in the success of the organization. In order to gain

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a sustainable competitive advantage in the field of business, paying attention to human resources related to human resources is the first priority (McGregor et al, 2004). Also, among the resources of the organization, there is a basic source of competitive advantage that is valuable, scarce and non-renewable (Barney, 1991). The resources related to human resources are among these resources that guarantees the success of business in today's business world (Jensen and Luthans, 2006). Social capital refers to the relationships between individuals and organizations that facilitate organizational actions and have the potential to create value in organizational processes (Adler and Kwon, 2002). These relationships take place in the form of networks inside or outside the organization. On the other hand, most of the performance of organizations depends on the characteristics of the individuals who run these organizations (Zaccaro and Klimoski, 2001). One of these characteristics is leadership in the organization. Some researchers state that effectiveness of organizational processes is directly related to the leadership style of organizations (Aragon-Correa et al., 2007). The transformational leaders motivate their followers to go beyond what they initially expected and strive for better performance. The transformational leaders lead their followers to move beyond their personal interests to the interests of the group, organization, or community, thereby increasing social capital in the organization. It should be noted that leadership of the organization is directly related to provision or optimal use of social capital. Influence on individuals and communication in the form of groups and teams are among the main tasks of managers that make sense in the role of managerial leadership. Therefore, it seems that effective leadership will be able to increase the level of social capital in the organization (Bennis, 1997). Small businesses are generally in their early years of activity and their managers' failure to play an effective leadership role has been cited as a major factor in their failure (Beaver, 2003). In such businesses, due to the small number of employees, the leader has a more dynamic role in organizational processes, and in the communication networks of such organizations, due to their early years of activity, less disruption is found and can also be used in the optimal use of human resources of the organization and provide the basis for increasing organizational capital through adding effective communication in the organization.

Problem Statement
Transformational Leadership

The changes in organizations as a result of globalization and the need to re-engineer organizations due to reducing the number of employees, shrinking organizational structure and hierarchy, expanding the work of managers and their need to acquire more skills show the greater need of today's organizations to motivate and inspire employees. These, along with failure of heroic (big man) leadership and simplicity of situational leadership, gave rise to transformational leadership theories in the 1910s and 1920s. The concept of transformational leadership was first introduced by Burns (1978). Bernard Bess (1985) with continuing Burns' studies and inspired by other studies expanded the concept of transformational leadership. Today, transformational leadership theory has gained a special place in the research and practical applications of leadership theory. The transformational

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leaders meet the complex needs of the workforce by going beyond a social exchange or just transactional communication. They provide psychological motivation and positive feedback of employees that leads to higher levels of commitment and cooperation of followers, which is what transformational leadership is all about when leaders Bess believed that transformational leadership occurs when leaders broaden and transcend interests of their employees; when they inform and gain the acceptance of the team about the objective and mission of the organization and when they motivate their employees to look beyond personal desires and for the benefit of the group. Transformational leadership makes sense by making commitment to organizational objectives and empowering followers to achieve those objectives.

Leadership is a type of behavior and physical manifestation of a relationship. Leadership styles are different in different organizations (Cheng-Cheng et al., 2012). Transformational leadership is a type of leadership in which leaders provide spiritual motivation and special attention to their followers and guide them by influencing their hearts. They provide a dynamic organizational landscape that often necessitates changes in cultural values to reflect further innovation. They also seek to establish a relationship between individual and collective interests to allow subordinates to work for transcendent objectives and encourage their followers to think beyond personal interests. This leadership style provides a powerful culture with active, strong, dynamic and innovative characteristics. This culture causes the organization to be more successful in dynamic environments (Tonke Nejad, 2006). So far, many studies have been conducted on this type of leadership style and its relationship with various factors such as the relationship between transformational leadership style and the external environment of the organization (Beuger et al., 2006), the important role of understanding justice in the relationship between transformational leadership and organizational citizenship behavior at the individual and group level (Cho and Dansereau, 2010), the relationship between transformational leadership style and creativity, job satisfaction, performance, organizational commitment and learning, organizational justice and organizational culture (Cheng-Cheng et al., 2012).

Dimensions of Transformational Leadership

According to the above, transformational leadership needs four factors to be implemented. These factors include:

1. Inspiring motivation: The transformational leaders empower individuals with their speech, increase optimism and enthusiasm, and relate their vision of the future to individuals' competence. They provide insight that motivates the ability to show high levels of performance in the individual (Ahanchian et al., 2012).

2. Ideal influence (ideal characteristics - ideal behaviors): The transformational leaders are able to influence their followers by attracting respect, trust, and commitment in them, and motivate their followers to achieve optimal levels of performance. In this case, employees show good performance due to their trusted leaders (Ahanchian et al., 2012). This dimension emphasizes the collective sense of mission and value, and the practice of values

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(Bass et al., 2003). This dimension consists of two components: ideal characteristics and ideal behavior.

3. Individual considerations: The transformational leaders are able to recognize the needs and characteristics of their followers and go along with them personally. They also represent, coach, advise and provide feedback for personal growth and performance improvement of their employees. In contrast, employees take more responsibility for their personal growth (Ahanchian et al., 2012)

4. Subjective stimulation: The transformational leaders encourage their followers to take a fresh look at old issues and methods and question assumptions. They strive to foster initiative in employees. This characteristic of leaders motivates employees to engage in activities that distinguish them from others. In this way, employees solve their work problems with or without the help of leaders (Bass et al, 2003)

In general, studies of transformational leadership style consider behaviors and characteristics of transformational leaders including warmth and empathy, the need for power, rhetoric and skill, good expression, intelligence, and consideration for others. These leaders are able to recognize followers, inspire them, gain their commitment, and change beliefs, attitudes, objectives, and norms of the organization. The transformational leaders cause subordinates feeling that they are seen as human and help individuals to see things in a new way (Landrum et al., 2000).

Social Capital

Social capital is considered as one of the new concepts that has expanded rapidly in the field of social sciences. The trace of this concept can be seen in the works of many classical sociologists in concepts such as trust, cohesion and solidarity. Social capital in its modern sense was first used by Hanifan (1916), the then headmaster of West Virginia schools in the United States. But it has received a great deal of attention since the 1980s, and with its theoretical and empirical expansion, it has taken a defined place among sociological theories. This owes much to Coleman, an American sociologist and later to the French theorist Bourdieu, and expanded with a study by Putnam (1993) on the relationship between social capital and democratic institutions in Italy, and since then, many scholars in They discussed the topic of social capital. Social capital was originally conceptualized in the 1990s and received much attention in the social sciences. Many sociologists, political scientists, and economists chose the concept of social capital to find answers to the many questions they faced, organizational social capital was also strengthened by the theories of Prosak, Nahapiet and Ghoshal and the attention of managers of organizations was more focused on this capital (Moghimi et al., 2011).

There are several definitions of social capital. Bourdieu (1985) defined social capital as accumulation of potential and actual resources related to ownership of a lasting network of more or less institutionalized relationships of mutual acquaintance and cognition. These networks are the product of individual and collective investment strategies, consciously or unconsciously, with the intention of reproducing social relationships. Coleman (1998) believed that social capital is part of the social structure that allows the actor to access his

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or her resources. Barthes (1997) defined social capital as a structural network that is affected by the network size, density, and hierarchy, and the wider the network size and the lower the hierarchy density, the greater social capital. Barthes emphasized the pattern of relationships among network members to conceptualize social capital. Fukuyama (2000) defined social capital as a specific set of norms or informal values that are shared by members of a group to which cooperation is permitted. According to him, the norms that produce social capital should include such things as honesty, fulfillment of obligations and mutual communication. Putnam (2000) believed that social capital refers to characteristics of a social organization such as networks, norms and trust that facilitate coordination for mutual barriers. Alavi (2001) believed that social capital is the economic effect of the facilities that trust networks and cultural components in a social system. Alavi believed that trust networks, in addition to reducing management costs, lead to more time and capital to core activities and provides a good flow of learning and knowledge between them. This can also be very effective on reducing costs of management and social development. Alvani and Shirvani (2004) for defining social capital referred to connections between members of a network as a valuable resource which by creating norms and mutual trust, it leads to realization of members' objectives (Memarzadeh et al., 2009).

Components of Social Capital

Social capital has two components: trust and connection. These two components represent the traditional division in social theory between structure and content, and on the other hand, these two components represent qualitative and quantitative aspects in social capital. Trust is the willingness of individuals to take risks in a social situation, which is based on a sense of confidence that others will act as expected and follow a supportive approach. According to Fukuyama, trust is an expectation that manifests itself in a regular, honest, and cooperative community.

Fukuyama is best known to all scholars for emphasizing trust and research into its economic implications. Pessey (2000) believed that Fukuyama has tried to compare the economic performance of different communities based on different levels of trust, because the level of trust in the community determines the degree of democracy and the ability of the community to compete economically.

The second component of social capital expresses flawless objective connections, in other words, their relations with each other that can be of two types:

A. The individuals can communicate informally through friendships and other types of network connections. In other words, each individual has a social network that contains a variety of relationships such as friendship or emotional connections, closeness in space such as neighborhood or proximity to the office, kinship relationships and the like.

B. The individuals can communicate with others through official membership in associations and voluntary groups (Sharipour, 2004).

Transformational leadership and social capital

Two problems arise when investigating the effect of different types of leadership styles on social capital. First, in order to achieve social capital, it is necessary to increase

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communication in the form of organizational networks. Thus, as communication increases, the role of the leader as an individual diminishes and the leader himself will act as a member of the vast network of communications provided (Zaccaro and Klimoski, 2001). Second, with the expansion of the communication network of organizations, different subgroups and subnetworks in the organization are formed with different interests (Shaw, 1971), whose interests may be in conflict with the objectives of the organization. Zaccaro and Klimoski point out that such problems can lead to transformational leaders being able to position themselves at the center of communication networks, manage various conflicts in the organization, and play their role as facilitators of social capital. Brass also believed that in order to eliminate the gradual damage caused by social capital, it is possible to revitalize the organization and provide mass communication networks that make it possible to rebuild trust, common expectations, commitments, and norms. This in turn reveals the need for transformational leadership. Such an organization probably needs leaders who prioritize collective values - which can lead the organization beyond personal preferences (Brass, 2001). Sport is one of the most important and basic factors in ensuring health and vitality of the community and increasing national productivity so that attention to sports activities in advanced communities has a significant role in economic prosperity (Physical Education Organization, 2004). Sport in our country is also developing, so that this growing development provides suitable grounds for entrepreneurial activities and creation of small businesses along with sports. Sport has a suitable and diverse position to create new employment and economic opportunities. Today, sports entrepreneurs are a resource for accelerating business growth and success. With recognizing the fields of entrepreneurship in sports, new opportunities can be introduced to entrepreneurs and community to use it for economic and social development (Foroughipour, 2005). According to this, in the present study, the relationship between women's transformational leadership and coaches' social capital is investigated in small sports businesses in Kermanshah. Perhaps in this way, a step can be taken to increase social capital and benefit from its benefits.

The main objective
- Investigating the relationship between women's transformational leadership and social capital of coaches in sports small businesses.

Sub-objectives
- Investigating the relationship between women's subjective motivation and social capital of coaches in small sports businesses.
- Investigating the relationship between women's ideal influence and coaches' social capital in sports small businesses.
- Investigating the relationship between women's motivational motivation and coaches' social capital in sports small businesses.
- Investigating the relationship between women's personal consideration and social capital of coaches in sports small businesses.

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The main hypothesis

- A positive and significant relationship is found between women's transformational leadership and social capital of coaches in sports small businesses.

Sub-hypotheses

- A positive and significant relationship is found between women's subjective motivation and social capital of coaches in sports small businesses.

- A positive and significant relationship is found between the ideal influence of women and social capital of coaches in sports small businesses.

- A positive and significant relationship is found between women's inspirational motivation and coaches' social capital in sports small businesses.

- A positive and significant relationship is found between women's individual consideration and social capital of coaches in sports small businesses.

Literature review

Many studies have been conducted on the relationship between transformational leadership and social capital separately, but few studies have been conducted on the effect of these two variables. Below are some of the conducted studies.

National studies

- Cheraghmakani (2012) in a study entitled "Investigating the relationship between transformational and transactional leadership style with organizational social capital (Case study: Sari hospitals)", concluded that a positive and significant relationship is found between transformational leadership and social capital and its dimensions.

- Aghaz et al. (2011) in a study entitled "Investigating the relationship between transformational leadership and social capital: a comparative approach to the attitudes of employees and managers" concluded that transformational leadership and social capital from the perspective of both leaders and followers had a good condition and a positive and significant relationship is found between all aspects of transformational leadership and social capital from the perspective of both groups.

- Moghli (2002) in a study entitled "Designing a model of transformational leadership in administrative organizations in Iran", concluded that transformational leadership affects employee satisfaction, effort and commitment.

- Alvani and Seyed Naghavi (2002) in a study entitled "Social Capital: Concepts and Theories", referred to the concept of connections and connections between members of a network as a valuable resource that by creating norms and mutual trust, they achieve the objectives of the members.

International studies

A and G (2007) in a study entitled "Transformational leadership: its relationship with the value dimensions of culture" concluded that a significant and negative relationship was found between culture of avoiding uncertainty and all dimensions of transformational leadership.

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- T (2007) in a study entitled "Social Capital, Leadership and Trust: A Study of the Development of Human Resource Information Systems" concluded that the use of knowledge is a basic precondition for building trust and social capital and for this purpose special attention should be paid to the role of information systems.

Conceptual Model

A review of studies shows that experts have differing views on the relationship between transformational leadership and social capital. After conducting preliminary studies and obtaining the opinions of experts, we have determined the components of transformational leadership and finally we have reached a conceptual model for this research, which is shown in Figure 1.
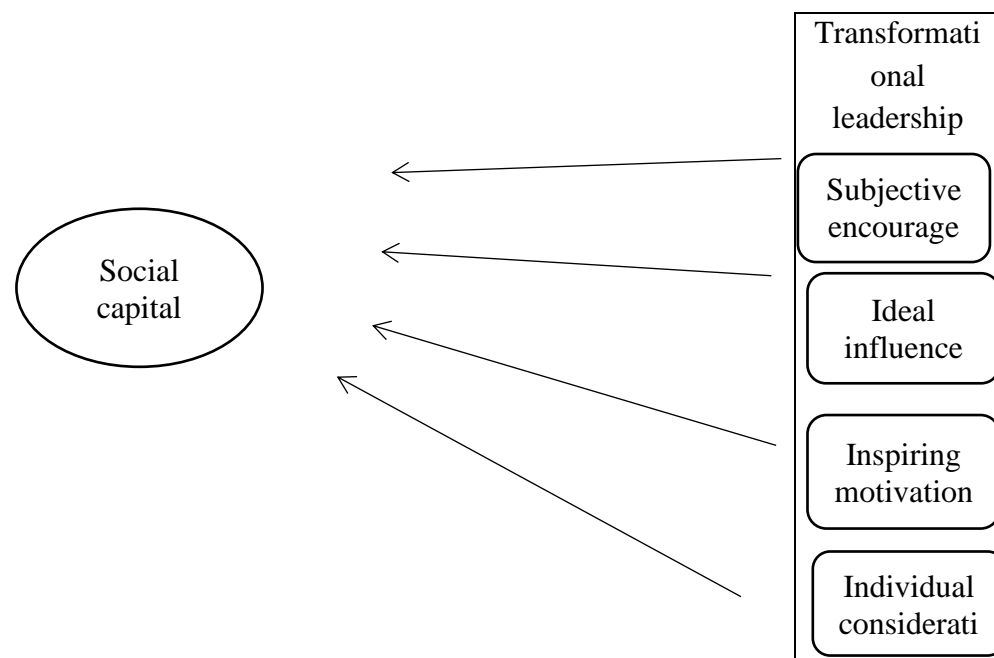

Figure 1. Conceptual model of research

Method

The present study is applied in terms of purpose and descriptive-survey and correlational in terms of method that has been conducted through field study and questionnaire. The information required in this study were collected at two stages. The first stage includes the library and documentary method and the second stage includes field studies. First, by reviewing national and international literature, the components of research were determined and a conceptual model was presented. Then, research data were collected through a questionnaire. The statistical population at this stage of the research includes 30 coaches of Andisheh Sports Complex. Using Morgan Table, 28 individuals were selected as the sample. In the present study, according to the objectives of the research, in order to collect the information needed to test the research hypotheses, transformational leadership

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questionnaires by Bass and Avolio (MLQ) (including 20 questions) and social capital questionnaire (including 27 questions) were used. Cronbach's alpha coefficients were obtained to measure the reliability of the questionnaire. Cronbach's alpha coefficient for Bass and Avolio Multifactor-Leadership Questionnaire (MLQ) was 89% and 86% for Social Capital Questionnaire. In both cases, Cronbach's alpha coefficient was confirmed at a satisfactory level (above 7%) for both. After collecting the questionnaires, raw research data were extracted from the questionnaires and a general information Table was prepared. Then, all data were analyzed by SPSS 21 statistical software. In this study, descriptive and inferential statistics including Pearson correlation test have been used to test the research hypotheses.

Table 1. Questions about the components of transformational leadership

Components	Questions
Subjective motivation	1-5
Ideal influence	6-12
Inspiring motivation	13-16
Individual consideration	17-20

Descriptive Statistics

- Sample demographic information

In terms of gender, all subjects were female and were mainly in the age group of 31 to 40 years (57.1%). In terms of degree, the highest frequency belonged to Diploma (50%) and 21.4% had a bachelor's degree. In terms of work experience, most of them (42.9%) had 11 to 20 years of service.

Inferential statistics

- Kolmogorov-Smirnov test

According to Table 2 of Kolmogorov-Smirnov test for social entrepreneurship, the significance level of 0.574 is more than 0.05 and it can be concluded that social capital variable is normal and Pearson correlation test can be used to test the research hypotheses.

Table 2. Test for normality of dependent variable (Kolmogorov-Smirnov)

Variable	No.	M	SD	Z Kolmogorov-Smirnov	P-value
Social capital	28	28.2786	2.49310	0.784	0.571

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- Correlation test

Table 3. Results of correlation coefficient

Independent variables	Social capital		Rejection or confirmation of hypotheses
Transformational leadership	Pearson correlation coefficient	-0.214	research hypothesis is not confirmed
	Sig	0.275	
Subjective motivation	Pearson correlation coefficient	0.199	research hypothesis is not confirmed
	Sig	0.311	
Ideal influence	Pearson correlation coefficient	0.400	research hypothesis is confirmed
	Sig	0.035	
Inspiring motivation	Pearson correlation coefficient	-0.313	research hypothesis is not confirmed
	Sig	0.104	
Individual consideration	Pearson correlation coefficient	-0.397	research hypothesis is confirmed
	Sig	0.036	

Discussion and conclusion

The main hypothesis: A positive and significant relationship is found between women's transformational leadership and social capital of coaches in sports small businesses.

In the main hypothesis, we investigate correlation between transformational leadership and social capital. The null hypothesis was that no positive and significant relationship was found between transformational leadership and social capital and the opposite hypothesis (research hypothesis) was that a positive and significant relationship was found between transformational leadership and social capital. As the results of correlation test show, the significance level is 0.275 is higher than the error of 0.05, so H0 is confirmed and H1 is rejected. Therefore, the results of this test in the study sample showed that no positive and significant relationship was found between transformational leadership and social capital, so the research hypothesis is not confirmed.

Sub-hypothesis 1: A positive and significant relationship is found between women's subjective motivation and coaches' social capital in sports small businesses.

In Hypothesis 1, we investigated correlation between the component of subjective motivation and social capital. The null hypothesis was that no positive and significant relationship was found between the component of subjective motivation and social capital, and the opposite assumption was that a positive and significant relationship was found between the component of subjective motivation and social capital. As the results of correlation test show, the significance level of 0.311 is higher than the error of 0.05, so H0 is confirmed and H1 is rejected. Therefore, the results of this test in the study sample showed that no positive and significant relationship was found between the component of subjective motivation and social capital, so the research hypothesis is not confirmed.

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Sub-hypothesis 2: A positive and significant relationship is found between ideal influence of women and social capital of coaches in sports small businesses.

In Sub-Hypothesis 2, we investigate correlation between ideal influence and social capital. The null hypothesis was that no positive and significant relationship was found between the ideal influence component and social capital, and the opposite assumption was that a positive and significant relationship was found between the ideal influence component and social capital. The results of correlation test show that the significance level of 0.035 is less than the error of 0.05, so H0 is rejected and H1 is confirmed. Therefore, the results of this test in the study sample showed that a positive and significant relationship was found between the component of ideal influence and social capital and correlation coefficient of 0.400 indicates that a direct and positive relationship was found between these two variables. Therefore, the research hypothesis is confirmed.

Sub-hypothesis 3: A positive and significant relationship between women's inspirational motivation and coaches' social capital in sports small businesses.

In Sub-Hypothesis 3, we investigate correlation between inspiring motivation component and social capital. The null hypothesis was that no positive and meaningful relationship was found between inspiring motivation component and social capital, and the opposite hypothesis was that a positive and significant relationship was found between inspiring motivation component and social capital. The results of correlation test show that the significance level of 0.104 is greater than the error of 0.05, so H0 is confirmed and H1 is rejected. Therefore, the results of this test in the study sample showed that no positive and significant relationship was found between inspiring motivation component and social capital, so the research hypothesis is not confirmed.

Sub-hypothesis 4: A positive and significant relationship is found between women's individual consideration and coaches' social capital in sports small businesses.

In Sub-Hypothesis 4, we investigated correlation between the individual consideration component and social capital. The null hypothesis was that no positive and significant relationship was found between the individual consideration component and social capital, and the opposite assumption was that a positive and significant relationship was found between the individual consideration component and social capital. The results of correlation test show that the significance level of 0.036 is less than the error of 0.05, so H0 is rejected and H1 is accepted. Therefore, the results of this test in the study sample showed that a significant relationship was found between the component of individual consideration and social capital and the research hypothesis is confirmed. In this study, we investigated the relationship between transformational leadership and social capital. The results indicate that no significant correlation and relationship was found between managers 'transformational leadership and employees' social capital, which is not consistent with the study results of Cheraghmakani (2012) and Aghaz et al. (2011). This may be due to the limitations of this study. For example, it was better to use several organizations for comparison because the transformational role and leadership style of managers in organizations seems different. The results also showed that a significant relationship was

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found between ideal influence, individual consideration and social capital, which is consistent with the study results of Cheraghmakani (2012) and Aghaz et al. (2011).

Suggestions

According to the obtained results, the following suggestions are presented that strengthen the relationship between transformational leadership and its dimensions, and social capital. The managers should know the needs and characteristics of their followers and work with them personally. They should also be representatives, mentors, consultants and feedback providers for personal growth and performance improvement of their employees. As a result, employees take on more responsibility for their personal growth and social capital. Managers should take a fresh look at issues and encourage old methods and questioning assumptions in their followers. They should try to provide the power of initiative in employees. This motivates employees to engage in activities that set them apart from others. In this way, employees solve their work problems with or without the help of more effective leaders.

Given the ideal influence, managers should influence employees by attracting their respect, trust and commitment, and thus make the necessary effort to achieve optimal levels of performance. In this case, the employees show the desired performance. According to the study results, since the ideal influence is more important than other factors and has the greatest effect on social capital, managers are suggested to act as strong role models for their employees to guide employees to organizational success in national and international fields.

Also, among dimensions of transformational leadership, individual considerations have a positive and significant relationship with social capital. Therefore, it is suggested that managers pay more attention to their employees. Managers should provide a supportive atmosphere in which they listen carefully to the needs of each of employees. This has a positive effect on employee satisfaction, managers and in general organizational effectiveness. The managers should make efforts to treat employees as important human beings and strive to enhance the potential capacity of employees. Since social capital is not a one-day and instantaneous issue that injected it into the organization as a command and order, it should be implemented as a step-by-step process by employees and managers in a two-way interaction.

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