

# A Study on Transformational Leadership Style Adopted by Captains in IPL 2018

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## Abstract

*Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change. The present study focuses on the transformational leadership among the captains in the IPL 2018. In this study a sample of thirty eight respondents were selected to identify the transformational leadership style adopted by eight captains in IPL 2018. The data were collected with the help of a well structured questionnaire. Perceptual mapping is done with the help of collected data to identify the type of leadership style adopted by the captains of IPL 2018. The results of the present study denotes how a transformational leadership made the team achieve the success. With the results it is understood that transformational leadership is important for the organization.*

**Key Words:** Transformational Leadership, Motivation-Strategy-Emotional Intelligence-Team Commitment, Perceptual Mapping, Styles of Leadership.

## I. INTRODUCTION

Transformational leadership is a style of leadership where a leader works with subordinates to identify needed change, creating a vision to guide the change through inspiration, and executing the change in tandem with committed members of a group. Transformational leadership serves to enhance the motivation, morale, and job performance of followers through a variety of mechanisms; these include connecting the follower's sense of identity and self to a project and to the collective identity of the organization; being a role model for followers in order to inspire them and to raise their interest in the project; challenging followers to take greater ownership for their work, and understanding the strengths and weaknesses of followers, allowing the leader to align followers with tasks that enhance their performance.

The concept of transformational leadership was initially introduced by James V. Downton, the first to coin the term "Transformational leadership", a concept further developed by leadership expert and presidential biographer James MacGregor Burns. According to Burns, transformational leadership can be seen when "leaders and followers make each other

advance to a higher level of morality and motivation." Through the strength of their vision and personality, transformational leaders are able to inspire followers to change expectations, perceptions, and motivations to work towards common goals. Unlike in the transactional approach, it is not based on a "give and take" relationship, but on the leader's personality, traits and ability to make a change through example, articulation of an energizing vision and challenging goals.

Transforming leaders are idealized in the sense that they are a moral exemplar of working towards the benefit of the team, organization and/or community. Burns theorized that transforming and transactional leadership was mutually exclusive styles. <sup>[1]</sup>

## II. IMPORTANCE OF TRANSFORMATIONAL LEADERSHIP

Bass (1985) <sup>[2]</sup> describes transformational leadership as a phenomenon in which leaders can stimulate and inspire followers to achieve extraordinary outcomes. As such, this theory provides a framework of behaviours that, if exhibited by leaders, can predict positive follower outcomes. Since its inception (Burns, 1978; Bass, 1985) <sup>[3]</sup>, much evidence has been produced to highlight the positive impacts of transformational leadership across a variety of domains, such as business (e.g., Avolio, Zhu, Koh, Bhatia, 2004) <sup>[4]</sup>, and military (e.g., Hardy et al., 2010) <sup>[5]</sup> settings. In the organizational context, research has revealed transformational leadership enables followers to exceed expectations, and results in greater follower satisfaction and commitment to the organization (Bono & Judge, 2004) <sup>[6]</sup>. Given the positive contribution transformational leadership has provided to our understanding of leadership in the organizational context, more recently, researchers have utilised the theory to examine leadership in sport. This research has mostly mirrored the positive findings demonstrated in the organizational setting. For example, Rowold (2006) <sup>[7]</sup> found transformational behaviours of martial arts' coaches positively predicted individual follower outcomes such as satisfaction and extra effort. In a team sport setting, Callow, Smith, Hardy, Arthur, and Hardy (2009) <sup>[8]</sup> found transformational leader behaviours of captains to have a positive impact on task and social cohesion. The principle method of investigating the

impact of transformational leadership in sport has involved administering pencil and paper measures to players to examine the relationships between transformational behaviours and follower outcomes. However, from an applied perspective, it would also be worthwhile to explore how effective leaders display these specific transformational behaviour. In support of this, Stenling and Tafvelin (2014) [9] propose that an important issue is to identify the actual behaviours leaders engage in when they exhibit transformational leadership in order to develop interventions. To this end, the application of qualitative methodologies would allow for richer and more elaborate representation of the theoretical construct (Sparkes & Smith, 2013) [10], and, in the case of the current research, provide more information with regards to what transformational leader behaviours actually look like in practice.

### III. INDIAN PREMIER LEAGUE(IPL)

The Indian Premier League (IPL), officially Vivo Indian Premier League for sponsorship reasons, is a professional Twenty -20 cricket league in India contested during April and May of every year by teams representing Indian cities and some states. The league was founded by the Board of Control for Cricket in India (BCCI) in 2008, and is regarded as the brainchild of Lalit Modi, the founder and former

commissioner of the league. IPL has an exclusive window in ICC Future Tours Program.

The IPL is the most-attended cricket league in the world and in 2014 ranked sixth by average attendance among all sports leagues. In 2010, the IPL became the first sporting event in the world to be broadcast live on YouTube. The brand value of IPL in 2017 was US\$5.3 billion, according to Duff & Phelps. According to BCCI, the 2015 IPL season contributed ₹ 11.5 billion (US\$182 million) to the GDP of the Indian economy. Currently, with eight teams, each team plays each other twice in a home-and-away round-robin format in the league phase. At the conclusion of the league stage, the top four teams will qualify for the playoffs. The top two teams from the league phase will play against each other in the first Qualifying match, with the winner going straight to the IPL final and the loser getting another chance to qualify for the IPL final by playing the second Qualifying match. Meanwhile, the third and fourth place teams from league phase play against each other in an eliminator match and the winner from that match will play the loser from the first Qualifying match. The winner of the second Qualifying match will move onto the final to play the winner of the first Qualifying match in the IPL Final match, where the winner will be crowned the Indian Premier League champions.

The eight teams with their captainship in IPL 2018 are as follows:

IPL Team	Captain
Chennai Super Kings	Mahendra Singh Dhoni
Delhi Daredevils	Gautam Gambhir
Kings XI Punjab	Ravichandran Ashwin
Kolkata Knight Riders	Dinesh Karthik
Mumbai Indians	Rohit Sharma
Rajasthan Royals	Ajinkya Rahane
Royal Challengers Bangalore	Virat Kohli
Sunrisers Hyderabad	Kane Williamson

### IV. OBJECTIVES OF THE STUDY

Based on the reviews collected for the present study following were the objectives framed for the present study:

1. To study the factors influencing the Transformational Leadership of captains in a cricket team.
2. To compare the various Transformational Leadership factors among the selected captains in IPL 2018.
3. To fix the perceptual map on the factors of Transformational Leadership for the selected captains of IPL 2018.
4. To identify the Leadership style adopted by selected captains in IPL 2018.
5. To provide useful suggestion for implementing the transformational leadership.

## V. METHODOLOGY

### A. Research Design

The Research Design adopted is the present study is descriptive research design.

### B. Population Size

The population includes the college students in Coimbatore City which is infinite in nature.

### C. Sample Size

The sample for the study includes 38 college students which is selected using convenience sampling method.

### D. Period of study

The survey is conducted with the help a well structured questionnaire. The data were collected during April 2018 when the IPL 2018 was in process.

### E. Tools used for analysis

- Simple percentage analysis.
- Perceptual Mapping using Excel -

Perceptual mapping is a diagrammatic technique used by asset marketers that attempts to visually display the perceptions of customers or potential customers. Typically the position of a company's product, product line, or brand is displayed relative to their competition. Perceptual maps, also known as market maps, usually have two dimensions but can be multi-dimensional; they can be used to identify gaps in the market and potential

partners or merger targets as well as to clarify perceptual problems with a company's product. <sup>[11]</sup>

## VI. LIMITATIONS FOR THE STUDY

This study is made before & during the IPL 2018 was played. So the captain of Delhi Daredevils team is considered as Gautam Gambhir. Due to some reasons, he decided to resign himself as captain. He appointed Shreyas Iyer, a young player as a captain. He too did his captainship in a great way. The number of respondents is only Thirty Eight College students due to time constraint.

## VII. ANALYSIS & FINDINGS

### A. Factors influencing Transformational Leadership

The purpose of this present study is to gauge the usefulness of the eight captains' transformational Leadership in predicting their followers' individual, objectively measured performance development over time. Here, we will find out which cricket captain among the eight will be the transformational leader i.e. which captain will take people on an all-together different plane. At the same time though, few great leaders follow a path deliberately designed to make them popular. Nor do they promise easy times ahead. On the contrary, they ask for sacrifice, for 'blood, toil, tears and sweat.

The four factors are

1. Motivation
2. Team Commitment
3. Emotional Intelligence
4. Strategy

### B. Comparison of Transformational Leadership

Captains	Motivation	Team Commitment	Emotional Intelligence	Strategy	Percentage
MS Dhoni	537	446	520	419	84%
Virat Kohli	442	422	398	382	72%
Ashwin	424	388	441	362	71%
Gambhir	402	411	399	366	69%
Dinesh Karthik	462	401	455	366	74%
Rahane	415	394	415	357	69%
Kane Williamson	439	406	420	358	71%
Rohit Sharma	444	413	416	382	73%

Table: 1

### C. Inference

From the above table it is clear that MSDhoni has made his team follow his path as the average score is 84%

### D. Perceptual Mapping

Perceptual Mapping techniques assist manager in measuring perceptions by developing multidimensional spatial representation of underlying structure. This includes showing products or services

as points in a multidimensional space based on various types of attitudinal, perceptual and behavioral data.

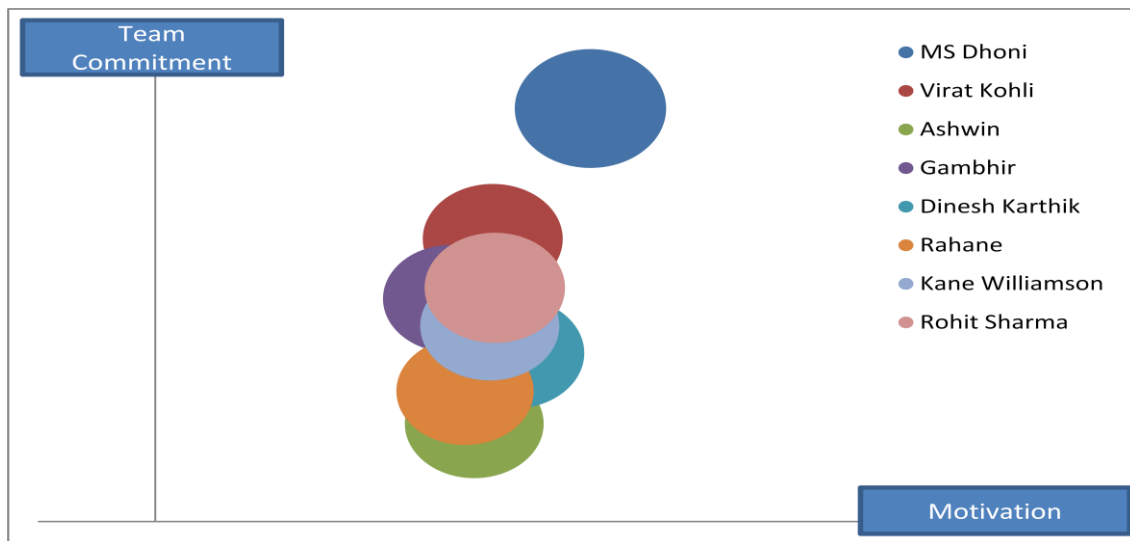


Fig.: 1 Perceptual Mapping of Team Commitment and Motivation

**E. Inference**

From the above chart it is clear that MSDhoni has got high level of Team Commitment and he is the

captain who motives his team members as he Motivation level is high when compared to other captains.

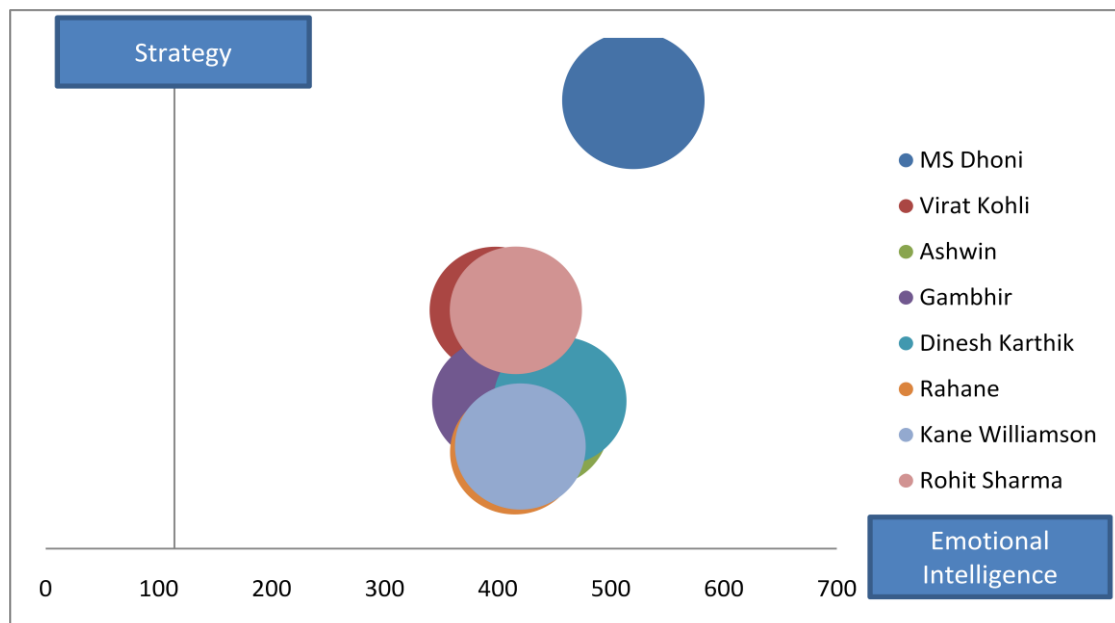


Fig.: 2 Perceptual Mapping of Strategy and Emotional Intelligence

**F. Inference**

From the above chart it is clear that MSDhoni possess high level skill in formulating best strategy in the match when compared to other captains and he has high level of emotional intelligence .Hence he is the best leader

From the results of perceptual mapping it is inferred that **MS Dhoni** the captain of CSK is the **Transformational Leader**. He leads his team in a positive way.

## VIII. LEADERSHIP STYLE

The following are the different types of leadership styles

- Autocratic Leadership
- Democratic Leadership
- Laissez-faire Leadership

The type of leadership style adopted by the Captains of IPL 2018 is as follows:

1. **MS Dhoni is a Democratic Leader** since he is friendly & organizes his team neatly & has cricketing knowledge.
2. **Virat Kohli is an Autocratic Leader style** because he is an aggressive captain of India. He too coordinates his team in a good manner. But he thinks the work should be done right.
3. **Rohit Sharma**, Vice-captain of Indian team is also a good captain. He too comes under **Democratic style**. He moves with everyone in a friendly manner.
4. **Dinesh Karthik** is a calm captain. But when it comes to Leadership he is good as Dhoni. He comes under **Democratic style**.
5. **Ravichandran Ashwin** has now become the captain of Kings XI Punjab team. Being a bowler, he now leads a team successfully. He follows **Laissez-faire style**. He says what to do and also he leads them.
6. **Kane Williamson**, the only foreign player to be the captain of IPL 2018, is a New Zealand player. He is a decent player who leads his team properly. He follows **Democratic Leadership style**.
7. **Ajinkya Rahane**, who is cool by his character, leads his team smoothly. He follows **Democratic Leadership style**.
8. **Gautam Ghambir** is an Indian player, but not plays often for India. But he leads his team well. He follows **Laissez-faire style of Leadership**.

## IX. CONCLUSION

From the above analysis it is identified that the leader who follows democratic leadership style were able to manage the team in a better way. Further it is concluded that MSDhoni is the best captain and he follows the transformational leadership style by creating a vision to guide the change through inspiration, motivation, team spirit and emotional intelligence.

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