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Proceedings of the 1st International Summit Conference on Exercise Science, Sports Management, Outdoor Recreation, and Physical Education, ExSPORT 2024, 28th - 29th August, Malaysia

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Transformational Leadership Behaviour and Group Cohesion Values in the Outdoor Recreation Program Among Sports Science and Recreation Students



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Abstract | This study aims to explore the relationship between transformational leadership behavior and group cohesion values in the outdoor recreation program curriculum among Sport Science and Recreation students. The four main components are employed to define the idea and style of transformational leadership: idealized influence, intellectual stimulation, inspirational motivation, and individual consideration. A transformative leader must exhibit idealized influence by demonstrating exemplary behavior. It is vital that leaders provide inspirational motivation to encourage followers to be committed to the organization's objectives. Moreover, intellectual stimulation involves fostering innovation, creativity, critical thinking, and problem-solving. Individualized consideration entails the leader addressing the unique needs of each follower, acting as a mentor or coach. Group cohesion pertains to the affirmative connection and feeling of inclusion among the group members. It transcends mere relational dynamics, encompassing a nurturing and supportive group atmosphere, empathetic comprehension, and acknowledgment. A total of 230 participants (120 male and 110 female) volunteered and completed the questionnaire. The survey employed the Multifactor Leadership Questionnaire (MLQ) 5x-short and the Group Environment Questionnaire (GEQ) to assess the elements affecting transformational leadership and the significance of group cohesion in the research. The findings demonstrated a significant correlation between (i) the factors of transformational leadership (such as idealized influence, intellectual stimulation, inspirational motivation, and individual consideration) and individual attraction to the group task (ATG-T), (ii) the factors of transformational leadership and group integration task (GI-T), and (iii) transformational leadership with ATG-T and GI-T. In summary, the potential of transformational leadership to improve the coherence of groups involved in outdoor recreation educational activities is remarkable. By employing transformational leadership, individuals holding leadership roles are empowered to effectively promote and encourage cooperation towards a common objective, thus fostering a sense of unity and cooperation among group members.

Keywords: *Group cohesion, outdoor recreation, transformational leadership, values.*

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I. INTRODUCTION

Outdoor recreation may be any activity that demands physical and mental strength, such as whitewater kayaking, rock climbing, skiing, mountaineering, and many more [1]. Transformational leadership is the process by which a leader develops group or organizational performance that exceeds expectations under a deep emotional relationship with his or her followers and a collective commitment to a higher moral purpose. The transformational leadership concept and style are defined by four major characteristics. Idealized influence can be defined as transformational leaders modelling ethical behaviour. Their moral conduct earns a necessary level of respect and trust. This can help leaders steer decision-making that works to improve the entire organization. Meanwhile, inspirational motivation is a transformational leaders can articulate a unified vision that encourages team members to exceed expectations. Intellectual stimulation is transformational leaders regularly challenge assumptions, take risks, and solicit team members' input and ideas. Individualized consideration is the transformational leaders listen to employees' concerns and needs so they can provide adequate support. Cohesion can be described as the strength of bonds between group members, the unity of a group, the sensation of attraction between group members, and the degree to which members concentrate their efforts to attain collective goals are all examples of group cohesiveness. There are four subscales of group cohesion. Individual Attraction to the Group Task (ATG-T) is to assess an individual group member's participation in the group task productivity, goals, and objectives. Besides that, Individual Attraction to the Group Social (ATG-S) is to assess individual group members' perceptions of their personal involvement, acceptability, and social interaction with the group. Moreover, Group Integration-Task (GI-T) assesses individual group members' perceptions of similarity, closeness, and bonding within the group as a whole about its goal, and Group Integration Social (GI-S) assesses individual group members' perceptions of similarity, closeness, and bonding within the group as a whole in terms of social factors. This paper aims to investigate the associations between transformational leadership behaviour and elements in group cohesion values in the outdoor recreation program curriculum at the Faculty of Sports Science and Recreation in UiTM.

II. METHODS

The data was collected using questionnaire surveys. The total of participants is 230 respondents (120 male and 110 female). To evaluate transformational leadership, this study uses the adapted Multifactor Leadership Questionnaire (MLQ) 5x-short developed by [2], consisting of twenty questions. While a study developed a Group Environment Questionnaire (GEQ) [3] to evaluate group cohesion. This questionnaire consists of eighteen questions. Some criteria will be imposed in selecting the samples. Inclusion criteria needed using Outdoor recreation students from the Faculty of Sports Science and Recreation of UiTM Shah Alam, Puncak Alam, Seremban, Jengka, and Arau branch, and students who know outdoor recreation and take the subject of SMG 161 and SRT 451. While for exclusion are none of the outdoor recreation students from the Faculty of Sports Science and Recreation of UiTM Shah Alam, Puncak Alam, Seremban, Jengka, and Arau branch, and students who do not take the subject of SMG 161 and SRT 451.

III. RESULTS AND DISCUSSION

The results of this paper are there was no significant correlation between transformational leadership and group cohesion. However, there was a weak significant correlation between variables of transformational leadership (idealized influence, intellectual stimulation, inspirational motivation, individualized consideration) and individual attraction to the group task (ATG-T) and group integration task (GI-T). There was a negative and weak significant correlation between transformational leadership and ATG-T. Therefore, there was a positive and very weak significant correlation between transformational leadership and GI-T.

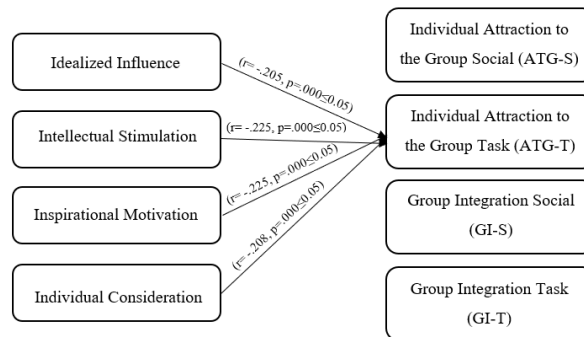


Fig. 1 Correlation between variables transformational leadership and ATG-T

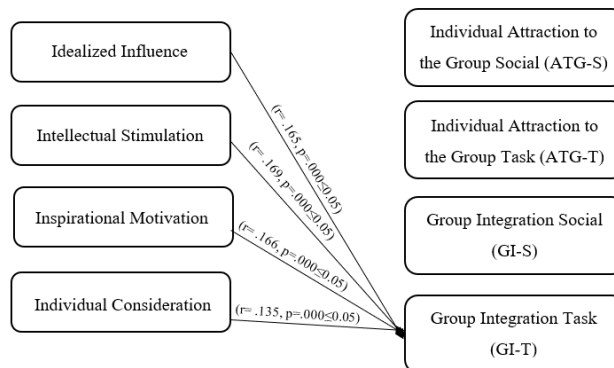


Fig. 2 Correlation between variables transformational leadership and GI-T

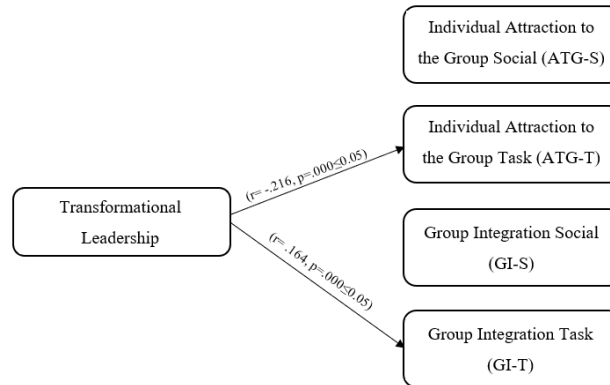


Fig. 3 Correlation between transformational leadership and variable of group cohesion

The findings of this study imply a lack of significant association between transformational leadership and group cohesion. Some transformational leaders demonstrate a lack of positive role modelling for their followers, while others are unable to address unfamiliar problem-solving scenarios effectively. This result can be supported by a past study [4], the authors found that leaders need to rethink their perceptions of applying more transformational kind of leadership when necessary or working harder to achieve corporate success and boosting their collaboration level.

IV. CONCLUSIONS

The capacity for transformational leadership to enhance the cohesion of collectives engaged in outdoor recreation curriculum endeavours is noteworthy. Through a transformational leadership style, individuals in leadership positions are empowered to effectively encourage and stimulate collaboration towards a shared goal, consequently nurturing a feeling of solidarity and teamwork among group members.

ACKNOWLEDGMENT Completion of my research paper would not been possible without the support and guidance of Dr. Ahmad Fikri bin Mohd Kassim and Sir Khairulanwar bin Md. Yusof. I want to extend my sincere gratitude to my colleagues for their support and collaboration. I extend my appreciation to my families and loved ones for their understanding and unwavering support during this paper.

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