

EXAMINATION OF LEADERSHIP STYLES OF KOREAN LADIES PROFESSIONAL
GOLF ASSOCIATION: A QUALITATIVE INQUIRY

by

JOO YEON LEE

(Under the Direction of Billy J. Hawkins)

ABSTRACT

In recent years, there have been several prominent developments in the golf industry in Korea, including the establishment and expansion of the Korea Golf Association (KGA), the Korean Ladies' Professional Golf Association (KLPGA), and the successes of Korean female golfers in the U.S. Ladies' Professional Golf Association (LPGA). Korean female golfers have won more than one hundred golf tournaments in the LPGA, and two Korean women golfers have been inducted into the World Golf Hall of Fame: Se Ri Pak and In Bee Park. Korean golfers' successes played an important role in the development of Korean women's golf, especially the Korean Ladies' Professional Golf Association (KLPGA). However, there has been a lack of studies done on the leadership theories that have contributed to the growth of KLPGA. Previous research studies focused on the factors that contributed to the success of Korean women golfers in the U.S. Ladies' Professional Golf Association (LPGA) or Ladies' Professional Golf Association of Japan Tour (LPGA of Japan Tour). The purpose of this study was to examine how different leadership styles have contributed to the development of KLPGA and to

understand some of the barriers that have hindered its further development. A snowball sampling method was used to recruit the interview participants, and a total of eight participants were ultimately recruited for the personal interviews. Semi-structured interviews were conducted to collect data. A document analysis method was used to analyze the data and identify emerging themes from the interview transcripts and documents. The findings of this study indicated that the following leadership theories contributed to the development of KLPGA: participant leadership, team leadership, transformational leadership, servant leadership, and authentic leadership styles. The findings of this study can help future sport management researchers and practitioners to promote a new sport in an international setting.

INDEX WORDS: Korean women's golf, Leadership in Korean women's golf, Korean women golfers, Korean Ladies' Professional Golf Association

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CHAPTER 1

INTRODUCTION

A prominent development in the South Korean¹ golf industry was the success of Korean women golfers in the LPGA, accumulating 77 wins. In addition, the number of Korean female players increased from 1999 to 2004. The presence of Korean players has been unequivocally felt because of their outstanding performances (Shin & Nam, 2004). The most successful Korean woman golfer was Pak, Se Ri, who debuted on the LPGA Tour in 1997. In the following year, she won the LPGA Rookie of the Year Award. From 1997 to 2004, four Korean female golfers won the Rookie of the Year Award. In the past six years, Korean female golfers—Shin, Ji Ae, Lydia Ko, and Ryu, So-Yeon—have won the Rookie of the Year Award. In 2004, Se Ri Pak was inducted into the World Golf Hall of Fame.

Despite South Korea's short history of golf and unfavorable conditions for playing golf, Korean women golfers have experienced extraordinary success, and the golf industry in South Korea has significantly improved. Over the past thirty-six years, there have been several prominent developments in the golf industry in Korea, including the establishment and expansion of the Korea Golf Association (KGA) and the Korea Ladies' Professional Golf Association (KLPGA), as well as the success of Korean male golfers in the Professional Golf Association (PGA) and Korean female golfers in the Ladies' Professional Golf Association (LPGA).

Since I came to the U.S. in 1997, the Korea Ladies' Professional Golf Association (KLPGA) has made significant improvements in many areas, greatly increasing its members,

¹ Korea hereafter refers to South Korea.

sponsors, and tournaments. The expansion of the KLPGA has also led to changes in its organizational structure, which has in turn contributed to the development of Korean women's golf. As a Korean golfer, I have witnessed and am aware of the challenges and the development of the Korean women's golf industry. This study seeks to provide a context for the challenges I have seen and the importance of the leadership roles that have been critical to the development of KLPGA.

I started playing golf at the age of 12. I was very interested in golf, so my father arranged for me to take lessons from a professional golf instructor. My practice regimen was very structured, with an intense training schedule; the practice started at 6 a. m. and lasted for about two hours before I went to school. I went to school after morning practice and stayed at school until 12:30. After school, I headed to the golf course to practice and play nine holes of golf. Homework was done only after playing golf. I trained an average of seven days a week for a minimum of five hours a day. Within six months, my skill level increased to such a point that I was encouraged to compete in the junior golf tournament. I was motivated to work even harder than before.

As I became a more serious golfer, I competed in more junior golf tournaments. I participated in my first tournament when I was in 6th grade. This was under the supervision of Korea Golf Association (KGA) because all junior golf tournaments were under its supervision. Playing at the junior golf tournament was a new experience for me. I learned how other junior golfers practice and what it takes to become a good golfer. I realized how competitive the Korean junior golfers and their parents were.

A "win at all cost" mindset was prevalent among Korean parents. In order to become competitive golfers, many junior golfers practiced very hard and often sacrificed their schooling

(www.blog.naver.com). It is reported that junior golfers had to give up their education to practice golf, and the participants in this study reported accordingly that sacrificing education contributed to their success in Korean women's golf.

One of the challenges for Korean women's golf is that golfers did not have an opportunity to go to school, since the Korean educational system separated athletes and students in the early stages of athletes' careers. Therefore, the early development of women's golf in Korea neglected academic training, and golf became the primary focus of life for Korean junior golfers. Oh (2007) stressed that the lack of education caused negative side effects for Korean junior golfers, as they had fewer chances to develop social, computer, and other important life skills. Therefore, a new educational policy is needed for student athletes so that they can pursue both academics and athletics.

My parents did not want me to give up education for my dedication to golf; however, I devoted most of my time and energy to golf after I received an award at my first tournament. Furthermore, I was selected by the Korean national team to participate in the Asian Junior Golf Championship in 1994. Thus, I attended only morning classes to practice golf in fall and winter, just like the other junior golfers. Most of the junior golf tournaments were held during spring and summer; thus, I could not attend any classes during spring and summer. Since the Korean educational system separates athletes and students, I was unable to attend classes with my classmates. Subsequently, my parents and I realized that I was missing an important aspect of my life: education. That was why my parents and I decided to come to the United States of America, where I could both play golf and get an education.

The reason Korean golfers neglected academics and focused only on golf was because junior golfers' college admission depends on their performance in the junior golf tournaments. Players and parents always had very competitive mindsets. Having a strong competitive spirit, Korean players devoted most of their time to practicing golf. The competitive culture was pervasive because South Korea was a credential-based society where gaining high social status was important; therefore, success was very important in both academics and athletics. If an individual did not succeed, society looked down on them (Shin & Nam, 2004). Korea was an underdeveloped country about fifty years ago with scarce resources, but South Korea has become one of the more advanced countries in the world. This phenomenon was called "The Miracle of Han River." In order to become one of the more advanced countries, Korean corporations competed with each other to make their companies the best corporation in the country. Korean government and corporate leaders tried very hard to achieve economic growth (Jeong, 2009).

Similarly, Korean women golfers competed against themselves in order to become the best players in the world. They wanted to perform better than their fellow countrywomen in the U.S. This competitive culture and mindset helped the development of Korean women's golf, but other factors also contributed to the growth of women's golf in Korea. Other factors included the development of golf, the development of KLPGA and its policies, the development of junior golf, and governmental contributions. The following section discusses how the development of golf, KLPGA policies, junior golf, and governmental contributions helped the growth of Korean women's golf.

Development of Golf in Korea

Development of Golf Associations in Korea

In 1937, the Chosun Golf Association was established. The first official meeting, where the board members implemented new policies, was held at the Kyungsung Golf Club (Park, 2002). The first Chosun Amateur Championship was held in 1937 at the Kyungsung Golf Club, which was demolished during the Korean War (Park, 2002). After the cease-fire of the Korean War in 1953, the Kyungsung Golf Club was renovated and reopened as the Seoul Country Club in 1954 (Park, 2002). The establishment of the Seoul Country Club was a catalyst for the development of Korean golf and held the first Korean Amateur Championship in 1954 (Park, 2002). The number of participants consistently increased for the Korean Amateur Championship, and the tournament eventually became an international event (Park, 2002).

However, there were no professional golfers in Korea at that time. The first professional golfer was Yeon Duck Choon, who went to Japan in 1934 and obtained a license from Japan's Kwandong Golf Association in 1935. Yeon returned to Korea after its liberation from Japan and contributed to the restoration of the Goonjari golf course. Members of the Seoul Country Club believed it was important to train golfers to produce more professional golfers; thus, the Seoul Country Club hosted the Korean Professional Golf Championship in 1958 (Park, 2002), the first such professional golf tournament in Korea (Park, 2002). In September of 1958, the Seoul Country Club hosted the Korean Open Golf Championship (Park, 2002). Subsequently, the Korean Professional Golf Association (KPGA) was established in 1965 (Park, 2002). Obviously, the Seoul Country Club (formerly Kyungsung, Goonjari golf course) contributed a great deal to the development of golf in Korea. The number of members and the number of KPGA

tournaments increased, and the KPGA hosted national and international golf tournaments, including the Korean Open Golf Championship (Park, 2002).

The KPGA was able to host more tournaments because of the increased number of golf courses, and this was a catalyst for the development of golf in Korea (Park, 2002). Between the 1960s and the 1970s, the number of national and international golf tournaments increased. Furthermore, Korean conglomerates sponsored KPGA tournaments for the development of golf (Park, 2002), and the Oran-C Open Golf Championship was the first such golf tournament sponsored by one of the Korean conglomerates, Dong A Pharmaceutical Company (Park, 2002).

Establishment of Korean Ladies' Professional Golf Association (KLPGA)

The KPGA continued to have success and was financially able to host professional women's golf tournaments. The KPGA launched the KLPGA under their operation in 1978 and financially supported KLPGA; this marked the birth of the KLPGA. The KPGA board members believed it would be better to have an independent organization for women's golf; thus, they decided to launch a women's division within the KPGA (Kim, 2005; Park, 2002). The Korean Ladies' Professional Golf Association (KLPGA) was established as the women's division of the KPGA, and the first test for women professionals was also held in 1978 (Park, 2002; Kim, 2005). Kang Choon Ja, Han Myong Hyun, Go Yong Hak, and Koo Ok Hee passed the test and became the inaugural members of the KLPGA (Park, 2002; Kim, 2005). In the summer of 1978, four additional members joined the KLPGA: Kim Sung Hee, Lee Gwi Nam, Bae Sung Soon, and Ahn Jong Hyun (Kim, 2005). The earliest KLPGA tournaments were held as a women's division of the KPGA events. Subsequently, in the fall of 1978, the first Korean Ladies' Golf Championship was held; this was the only golf tournament held for female professional golfers (Kim, 2005). In the following year, two additional golf tournaments were launched for women professional

golfers: the Samyang Open and the Quenam Open. The duration of women's golf tournaments was two days, but men's golf tournaments lasted four days (Kim, 2005). By 1985, however, the number of women's professional golf tournaments had increased to ten. The Korean Ladies' Professional Golf Association (KLPGA) has hosted the first professional women's golf tournament, the Korean Ladies' Women's Golf Championship, for twenty-five years (Kim, 2005).

As the number of women's professional golf tournaments increased, the board members of the KPGA believed that having a women's division under KPGA supervision hindered the development of women's golf. Initially, the KPGA financially supported the KLPGA for operation (Kim, 2005), but the KLPGA officially became independent of the KPGA in 1988 (Kim, 2005). The membership of the KLPGA increased to forty-eight by 1988, and the number of golf tournaments and the overall purse consistently increased as well. The board members of the KPGA tried to increase the number of sponsors for the KLPGA, and also tried to increase the number of international golf tournaments for Korean women golfers (Kim, 2005). The KPLGA had seven hundred and sixty-one members in 2004 (Kim, 2005). The KLPGA was also able to host the Seoul Ladies' Open in 1992, the first international tournament with the support of the Korean conglomerate Han Hwa Group. The KLPGA was officially registered as an association of the Ministry of Culture and Sport in 1991 (Kim, 2005). Since 1989, amateur women golfers have also participated in women's professional golf tournaments. From the early 1990s, many talented amateurs such as Won, Jae Sook, Lee, Jong Im, and Pak, Se Ri played in the KLPGA events (Kim, 2005). Talented amateurs outperformed the professional golfers, but the number of women's golf tournaments decreased (Kim, 2005). According to the Golf Guide (1982), Korea faced an economic crisis in 1997, and this crisis impacted women's professional golf. The

KLPGA lost its sponsors, and the number of tournaments decreased. Women professional golfers also lost their sponsors (Kim, 2005); however, the KLPGA membership nonetheless increased, as many talented amateur golfers debuted in the KLPGA. In 1999, the KLPGA implemented a new policy for player eligibility: if a player had won twenty KLPGA tournaments, she would be granted permanent participation. If a player was ranked among the top forty golfers on the KLPGA prize money list, she would be eligible to play in all the KLPGA events. The KLPGA also established the Dream Tour for those who lost their eligibility for the subsequent year; a player would lose her eligibility if she were not ranked among the top forty golfers on the prize money list (Kim, 2005). The Dream Tour was a minor league of the KLPGA, where non-seeded players competed in order to gain seeded status for the subsequent year. If a player had been ranked among the top three golfers on the Dream Tour prize money list, she would gain her seeded status. In 2000, the number of KLPGA members consistently increased, and the number of tournaments increased to fourteen (Kim, 2005).

The 1990s was a period of great growth for the KLPGA. Over only twenty-five years of history, the KLPGA made significant developments. Pak, Se Ri, the first Korean woman to win the United States Women's Open in 1998, was a catalyst for the growth of Korean women's golf (Kim, 2005; Park, 2002; Lim et al., 2010). She was the first Korean woman golfer to win the McDonald's Women's Golf Championship and the U.S. Women's Open (Kim, 2005; Park, 2002; Lim et al., 2010). Furthermore, as the first Korean golfer to win the Ladies Professional Golf Association (LPGA) Rookie of the Year Award in 1998 (LPGA) (Kim, 2005; Park, 2002; Lim et al., 2010) and the first Asian woman golfer to be inducted into the World Golf Hall of Fame and the LPGA Hall of Fame (Kim, 2005; Park, 2002; Lim, et al., 2010), she received a lot of media attention, and Korean people became more interested in golf (Park, 2002).

Pak, Se Ri's success gave the Korean people, especially Korean women golfers, hope that they could achieve her level of success (Lim et al., 2010). Many fellow Korean golfers debuted in the U.S. LPGA Tour after Pak, Se Ri's success; players such as Kim, Mi Hyun, Grace Park, Han, Hee Won, Jang, Jeong, Kim, Joo Yeon, and Gloria Park debuted in the U.S. LPGA Tour (Kim, 2005; Park, 2002; Lim et al., 2010). The number of Korean women players on the LPGA Tour consistently increased since 2003 (Lim et al., 2010); there were five Korean players in 2003, and seven new players joined the LPGA in 2005. In 2006, six new Korean players joined the LPGA, fourteen new players joined in 2007, six additional players debuted in 2008, and seven new Korean golfers joined in 2009 (Lim et al., 2010). There were forty-seven Korean players in the U.S. LPGA Tour in 2009, the largest number of international players in the LPGA (Lim et al., 2010).

Pak, Se Ri's success in 1998 definitely marked a momentous development along with status improvement in women's golf. Korean people gained confidence that they could accomplish world conquest, in spite of being small in size and short in their history of golf. The number of junior golfers also increased, each with a desire to become the best player in the world. At the same time, the government announced deregulation of studying abroad, and they liberalized the policy. So-called Seri Kids—for instance, Park In Bee, Choi Na Yeon, Shin Ji Ae, and so on—entered the U.S.A. to play internationally. Korean parents' (especially fathers') devotional support undoubtedly served as a foundation of success for Korean women's golf. The Korean players' outstanding performances on the LPGA Tour also contributed to the development of women's golf in Korea (Park, 2002).

The Development of Junior Golf in Korea

In 1988, the first Girls' Golf Team was established at Geum Sung Girls' High School (Kim, 2005). After the establishment of the first high school girls' golf team, the number of girls' golf teams increased. Se Hwa Girls High School, Yang Je High School, Seo Moon Girls High School, and Busanjin Girls High School all launched their own golf teams (Kim, 2005). With the establishment of the girls' golf teams came the development of women's golf in Korea because the aforementioned high schools produced many talented players, including Se Ri Pak, Han Hee-won, Jang Jeong, and, Shin Ji-Ae (Kim, 2005).

In 1989, the Korean Junior Golf Association (KJGA) was established (Kim, 2005). In that same year, the KJGA was registered as an affiliated association of the Korea Golf Association ("Korean Junior Golf Association History," n.d). In 1990, the KJGA held the first educational seminar for its official rules. Also in 1990, the KJGA was registered as an affiliated association of the Korea Olympic Committee ("Korean Junior Golf Association History," n.d). In 1999, the Asian Junior Golf Team Championship (AJGTC) was held in Korea ("Asian Junior Tour Championship," n.d). The purposes of hosting the AJGTC were to focus on improving skills in golf through international exchange, to build cultural exchange, to promote friendly relations, and to cultivate sportsmanship through golf tournaments ("Asian Junior Tour Championship," n.d). The KJGA has been hosting the AJGTC event annually since 1998 ("Asian Junior Tour Championship," n.d), which was a significant contribution of the KJGA to the development of Korean golf because it produced many talented male junior golfers. The number of KJGA tournaments consistently increased since 1998, provided greater opportunities for junior golfers to participate in tournaments (Kim, 2005). Furthermore, the KJGA made an

important contribution to the development of women's golf because it produced many talented professional female golfers (Kim, 2005).

The number of junior golfers significantly increased after Se Ri Pak's success (Kim, 2005; Lee, 2009). Se Ri Pak became a role model for many junior golfers, and her success gave hope to parents that their daughters could become just like her (Kim, 2005; Lee, 2009; Shin & Nam, 2004). Oh (2007) stated that Se Ri Pak's success motivated junior golfers, and that they had dreams of becoming successful golfers like her. Parents of junior golfers gave up their jobs and careers to support their daughters. Junior golfers knew that the only way to repay their parents' dedication was to become a successful golfer; thus, junior golfers practiced very hard and even gave up their schooling. According to Oh (2007), such blind support for their children created contradictory problems, suggesting that many Korean women golfers could only play golf without studying and could not do other work. Parents of junior golfers also believed that becoming a successful golfer was a vehicle for social mobility, devoting their lives to supporting their daughters.

There are a few problems that previous authors have not specified in their studies. They failed to address how lack of education impacted the KLPGA players' post-athletic careers. Most players did not have a chance to learn other skills because of lack of education, lacking life skills and management skills. Therefore, most players struggled to find an alternative career plan for themselves. Shin and Nam (2004), Lee (2005), and Lim et al, (2010) failed to state the abovementioned issues. Another problem with a lack of education that previous authors did not address was the early retirement of the players. Since the players always have rigorous and strict practice regimens without proper schooling, the players tend to become weary of playing golf at an early stage in their professional careers.

Governmental Contributions

Many conglomerates, politicians, and staff of the KLPGA contributed to the development of golf in South Korea. Politicians such as the President of the 6th Republic of Korea, Roh, Tae Woo, and the 15th President of Korea, Kim, Dae Joong, conglomerate representatives such as the President of Sam Ho Group, Cho Bong Gu, the former President of Samsung Group, Lee, Byung Chul, and the president of Sam Yang Tong Sang, Heo Jung Gu, contributed to the development of women's golf.

The President was the only person who had the authority to allow the construction of golf courses in Korea until the sixth Republic (Staff, 1990). The former president of Korea, Roh, Tae-Woo, was involved in the early development of golf courses in Korea and emphasized the decentralization of authority (Staff, 1990d, p. 10; Cotton & Kim, 1992). This decentralization of authority gave the right to permit golf course construction to nine provincial governors (Staff, 1990d, p. 10). Consequently, President Roh's decentralization of authority to permit development helped increase the number of golf courses in Korea (An & Sage, 1992).

In addition, the Sixth Republic of Korea was referred to as "the golf republic" (Cotton & Kim, 1992; Jeong, 2009), as golf course construction was booming during this period (Jeong, 2009). Thus, golf courses proliferated in quantity during his presidency (Cotton & Kim, 1992; Cotton & Kim, 1992; Jeong, 2009). Cotton and Kim (1992) stated that "By September 1991 there were 60 golf courses in operation throughout Korea, with a further 118 under construction. Of these, 81 were within the Seoul metropolitan area: 28 presently in business, 53 under construction" (p. 190). More than fifty golf courses were under construction during President Roh's term in office (Bae, 1992); more golf courses were under construction during the Sixth Republic than under all previous administrations (An & Sage, 1992; Cotton & Kim, 1992; Jeong,

2009). This growth indicated that golf course construction was related to President Roh's administration and policy (An & Sage, 1992). The central and provincial governments of Korea promoted and supported golf course construction (Offe, 1975), as various government leaders recognized the benefits of golf course construction and used it to their advantage (Offe, 1975).

The South Korean *chaebols*² (conglomerate) also recognized the possible economic benefits of golf course construction (Staff, 1990), which led to economic profit for large landowners and corporate capitalists (Gu, 1989). Most of the golf courses in Korea were constructed by conglomerates (Gu, 1989) that wanted to own the golf courses, and government officials wanted to be associated with the golf course owners (Cotton & Kim, 1992). Moreover, Korean conglomerates built golf courses in the 1960s (Park, 2002). The president of Sam Ho Group, Cho, Bong-Gu, decided to build the Han Yang Country Club and the Su Won Country Club (Park, 2002). The founder of the Tong Bang Yu Rang, Shin, Deuk Gyun, and the executive officers agreed to build the Busan Country Club. The former president of Sam Sung Group, Lee Byung Chul, and the company executive officers decided to build the Ahn Yang Country Club and the Dong Rae Country Club (Park, 2002). Additionally, the president of Sam Yang Tong Sang, Heo Jung Gu, and other leaders agreed to build Nam Seoul Country Club. Moreover, the president of Yoo, Sung Group and the executive officers constructed the Korea Country Club and the Gold Country Club (Park, 2002). In addition, the Han Kuk Paper Company constructed the New Korea Country Club in northern Seoul (Park, 2002).

One of the reasons the Korean major corporations wanted to build golf courses was the high value and price of land. The value of the land rapidly increased, and land price inflation exceeded the growth of the economy (Gu, 1989). According to Gu (1989), "Value in South

² Chaebol refers to Korean major corporations

Korea ultimately rests on land, and land value is increasing rapidly. Since 1970, land price inflation has far exceeded growth rates in the real economy” (p. 151). The price of land increased twice as much as the country’s Gross National Product (GNP) (Gu, 1989). Golf course construction guaranteed an economic profit for the Korean major corporations because the land prices annually increased (Kim, 1990; Lee, 1990). Gaining economic profits from the operation of the golf courses was another reason the Korean conglomerates wanted to own the golf courses (Kim, 1988). Most Korean golf courses were membership-based; in other words, members of the golf courses paid the membership fees, which were a major source of revenue (Kim, 1988). Furthermore, members of the golf courses had to pay green fees (entrance fees) of several hundred dollars to play one round of golf (Kim, 1988).

Furthermore, Korean conglomerates had to convince the general public that golf course construction was good for the broader society, arguing that golf course construction was “sport for all” (An & Sage, 1992). The leaders of the Korean conglomerates used the slogan “sport for all” as their subterfuge to build the golf courses; because the golf courses were membership-based, only affluent Koreans were able to play golf there (Staff, 1990e). Moreover, some Koreans were aware of the potential social and environmental consequences of golf course construction; therefore, some Koreans opposed it (An & Sage, 1992). Hence, the Korean conglomerates needed to persuade the general public that golf course construction was beneficial to the larger society (An & Sage, 1992).

The Korean conglomerates were politically powerful; thus, politicians wanted to maintain good relationships with the leaders of the major corporations. According to An and Sage (1992), “The *chaebols* were very powerful politically, and political ingratiation to the *chaebols* through approval of for golf course development seems quite transparent in this case” (p. 378). The

government leaders and the politicians believed that approving Korean conglomerates for golf course construction was necessary for maintaining good relationships with the leaders of the major corporations (An & Sage, 1992).

The leaders of the Korea Golf Association (KGA) - KGA Board Member Park, Doo Byong, Cho, Bong Gu, Choi, Se Hwang, Park, Gun Suk, Kim, Geun Gyu, Min, Byong Soo, Ahn, Jong Hee, and the first President of KLPGA, Kim, Sung Hee, could be counted as major leaders and contributors ("Korea Golf Association History," n.d). The KGA board members believed it was important to promote a junior golf program, so in 1983 the board members of the KGA implemented such a program ("Korea Golf Association History," n.d). After this implementation, the KJGA was established (Park, 2002). The KGA received financial support from the Korean Olympic Committee (KOC) to promote a junior golf program (Park, 2002). The KGA dispatched the national golf team to many international tournaments to gain tournament experience (Park, 2002), and in promoting a junior golf program and amateur golf, the KGA produced many talented golfers (Park, 2002). The Korean national golf team members won many international tournaments (Kim, 2005; Park, 2002), coming in second place at the New Delhi Asian Games in 1982, and the women's national team won at the Beijing Asian Games in 1990 (Kim, 2005; Park, 2002). The KGA's efforts in promoting junior golf helped to increase the number of junior golfers; moreover, this promotion contributed to the development of Korean golf because the KGA's efforts produced many talented golfers (Park, 2002).

Another prominent leader was the former president of Korea, Kim, Dae Joong (1998-2003). He asserted that golf was no longer a royal sport and should become a more popular sport. In addition, he argued that more public golf courses should be built for the general public (Jeong, 2009). The concept of the public golf course was a new one in Korea, and has changed people's

ways of thinking about golf from a royal sport to a popular sport. According to the Korean Golf Course Business Association, the number of golf courses increased to 1,448 by the end of 2001 (Park, 2002). Korean conglomerates also contributed to the building of golf courses.

However, there remains ample room for improvement. This study examines the contributions of leadership style to the development of Korean women's golf. The findings of this study will provide guidelines for sports management researchers and practitioners in developing a sport organization with scant resources and a short history. Furthermore, the results of this study will provide important guidelines for how to promote a new sport in an international setting.

Statement of the Problem

Many studies that have been conducted on Korean women's golf have focused on how Korean female golfers have been successful in U.S. LPGA Tour and JLPGA. These studies focused on factors that contributed to the success of Korean women golfers. The results of most of these studies revealed that players' work ethics and parents' devotion were the major factors in Korean golfers' success. There did not appear to be any studies to date on what leadership styles are helpful in the development of KLPGA. In addition, there did not appear to be any studies done on what leadership approaches could contribute to the further development of KLPGA. As KLPGA has expanded and Korean women's golf has become more popular, the importance of having a good leader and demonstrating good leadership skills is evidently necessary. It has been reported that transformation should occur in KLPGA for improvement. Therefore, exploring the types of leadership styles that could contribute to further development of KLPGA was crucial.

Purpose of the Study

Political, economic, and cultural factors have influenced the development of Korean women's golf. Nonetheless, there have been no studies done on leadership styles and how they have impacted the development of Korean women's golf. Therefore, the purpose of this study was to explore how different leadership styles have contributed to the development of Korean women's golf.

Research Questions

The following research questions will guide this investigation:

- What kinds of leadership styles have contributed to the development of KLPGA?
- What specific characteristics of these different leadership styles have influenced the internal and external development of KLPGA?

Subjectivity Statement

My experiences as a former Korean golfer and a student-athlete inspired me to conduct research on leadership in Korean women's golf. While I was growing up, golf was an important part of my life, and I spent the majority of my time practicing and playing tournaments. Since I played both junior golf tournaments and professional golf tournaments as an amateur, I had numerous opportunities to meet a former president and professional golfers of the KLPGA. Even though I had somewhat successful junior golf career as a Korean National Team Member, I was missing an important aspect of my life: education. This was why I decided to come to the United States of America, where I was able to pursue both academics and athletics.

While I was pursuing both academics and athletics, many Korean female golfers came to America to play on the U.S LPGA Tour. They had outstanding performances on the U.S. LPGA Tour, accumulating more than one hundred wins, and the first Asian female golfer, Pak, Se Ri,

was inducted into the World Golf Hall of Fame. As a Korean golfer, I began to question why Korean golfers performed so well. More newspapers and other sources of media paid attention Korean women's golf as Korean women's golf became more popular. In fact, Korean women's golf, KLPGA in particular, became more popular than Korean men's golf, and more articles and newspaper reports about Korean women's golf and KLPGA were published. I read more newspaper articles about KLPGA than before and frequently visited the KLPGA website. I realized that significant changes have been made in KLPGA since I left Korea in 1997, when, KLPGA players' skills were not as developed as in 2015. KLPGA was not as structured and developed as it was in 2015: KLPGA did not have a media rights contract until 2006, did not have as many sponsors as in 2015, and did not have as many tournaments as in 2016. After reading more and more articles and reports about KLPGA, I became interested in examining influences on the development of KLPGA and the leadership changes that impacted this development.

Significance of the Study

In recent years, golf has become one of the most popular sports in Korea. Four to five Korean golfers are regularly ranked among the Top 10 in LPGA tour, Y. E. Yang won the 2009 PGA Championship and five other international championships in recent years, and K. J. Choi has won seven PGA tours to date. For a country with scarce natural resources for playing golf and less than 400 golf courses for a population of over 50 million, these achievements are phenomenal and extraordinary. To a great extent, the growth and success of LPGA in Korea can be attributed to the effective leadership of key administrators in the Korean golf industry, which has influenced the vision formulation, policy development, decision-making, and administrative and financial support from the Korean government. The results of this study will provide an

understanding of leadership styles that have contributed to the development of women's golf in Korea. The significance of this study lies in identifying the types of leadership approaches that have contributed to the development of a sports organization in an international setting.

CHAPTER 2

LITERATURE REVIEW

There have been only a limited number of studies done on the leadership aspect of Korean women's golf. There have been many studies done on leadership in Korean golf, but there was a lack of research on the leadership styles that contributed to the development of women's golf. This chapter provided an overview of sport leadership in Korea, Confucianism's influence in Korean sport, the leadership in Korean golf in general, and the leadership theories that were used to gain a deeper understanding of the evolution of women's golf in Korea.

Sport Leadership of Korea

The development of modern sport in Korea was heavily influenced by history, political changes, and economic growth. Korea was invaded multiple times by foreign countries; the longest occupation was Japanese colonization, which lasted for 36 years. After Korea was liberated from Japan, the Korean War began in 1950 and lasted for 3 years, from 1950 to 1953. It eventually divided the country into two different countries in the Korean Peninsula (Ha & Mangan, 2002).

After numerous invasions from foreign nations, Korean government leaders believed it was essential to build a strong nation to have defensive power, and that one way to build a strong nation was to develop a strong body and mind (Hong, 2011; Ha & Mangan, 2002). The third president of Korea, Park-Jung-Hee, emphasized the importance of physical education and sport during his presidency from 1961 to 1979. During his presidency, sport served two purposes: to develop the general health of the people and to cultivate outstanding athletes (Ha & Mangan, 2001). In order to cultivate outstanding athletes who could represent Korean in an international

setting, a support system for Korean national sport teams was established during President Park's administration. According to Hong:

One of his regimes' meaningful achievements was securing funding for national sport development and setting up a support system for elite sport. This included government contributions, fundraising, advertising, entrance fees at sports facilities and the interest the fund's management earned. (Hong, 2011, p. 982)

The establishment of a support system and implementation of sport-related policies were turning points in the development of Korean sport. Even though economic circumstances were unfavorable for the development of sports, legislation made it possible to develop sports-related policies in Korea.

In the 1980s, the Korean sport industry underwent significant transformations. First, the Promotion of Sport Section was moved from the Department of Culture to the newly established Department of Sport. The Promotion of Sport Section was reorganized into the National Sport Section and the Student Sport Section. According to Hong (2011), the National Sports Promotion Law was revised in 1982 under former president Chun-Doo-Hwan (1980-1987). Another significant reform was the formation of the KSC because of the National Sport Council (NSC) and Korea's primary sport policy-making committee. Interestingly, most ministers of the sport organizations were politicians or administrators of the Fifth Republic of Korea. The fact that most ministers were appointed by the government indicated its importance to the Korean sport industry.

During the Fifth Republic in Korea, former South Korean President Chun Doo Hwan aggressively bid for the 1988 Seoul Olympic Games in order to promote Korea's economic growth and maintain social order. President Chun was a former military leader who believed in

the importance of sport for enhancing Korea's national image in an international setting (Jeong, 2009). An and Sage reported that,

Partly to use sport to maintain social order, promote economic growth, and establish an image of South Korea on the international front as leading developed country, Chun's government aggressively bid and successfully hosted for the 1988 Seoul Olympic Games. (An & Sage, 1992, p. 376)

Hosting the 1988 Seoul Olympic Games was a turning point for the Korean sports industry. The Olympic Games enhanced Korea's national image and increased its Gross National Product (GNP).

There were different types of leadership theories. Among different leadership approaches, the autocratic leadership style seemed to be most frequently used in Korean sport. The autocratic leadership style, also referred to as the authoritarian leadership style, was characterized as domineering (Flynn, 2015). Autocratic leadership was established through threats, orders, and dictatorship, and the followers adhere to the leaders' decisions without question (Flynn, 2015). The possible reasons why the autocratic leadership approach was employed most frequently could be attributable to Confucian culture and the military leadership styles demonstrated from the 1960s to the 1980s (Hong, 2011; Jeong, 2009, Park et al., 2012; Ha & Mangan, 2012). One of the doctrines of Confucianism was to respect elders and to adhere to their instructions and teachings (Mangan, 2001; Park, Lim, & Bretherton, 2012). Confucianism also emphasized the importance of hierarchy (Mangan, 2001; Park et al., 2012).

Korean modern sport was started and developed under two former military leaders, Park, Jung Hee and Chun, Doo Hwan. Their military-authoritarian leadership approach contributed to

the development of modern sport in Korea, and so it is important to examine whether this aggressive leadership style influenced the development of Korean women's golf.

Confucianism in Korean Sport

Confucianism and its principles had significant influence in Korean society, including sport. Confucianism was “an ethical and philosophical system based on a Chinese philosopher and educator, Confucius” (Rye & Cervero, 2011). The moral precepts of Confucianism included an emphasis on collectivism over individualism, deference to authority and elders, and a family-oriented culture (Park, Lim, & Bretherton, 2012). Deference to authority and elders was reflected in the hierarchical age relationships that existed in Korean society and sport. The principle of respecting elders and authority emphasized following the elders' and teachers' instructions and obedience to parents, teachers, and authorities. The Confucian value of respect for authority was emphasized at a very young age for Koreans; therefore, obedience to elders, teachers, and parents were seen as normal in all aspects of Korean society, including sport (Park et al., 2012). Presumably, a similar hierarchical relationship was assumed to exist in Korean sport organizations. It is important to examine whether Confucianism and its principles contributed to or impeded the development of Korean sport in general and women's golf in particular.

Leadership in Korean Golf

Park (2007) conducted a study on the relationship between the importance of a mentor's leadership style, the role of a mentor, and organizational effectiveness in golf. Caddies interacted with customers directly on the golf course; thus, the quality of customer service that caddies provided was crucial. Therefore, it was important to create mentor-mentee relationships with caddies so they felt they belonged to the organization. The results of the study indicated

that the role of a mentor had a positive influence on employees' attitude and organizational behavior on the golf course (Park, 2007). The role of a mentor also had a positive influence on the employees' and caddies' job satisfaction and job performance on the golf course. This result confirmed the findings of previous studies done by Kram (1983), Dreher and Ash (1990), Aryee and Chay (1994), Chao et al. (2002), and Scandura (1992). Park (2007) revealed that a transformational leadership style had a positive impact on organizational effectiveness. The findings of the study revealed that there was no significant relationship between a transactional leadership approach and organizational effectiveness.

Bum (2013) conducted a study examining whether or not a coach's leadership style impacted junior golfers' senses of cognitive anxiety and self-confidence before a tournament. The result of the study revealed that a coach's training behavior and social support behavior decreased junior golfers' level of anxiety. However, a golf coach's autocratic leadership style increased their level of anxiety. It was shown that providing positive feedback increased junior golfers' self-confidence level before a game. According to Bum (2013), a coach's training/instruction behavior improved junior golfers' performances, but an autocratic coaching style did not improve golfers' performances.

Kim, Kim, and Park (2013) conducted a study examining the relationship between golf coaches' characteristics and junior golfers' levels of trust, satisfaction, and loyalty. The results of the study indicated that a coach's professionalism did not have a positive influence on golfers' trust, while friendliness and frequency of interaction had a positive impact on junior golfers' trust. Furthermore, a golf coach's professionalism, frequency of interaction, and friendliness had positive impacts on golfers' satisfaction. There was no significant relationship between the perceived trustworthiness of a coach and golfers' satisfaction. However, there was a significant

relationship between leaders' trustworthiness and golfers' loyalty. Junior golfers' satisfaction had a positive influence on loyalty towards their coaches. The trustworthiness of coaches and junior golfers' satisfaction did not show any significant relationship, contradicting what leadership theorists have argued about the characteristics of a good leader. Burns (1978), Bass (1985), and Greenleaf (1970) asserted that inspiring trust was one of the most important traits of a good leader. The results of this study showed that coaches' competency and professionalism did not have a significant influence on junior golfers. This contradicted Lee and Lee's (2013) study, which indicated that golf coaches' professionalism, teaching methods, and character had a significant influence on junior golfers.

Lee and Lee (2013) stated that athletes, including golfers, needed help to strengthen their mental toughness; the importance of this mental aspect of sports and golf has been emphasized (Porter & Foster, 1986). Lee and Lee's (2013) study examined the relationship between Korean golf coaches' mentoring and junior golfers' self-management and execution strategies, finding that leaders' mentoring had a positive influence on players' self-management. Psychological counseling had a positive influence on golfers' mental preparedness, time management, and personal relationships. The results of the study showed that there was a significant relationship between golf coaches' mentoring and golfers' execution strategies. Furthermore, psychological counseling had a positive impact on emotional control, goal-setting, preparation, and relaxation. The study further revealed that leadership functions had a positive influence on tournament preparation, practice, and goal-setting, indicating that being a good role model for the junior golfers helped improved golfers' self-talk, emotional control, and setting goals. Psychological counseling was the most effective mentoring method in terms of emotional control and relaxation for Korean junior golfers. The results of the study showed that setting a good example

and demonstrating good leadership skills were the most effective mentoring approaches for goal-setting and self-talking.

The results of this study did not address how mentoring improved junior golfers' level of confidence, so future studies should examine the relationship between the coaches' mentoring style and golfers' level of confidence. In addition, the study did not address the relationship between the coaches' mentoring style and the golfers' sense of empowerment. The ability to empower athletes can improve golfers' confidence level; therefore, it is important to explore the relationship between mentoring style and athlete empowerment. Lee and Lee's (2013) study focused only on junior and college golfers from Seoul and Gyeonggi Do area; therefore, it is hard to generalize the results of this study. Future studies should use a broader sample and include professional golfers from KLPGA and KPGA.

Yoo, Cho, and An (2011) found that golf coaches' servant leadership style had a positive influence on junior golfers' innovative and creative behavior. Creating a vision, providing support, and leaders' devotion and service improved junior golfers' creativity. This result supported the explanation of leadership theorists such as Bass (1985), Burns (1978), Greenleaf (1970), and Spears (1995) who explained that having a vision and providing appropriate resources empowered employees and improved employees' creativity. Furthermore, Kim's (2007) study supported the claim that a servant leadership approach increased employee creativity. Yoo et al., (2011) stated that coaches' devotion and vision had a positive impact on players' innovative behavior, while developmental support and team spirit building did not have a significant influence on junior golfers' innovative behavior. Moreover, team spirit building did not have a significant impact on players' creative behavior, which contradicted the expectations

of leadership theorists, such as Hackman (2002), Hill (2012), and Hackman and Walton (1986), who stated that having a good team spirit is critical to achieving an organization's goal.

Success of the KLPGA

Pak, Se Ri's success brought significant improvements to Korean women's golf and KLPGA. Her success inspired young children; thus, the number of junior golfers significantly increased. The junior golfers turned professional, which led in turn to an expansion of KLPGA. The number of members increased so much that KLPGA created four different tour leagues for its members: the First Tier League, the Second Tier League (also called the Dream Tour), the Senior Tour, and the Teaching Division (Lim, Kim, & Kim, 2010).

The expansion of KLPGA also led to an increased number of sponsorships. Major corporations such as KIA, Lotte, Kumho, and ADT CAPS, and BMW Korea sponsored KLPGA and its tournaments. KLPGA had more sponsorship partners than KPGA, which indicated that women's golf was more popular than men's golf, and Korean women golfers' continuing success attracted more corporations to support KLPGA (KLPGA Partnership, n.d). As more corporations came to support KLPGA, KLPGA was able to host more tournaments than in the late 1990s and early 2000. The number of tournaments drastically increased after 2005, and having more sponsors and tournaments increased the overall prize money for KLPGA (KLPGA History, Trace, n.d).

As KLPGA became more popular, the importance of media exposure of the players and the tournaments gained much attention. Before 2005, major sponsors of the KLPGA paid the cost of production fees, but after signing a new media rights contract in 2005, the KLPGA received the broadcasting rights fees, and the broadcasting company paid the cost of the production fees. Since 2005, the KLPGA has been able to broadcast its tournaments by various

media such as TV, Internet, and mobile applications. The general public was able to watch the KPGA tournaments and its players more often than before 2006, and this frequent media exposure increased awareness of women's golf in Korea (KLPGA History, Trace, n.d).

Leadership Theories

Van Vugt and Ahuja (2011) defined leadership as “a process of social influence to attain shared goals” (p. 24). Leaders affected followers, and followers in turn affected leaders.

Leadership arose from a mutual relationship between leaders and followers (Northouse, 2013; Rowe & Gurrero, 2013); if there were no followers, there was no leadership (Maxwell, 2008).

Without influence, leadership could not occur (Maxwell, 2008; Rowe & Gurrero, 2013). Se Ri Pak played an important leadership role because her success significantly contributed to the development of women's golf (Lim et al., 2010; Lee, 2010, Shin & Nam, 2004). Without group members and subordinates, as with influence, leadership could not occur. Leaders influenced a group of people who had a common goal in an organization (Northouse, 2013; Rowe & Gurrero, 2013), which they would work together to accomplish. Leadership did not occur in only one direction (Northouse, 2013; Rowe & Gurrero, 2013).

The following list shows the characteristics of each leadership style and its theorists.

Table 1: *Leadership Theories and Their Characteristics*

Leadership Theories	Characteristics	Researchers
Transformational Leadership	Motivates and empowers employees to do more than they are expected to do. Leaders and followers are involved in the transformational process.	Burns (1978)
Charismatic Leadership	Consists of good leadership characteristics Influences followers to do extraordinary tasks Charismatic leaders possess qualities such as honesty, conceptual ability, and human skills.	House (1976)

Servant Leadership	Puts his employees' needs first. Listening, healing, foresight, awareness, persuasion, conceptualization, stewardship antecedent conditions, leader behaviors, and leader outcomes	Greenleaf (1970)
Contingency Theory	Leadership style should be matched with a particular situation	Fidler (1967)

Transformational Leadership

A model of a transformational leadership style and a transactional leadership style integrated four different characteristics (Bass & Avolio, 1994). Transformational leadership factors included idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration (Bass & Avolio, 1994). Idealized influence referred to a leader providing a strong role model for his followers. Subordinates wanted to follow their leaders and to be identified with their leaders. Leaders who had a strong influence on their subordinates had high moral and ethical standards and are thus highly respected by their followers (Avolio & Gibbons, 1988). The idealized influence was measured by an attributional component and a behavioral component. The attributional component referred to how followers perceive the leaders and their character, while the behavioral component referred to how followers observe their leaders' behaviors (Avolio, 1999; Bass & Avolio, 1990a). Transformational leaders communicated high expectations to their followers. Furthermore, the leaders inspired their followers by motivating them to commit to reach their fullest potential (Avolio & Gibbons, 1988). Leaders who inspired their followers could increase the team spirit of the organization. Transformational leaders also intellectually stimulated their followers to be creative and challenge the leaders' beliefs and values. Leaders who intellectually stimulated their employees encouraged them to think outside the box to solve organizational problems (Bass & Avolio,

1994). This type of leadership encouraged followers to solve complex organizational issues in a creative manner. Dvir, Eden, Avolio, and Shamir (2002) found a positive impact of transformational leadership on direct and indirect follower development. Dvir et al. (2002) also confirmed previous studies in which a transformational leadership style enhanced direct followers' motivation, morality, and empowerment. The results of the study revealed that a transformational leadership approach did not have a positive impact on active engagement, internalization of moral values, or self-actualization needs (pp. 741-742).

Individual consideration referred to a leader who carefully listened to individual needs (Bass and Avolio, 1994). Leaders used a delegating approach to help the growth of their followers, also providing a safe working environment and assisting their followers in reaching their fullest potential (Bass & Avolio, 1994). Jung, Chow, and Wu (2003) found that there was a positive relationship between a transformational leadership style and employee empowerment. Employees were motivated to work hard when their leaders demonstrated transformational leadership behavior. Kim and Kang (2010) examined how golf leadership style influenced golf participation and golfers' satisfaction, revealing that different leadership styles such as motion-centered leading, feedback-centered leading, and explanation-centered leading have a positive influence on the satisfaction of golfers. The study also reported that there was a significant relationship between different golf leadership styles and the outcome of those leadership styles. Real game-centered, motion-centered, demonstration-centered, and feedback factors had a positive impact on the outcome of leadership styles (Kim & Kang, 2010), and the relationship between leadership satisfaction and the golf outcomes of the participants was significant.

Lee and Jeong (2012) conducted a study examining the relationship between perceived leadership styles of golf coaches and empowerment and organizational effectiveness. The results

of the study revealed that individual consideration did not have a significant effect on self-determinedness, intellectual stimulation, contingent reward, or meaningfulness; instead, intellectual stimulation had a significant correlation with satisfaction and performance level. The management-by-exception style had a significant correlation with employee performance level and group cohesiveness. Charismatic leadership also had a positive impact on the empowerment of employees. However, individual consideration and intellectual stimulation did not have a positive impact on the empowerment of the employees, while contingent reward also had a positive impact on the empowerment of subordinates.

Subordinates felt comfortable sharing their ideas with colleagues and supervisors because transformational leaders encouraged their employees to share ideas and knowledge. Gerstner and Day (1997) found that leaders who accepted different viewpoints from their subordinates built positive relationships with them. Transformational leaders who encouraged their employees to share ideas tended to have positive leader-member relationships (Gerstner & Day, 1997). Gerstner and Day's (1997) meta-analysis found that leaders who adopted a transformational leadership approach had a positive influence on employee job satisfaction, performance, and organizational commitment.

A transactional leadership style referred to the exchange that occurs between a leader and a subordinate. In contrast to the transformational leadership approach, the transactional leadership approach did not focus on individual needs or the employees' personal development (Kuhnert, 1994; Kuhnert & Lewis, 1987). In a transformational leadership and transactional leadership model, transactional leadership had two factors: contingent reward and management-by-exception. Rowe and Gurrero (2013) stated that:

A contingent reward describes a process whereby leaders and followers exchange effort by followers for specific rewards from leaders. This process implies agreement between leaders and followers on what needs to be accomplished and what each person in the process will receive. This agreement is usually done prior to the exchange of effort and reward. (p. 261)

A contingent reward referred to an agreement between leaders and followers based on what needed to be done and the rewards for completing a task (Kuhnert, 1994; Kuhnert & Lewis, 1987)

Furthermore, management-by-exception (MBE) took both active and passive forms. In active management-by-exception, a leader paid attention to his subordinates to see if they adhered to organizational policies and rules (Kuhnert, 1994; Kuhnert and Lewis, 1987). If unethical behavior was detected, the leader addressed the issue and discussed improvements with his subordinates. Additionally, a leader or a company might implement a new policy to resolve the problem (Rowe & Gurrero, 2013). Rowe and Gurrero (2013) argued that “Contrary to the MBE (active) way of leading, leaders who used MBE (passive) *do not closely monitor subordinates* but waited until problems occur and/or standards are violated” (p. 218, author’s emphasis). Leaders who used the MBE (passive) method waited until problems occurred and give low performance evaluations to their followers without discussing the issues.

A non-leadership factor of a transformational leadership and transactional leadership model is called *laissez-faire*, in which leaders did not make an effort to take their responsibilities seriously. They did not provide appropriate performance feedback, and they delayed in making decisions (Rowe & Gurrero, 2013). According to Rowe and Gurrero (2013), “These leaders try not to make decisions or to delay making decisions longer than they should, provide subordinates with little or no performance feedback, and ignore the needs of subordinates” (p. 261). Leaders

who demonstrated this leadership style did not effectively communicate with their followers and did not have strategic plans for their organizations (Rowe & Gurrero, 2013). Even though there had not been many studies done on Korean golf and leadership, one particular study examined the relationship between perceived leadership and organizational effectiveness.

Charismatic Leadership

The charismatic leadership theory was described as similar to a transformational leadership approach (House, 1976). DuBrin (2010) defined charisma as “a special quality of leaders whose purposes, powers, and extraordinary determination differentiate them from others” (p. 68). In order to be treated as a charismatic leader, followers should validate the leader as a charismatic leader. A charismatic leader should demonstrate characteristics of good leadership such as honesty, conceptual ability, and human skills (House, 1976). Charismatic leaders were dominant (having a strong desire to influence others) self-confident, and had strong moral values (Avolio & Gibbons, 1988). Also, charismatic leaders demonstrated certain types of behaviors: they were strong role models for their followers, they articulated their goals clearly, they were competent, they communicated high expectations of their followers, they motivated their followers, and they expressed confidence in their followers’ abilities to reach their goals (House, 1976). Charismatic leaders helped their employees to increase self-confidence (Bass, 1985; Yukl, 2012).

The direct impacts of a charismatic leadership style included followers’ trust in the leader’s ideology, similarity between the followers’ beliefs and the leader’s beliefs, unquestioning acceptance of the leader, expression of affection toward the leader, follower obedience to the leader, identification with the leader, emotional involvement in the leader’s goals, heightened goals for followers, and increased self-confidence in goal achievement (Avolio

& Gibbons, 1988). Klein and House (1995) argued that followers wanted to be identified with charismatic leaders who shared similar values, since sharing similar values creates homogeneity among group members, while heterogeneous charismatic leadership created conflict and disharmony among group members (Klein & House, 1995). Bass (1985) argued that subordinates were more attracted to charismatic leaders who had a clear vision than to leaders who did not.

Servant Leadership

A servant leadership style focused on the needs of subordinates in order to empathize with and nurture them. A servant leader put his employees first, empowered them, and helped them develop their skills and abilities. Servant leaders placed their followers' needs over their own self-interest (Hale & Fields, 2007). According to Greenleaf (1970):

[Servant leadership] begins with natural feeling that one wants to serve, to serve first.

Then conscious choice brings one to aspire to lead... The difference manifests itself in the care taken by the servant – first to make sure that other people's highest priority needs are being served. (p. 15)

A servant leadership approach had ten characteristics (Spears, 2002) that were essential for the development of a servant leadership style. Listening was an interactive process between leaders and followers. First, servant leaders listened to try to understand others' points of view (Spears, 2002). An empathetic servant leader listened to his followers and tried to understand his subordinates' feelings and acknowledge their points of view (Spears, 2002). Moreover, healing referred to caring about the followers' personal well-being and problems. A servant leader helped his followers to overcome personal issues by listening to them (Spears, 2002). In order to motivate employees, leaders should pay attention to the needs of his or her followers.

Another characteristic, awareness, referred to a leader's receptiveness to the work environment, including the physical, social, and political features of a workplace (Spears, 2002). Leaders should be aware of their working environment. If there was no collaborative climate created, this could decrease the effectiveness of the team. Persuasion referred to convincing others to change their beliefs in a non-coercive manner (Spears, 2002), and conceptualization was a leader's ability to create a vision for an organization. Leaders should be able to formulate a clear goal and vision for their organizations; for example, a servant leader should have a thorough understanding of his organization, and they should clearly understand the purpose, mission, and issues of the organization. Conceptualization also referred to a leaders' ability to address the issues and creatively solve complex problems (Rowe & Gurrero, 2013). A servant leader should be able to respond creatively to complicated organizational issues.

Conceptualization also referred to a leader's ability to see the "big picture" of the organization (Spears, 2002). Foresight was a leader's ability to anticipate the future; a leader should be able to anticipate what is going to happen in the future based on the past patterns of the organization. Anticipation led to preparing for the future. Stewardship meant taking responsibility as a leader and being held accountable (Spears, 2002). A servant leader also focused on the commitment to the personal and professional development of his employees, helping his employees to build a professional network as well as new skills (Spears, 2002). A servant leader also focused on building community so that employees felt that they belong to their organizations, in which followers shared common interests and learned important values from each other (Spears, 2002).

Liden, Wayne, Zhao, and Henderson (2008) developed a servant leadership model with three major components: antecedent conditions, servant leader behaviors, and leader outcomes.

However, a servant leadership style may be performed by various methods, depending on the organization and its culture (Rowe & Gurrero, 2013). In an organization where power was equally shared, a servant leadership approach is a suitable leadership style. If power was not equally shared, however, a servant leadership style was not an appropriate leadership approach (Northouse, 2013). Servant leaders also emphasized giving back to society and community, helping the local community, and encouraging their employees to help local charities (Rowe & Gurrero, 2013).

A leader's personal values and disposition can also influence the servant leadership process. Some leaders were strongly motivated to lead and serve others, whereas some leaders had less interest in devoting time to helping others. Furthermore, people have different degrees of moral development, emotional intelligence, and self-determination (Rowe & Gurrero, 2013). Follower receptivity, another characteristic, referred to employees' willingness to work with a servant leader. Some employees did not want their leaders to get to know and guide them; a servant leadership style worked better when subordinates were willing to work with a servant leader (Rowe & Gurrero, 2013).

Leadership outcome was another component of the servant leadership model. Employees realized their full potential, and employee empowerment began with the empowerment of the leaders (Rowe & Gurrero, 2013). Servant leaders nurtured and helped their employees to reach their personal and professional goals.

Rieke, Hammermeister, and Chase (2008) argued that high school basketball coaches who demonstrated servant leadership characteristics had a positive influence on their teams. The coaches who possessed servant leadership traits empowered their players better than non-servant

leaders. Furthermore, athletes coached by servant leaders were more intrinsically motivated, more task-oriented, and mentally tougher than athletes coached by non-servant leaders.

Parris and Peachey (2013) revealed that non-profit organizations should have a shared vision to help others, create freedom and resources for followers to become servant leaders, and create a caring working environment. The findings of Parris and Peachey (2013) showed that servant leadership style enhanced volunteer motivation. The results of the study suggest that demonstrating a servant leadership approach can lead to the development of long-term volunteers who later become servant leaders.

The Contingency Theory

The contingency theory assumed that a leadership style was stable and needed to be matched with a particular situation (Daft, 2011). For example, a leader would become more effective when his or her leadership style was matched with the most appropriate situation (Fidler & Chemers, 1974). The contingency theory had two categories: task-oriented and relationship-oriented (DuBrin, 2010), which were opposite styles. In addition, the concept of the Least Preferred Coworker (LPC) was developed by Fidler in 1967 (Rowe & Gurrero, 2013). Daft (2011) explained that a leader was a task-oriented leader if they ranked high on the LPC. A leader, however, was a relationship-oriented leader if they ranked low on the LPC.

The contingency model revealed three situational variables: leader-member relations, task structure, and position power. Leader-member relations referred to the feelings the followers had for their leaders such as loyalty, confidence, and trust (Dubrin, 2010). If leaders and followers had mutual trust, the followers will in turn have confidence in their leaders, and the leader-member relationship was defined as a positive relationship (Dubrin, 2010). By contrast, if there was a conflict between a leader and a follower, the leader-member relationship was defined

as a poor relationship. Task structure, another trait, referred to the clarity of the requirements of the tasks given to employees (Dubrin, 2010). If the requirements of the tasks were clear, this would give more control to the leaders. If the tasks were less structured, the leaders would not have as much influence as they would have had if the tasks had been more structured (Dubrin, 2007).

Fidler (1995) conducted a study examining the correlation between the LPC and team performance in contingency theory, as according to him, the correlation between the leader LPC and the organizational performance had never been properly tested. He calculated one thousand rank-order correlations and found some consistent patterns after extensive analysis. Fidler's (1995) post hoc findings indicated that the leader's influence had a more significant impact on the leader's LPC score and the team performance than on the outcome and the group process. These results confirmed the principles of the contingency model: task-oriented leaders performed better when their control was either very high or low, whereas relationship-oriented leaders performed better when their control was moderate (Fidler, 1995). The results of Fidler's study were confirmed in subsequent studies (Fidler, 1995).

Viability of Western Leadership Theories in South Korea

Since World War II, globalization has spread throughout the world (Northouse, 2010), and nations are politically, economically, and socially more interconnected than ever before. In the past ten years, corporations, schools, and other organizations became more globalized than before (House, Hanges, Javien, Dorman, & Gupta, 2004). Companies expanded their brands overseas and dispatched their employees to work there. Furthermore, there was more international trade and cultural exchange between nations (House et al., 2004). Since globalization began, there had been many challenges, including identifying effective and

ineffective leaders in multi-national corporations and organizations. The need to produce global leaders who can lead an organization with a culturally diverse body of employees had also received attention. Since globalization began, it has become vital to understand and identify the leadership styles that are viable in certain cultures (House et al., 2004). The GLOBE researchers identified ten ethnic groups and the leadership approaches identified as effective and ineffective for those groups.

Leadership styles such as servant leadership style, transformational leadership approach, charismatic leadership theory, and contingency leadership theory were developed by Western theorists and have been applied to the European or American context. Therefore, it was questionable whether the aforementioned leadership theories would be viable in Eastern cultures or for the Korean Ladies' Professional Golf Association (KLPGA). A study done by Hirschy, Gomez, Patterson, and Winston (2012) showed that demonstrating characteristics of a servant leader such as altruism, generosity, consideration for others, friendliness, and caring would be viable in Asian culture. Other studies done by Park (2007) and Lee, Roh, and Yoon (2012) stated that charismatic leadership had a positive influence on golf course employees' organizational behavior. It was still questionable whether or not the characteristics of a charismatic leadership, transformational leadership, or servant leadership would be viable in other Eastern sport organizations, specifically the Korean Ladies' Professional Golf Association (KLPGA).

Summary of Literature Review

Sport organizations, teams, and coaches used different leadership styles. A number of studies stated the effectiveness of transformational leadership, servant leadership, charismatic leadership, and contingency theory in sports organizations. The following table shows the

common leadership styles and their characteristics that have been shown to be effective in many sport organizations.

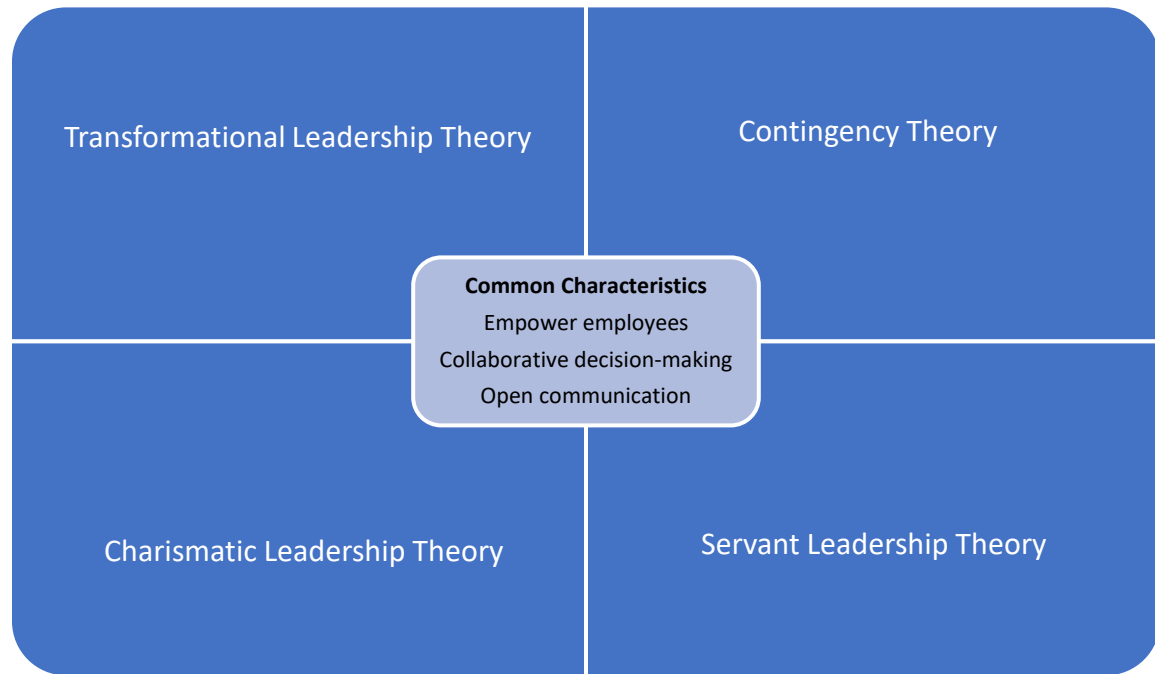


Figure 1. Leadership Theories and Common Characteristics

Many studies showed that a transformational leadership approach was an effective leadership style for sport organizations. Eshraghi, Harati, Ebrahimi, and Nasiri (2011) stated that a transformational leadership style had a positive impact on sport organizations. Eshraghi et al. (2011) found a significant relationship among a transformational leadership approach, extra effort, satisfaction, and organizational effectiveness in physical education. According to Eshraghi et al. (2011), transformational leadership increased employees' willingness to work harder to achieve organizational goals. Furthermore, a transformational leadership approach improved followers' job satisfaction. By employing transformational leadership theory, Iranian physical education leaders improved leadership outcomes in terms of extra effort, satisfaction, and organizational effectiveness (Eshraghi et al., 2011).

Ristow, Amos, and Staude (1999) reported that employing a transformational leadership approach enhanced organizational effectiveness in South African cricket. The results of the study revealed that individual consideration, intellectual stimulation, inspirational motivation, and idealized influence had positive impacts on organizational effectiveness. By contrast, a transactional leadership theory did not have a significant relationship to organizational effectiveness (Ristow et al., 1999).

Transformational leadership theory was a highly recommended leadership approach for sport organizations that sought to change their organizational structure and culture. Moreover, it was a good leadership theory for sport organizations that needed to transform (Eshraghi et al., 2011). Studies done by Burton and Peachey (2009), Doherty and Danychuck (1996), Ristow et al. (1999), and Eshraghi et al. (2011) confirmed that employing a transformational leadership style improved organizational structure and effectiveness. The results of the previous studies confirmed that transformational leaders brought positive changes to their sport organizations. A similar phenomenon seemed to happen in Korean women's golf. This is the leadership approach I will use to guide my dissertation, with the rationale that KLGA leaders have transformed the organization since 1999.

The KLPGA made significant developments since its beginnings. The growth of the Korean golf industry was attributable to governmental contributions; besides governmental support, changes in the organizational structure and implementation of KLPGA policies also helped this development since 1999. The results of my pilot study showed what factors contributed to the growth of the KLPGA and mass participation in golf. However, even though Korean women's golf has seen significant development over the past thirty-five years, the question remains as to what kind of leadership styles contributed to this development. Therefore,

I want to explore through interviews and documents what types of leadership theories have impacted the development of the KLPGA.

CHAPTER 3

METHODOLOGY

The purpose of this study was to explore how different leadership styles contributed to the development of Korean women's golf. The timeframe under examination for this study was when KLPGA became a separate entity in 1988. The question remained unanswered in the context of the significant development of the KLPGA; therefore, it was important to identify the types of leadership approaches that have helped the growth of the KLPGA and what has been preventing further development. Interview transcripts and documents were used for data analysis.

Research Design

This chapter explained the methods of the study in terms of data collection, participants, sampling procedure, and data analysis. A qualitative research inquiry was utilized, which emphasizes collection of descriptive data in natural settings by using field notes, participant observation, interviews, and documents (Bogdan & Biklen, 2007). In qualitative studies, the researcher is the primary instrument of data collection. The researcher seeks to understand and interpret phenomena in the natural world through the inductive analysis of collected data (Merriam, 1998; Rossman & Rallis, 1998). Qualitative researchers interact with people, watch them in their natural environments, ask questions, listen to their experiences, and collect information about people's social world to generate new knowledge and understand phenomena (Rossman & Rallis, 1998). The focus of this study was to examine how different leadership styles contributed to the development of Korean women's golf. By using qualitative research methods, the researcher was able to generate new knowledge about how different leadership

styles contributed to the growth of the KLPGA and what leadership approach can help in the further development of Korean women's golf. Data were collected by conducting face-to-face interviews and using document analysis. Semi-structured, open-ended interview questions were asked of the participants, while the documents provided information potentially omitted from the interview transcripts.

Interviews

Qualitative researchers use various types of interviews such as face-to-face interviews and telephone interviews, and they may be in the form of structured, semi-structured, or unstructured interviews (Fontana & Frey, 2005). Face-to-face interview is a widely used method to collect data (Sturges & Hanrahan, 2004). Qualitative researchers can gain extra information from non-verbal cues, body language, intonation, and tone of voice of the interview participants (Opdenakker, 2006). Telephone interviews are not widely used because they omit non-verbal cues and the level of rapport created during face-to-face interviews (Suzuki, Ahluwalia, Arora, & Mattis, 2007). Structured interviews have pre-determined questions, and the interviewers do not ask probing questions (Roulston, 2010). Semi-structured interviews allow the interviewer to ask probing questions for further information (Roulston, 2010). Conducting semi-structured interviews allow interviewees and the participants to interact freely during the interview (De Laine, 1997). Asking open-ended questions gives the participants an opportunity to provide detailed description of phenomena (Roulston, 2010), allowing the interview participants to express their points of view freely. Furthermore, creating open-ended questions gives the interviewer an opportunity to ask probing questions (Doyle, 1994).

Face-to-face interviews were conducted in order to obtain data from both KLPGA administrators and players. In conducting the personal interviews, the researcher can ask probing,

follow-up questions and can gain richer, more in-depth data. The semi-structured, open-ended interview questions (Appendix A) were asked.

In particular, the interviewer wanted to ask how KLPGA leaders empowered their employees. Furthermore, the interviewer wanted to explore to what degree the employees felt like they had been empowered, and how exactly that empowerment helped them to work hard for the KLPGA. The interviewer also wanted to ask how the leaders demonstrated a servant leadership style and how using this approach contributed to the growth of the KLPGA. Although the semi-structured interviews used a set of pre-determined questions, the researcher asked follow-up questions for further description of the participants' experiences.

Participants

The participants of the study were recruited from the Korean Ladies' Professional Golf Association (KLPGA), and the target population was between ten to twelve participants. The researcher initially contacted ten participants. One potential interviewee did not respond to the researcher's phone calls and e-mails, while another potential interviewee declined to participate in the study. The researcher was able to interview eight former and current administrators, one vice president, and one president of KLPGA. The current executive director declined to participate in the study; instead, she recommended to the researcher other possible interviewees who might be able to provide data for the study. Therefore, the findings of the study were based on eight participants. Qualitative research requires few participants; Creswell (2007) recommends having five to twenty-five participants as ideal for qualitative research. The participants included the vice president, the former executive director, the chair of the Educational Board of KLPGA, two board members, and one marketing director.

Park, Jin Hee (pseudonym), a KLPGA Executive Director whom the investigator knows personally, played the role of introducer between the investigator and KLPGA administrators. She assisted the investigator by contacting the KLPGA administrators to see if they were interested in participating in this study. The KLPGA administrators have been working in KLPGA for one to fourteen years, coming from diverse backgrounds and working in different departments in the KLPGA.

The following criteria were used to select the research participants: (a) They were all involved in administrative and leadership positions in the KLPGA; (b) They served or were serving as the chair of different boards of the KLPGA; and (c) They have been working for the KLPGA for at least three years. The rationale was that participants in the previous studies done on Korean women's golf had played in the KLPGA for at least three years. The researcher used that as a basis for selecting the participants from the KLPGA. Even though three years was set as a basis for determining who was qualified to participate, participants with longer working experiences in the KLPGA were also included in this study.

Document Analysis

Documents refers to sources such as photos, films, memorabilia, articles, letters, diaries, or records that can be used in addition to interview transcripts or field notes (Bogdan & Biklen, 2007). Qualitative researchers should determine the availability of useful documents for their study; depending upon the type(s) of documents the qualitative researchers seek, they might have easier access to certain documents than to others.

Newspaper articles about the KLPGA and its players were used for this study. The newspaper articles from the Naver Sports, which was the most popular search engine in Korea, as well as Sports Chosun, Il Gan Sports, Joong Ang Ilbo, and Sports Today, were used to collect

data. Furthermore, KLPGA media guides and articles from the KLPGA magazine were used for data collection, and some of the articles discussed problems with KLGA leadership and policy changes. In reviewing these documents, I was able to shed light on how different leadership styles have contributed to the development of Korean women's golf.

Official documents such as the vision statement, the mission statement, the organizational structure, and the policy statements of the KLPGA were used for this study. I examined how establishing the KLPGA vision statement affected the growth of the KLPGA. Presumably, the leaders and the board members created the vision statement, affecting the leadership styles of KLPGA administrators. I wanted to examine how creating the vision statement impacted the leadership styles, assuming that creating the vision statement impacted the policy implementation and in turn the leadership styles of KLPGA administrators. I wanted to explore how applying different leadership styles contributed to the development of KLPGA.

The KLPGA vision statement emphasized improving community development and producing administrators. I wanted to explore what kinds of leadership styles have been applied to improve community development and produce KLPGA leaders. Furthermore, the vision statement emphasized the importance of enhancing the brand image and status of KLPGA in the global market, so I also wanted to examine what types of leadership approaches the KLPGA leaders have taken to improve its status in an international setting, and how enhancing that status has contributed to the growth of Korean women's golf.

Data Collection

Interviews

Face-to-face interviews were conducted for this study. The informed consent form, which stated the purpose of the study, was provided to the participants before the interview

(Appendix C). The researcher explained to each interviewee that participation was voluntary and that they may withdraw from the study at any time. The interviewees' personal information would not be disclosed, and pseudonyms were used to protect the identity of the participants. Their responses would only be used for the purpose of this study. Each interview lasted between 60 and 90 minutes and was transcribed verbatim immediately after the interview. The transcripts were saved on a flash drive and on a personal computer, with pseudonyms and interview dates to ensure confidentiality. The transcripts were shared with the participants to ensure the accuracy of the information that they provided. The interviews were conducted and transcribed first in Korean, then translated into English.

Initial contact was made through e-mail in which the researcher introduced herself and explained the purpose of the study in the invitation letter request (Appendix B). The invitation letter also explained that participation in the study would be voluntary; thus, the participants may withdraw from the study at any time. The letter also stated the duration of the interview.

The interview questions focused on the overall development of the KLPGA, the leadership style changes, the vision statement formulation, the administrators' and the players' perception of different leadership approaches as demonstrated by the KLPGA presidents, and what the KLPGA should do for further development.

Document Analysis

Document analysis using search engines from the University of Georgia Library were utilized to collect documents. Databases such as EBSCOHost, SPOSRTEdiscuss, Academic Search Complete, ProQuest Dissertation and Thesis, ERIC (at EBSCOHost), and Sports and Business Source Complete were utilized. If the researcher was unable to obtain data from the UGA Library database, the researcher used Interlibrary Loan to collect data. The researcher also

collected data from the Korean National Assembly Library website, which is equivalent to the U.S. Library of Congress.

The researcher also obtained data from the KLPGA website, Naver Sports, Naver Blog, the Korean Society for the Sociology of Sport (KSSS), the Korea Sport Industry Association (KSIA), and the Korean Society of Golf Studies (KSGS) journal articles and websites. Since the purpose of this study was to investigate the leadership styles that contributed to the development of KLPGA, the researcher entered the following keywords:

- Korean women's golf
- Leadership in Korean women's golf
- Leadership of KLPGA

Since this study focused on how specific characteristics of different leadership styles influenced the internal and external development of KLPGA, the researcher entered keywords focusing on the following specific characteristics of different leadership approaches:

- Passion
- Motivation
- Confidence
- Participation
- Purpose
- Transformation
- Trust
- Organizational structure

A total of 425 articles were found when entering the keywords "Korean women's golf." A total of 322 articles were eliminated because those articles and reports did not discuss the development of KLPGA. A total of 108 articles were used under the following keywords: (a) participation (20), (b) passion (5), (c) confidence (13), (d) purpose (39), (e) transform (21), and (f) organizational structure (10). The articles from Chosun Ilbo, Segye Ilbo, Seoul Economy, Asia Economy, XSports, Hanguk Ilbo, and Yunhap News were used. The criteria for choosing the

abovementioned newspapers were their inclusion of the development of KLPGA, changes in KLPGA, and new policy implementations of KLPGA. Another criterion for selecting the articles and reports were whether or not the articles discussed good characteristics of leadership styles. The researcher chose those newspaper articles that discussed and provided examples of KLPGA leadership styles.

The researcher collected six articles from Chosun Ilbo, two articles from Segye Ilbo, and two articles from Seoul Economy newspaper. One article from Asia Economy, two articles from XSports, one article from Hanguk Ilbo, and one newspaper article was utilized from the Seoul Broadcasting System (SBS). Newspaper articles from Chosun Ilbo, XSports, Hanguk Ilbo, Segye Ilbo were collected. Two articles from Bridge Economy, one article from E Daily Newspaper, one article from Yunhap News, and one article from Golf Time were used to analyze data. The analyzed documents can be categorized by leadership style as follows: twenty-five articles on transformational leadership and the KLPGA, ten articles on servant leadership theory, twelve articles and reports on team leadership style, six articles on participative leadership approach, and two articles and reports on authentic leadership theory and the KLPGA. The mission and vision statements of the KLPGA were obtained from the KLPGA website. Information on the development of the KLPGA was obtained from the KLPGA website. The researcher selected data from 2000 because KLPGA significantly grew from that point in time. The researcher used articles, reports, historical timetable of KLPGA, and scholarly journal articles published from 2000 to early 2015.

Statement of Trustworthiness

The process of gaining confirmation from multiple data sources is called “triangulation” (Stake, 2006, p. 33) and was used to validate the study results. Two primary sources of data for

this study were face-to-face interviews and document analysis. The purpose of triangulation is to ensure that correct interpretations have been obtained from multiple data sources and individuals (Stake, 2006, p. 37). Qualitative researchers combine data collected from multiple sources and examine interpretations from each source to validate the issues exposed in the research (Bogdan & Biklen, 2007). The researcher conducted eight face-to-face interviews and collected documents to examine the leadership styles that contributed to the development of the KLPGA as well as the specific characteristics of how different leadership styles influenced both internal and external development. The data from document analysis corroborated and complemented data from interview transcripts by providing additional information that was not covered in individual interviews.

Data Analysis

The results were analyzed using a thematic analysis method, which is commonly used in qualitative research. A thematic analysis involved developing and putting data into categories (Roulston, 2001) to identify the emerging themes in the interviews and documents (Reissman, 2008).

The investigator identified common themes and patterns from the interview transcripts and public documents. The interview transcripts from the participants, notes, and documents such as newspaper articles, public documents from the KLPGA website, and scholarly journal articles were the data sources. The initial coding process was done by recognizing consistent sentences, phrases, and words from the transcripts and the follow-up interview transcripts. The initial codes were generated from the first interview transcript, and new codes were added after reading the subsequent transcripts. The researcher searched for the keywords and descriptions

on KLPGA leadership, KLPGA success, and KLPGA development. After reading the interview transcripts and documents, the following KLPGA leadership styles emerged:

- Participative Leadership Style
- Team Leadership Style
- Transformational Leadership Style
- Authentic Leadership Style
- Servant Leadership Style

The characteristics and implementations of the abovementioned leadership theories are discussed in the following chapter.

CHAPTER 4

FINDINGS

This study examined the leadership styles that have contributed to the development and growth of the Korean Ladies' Professional Golf Association (KLPGA). Eight participants were interviewed and provided their perspectives on leadership in Korean women's golf. Information obtained from document analysis was also included in this section. This section focused on leadership approaches and their characteristics that contributed to the development of the KLPGA. The following table shows the leadership theories that contributed to the growth of the KLPGA.

Figure 2. KLPGA Leadership Styles and Characteristics



Note. The different circle sizes demonstrate that the characteristics of particular leadership styles had a greater significance in the development of the KLPGA than other leadership styles.

Research Question 1

What kinds of leadership styles have contributed to the development of the KLPGA?

The different circle sizes mean that particular leadership styles had a greater significance in the development of the KLPGA than other leadership styles. A transformational leadership style contributed most for the development of the KLPGA. Two former presidents of the KLPGA demonstrated the characteristics of a transformational leadership style, such as creating a vision and leading with a vision. A participant leadership approach had less significant impact than a transformational leadership style for the development of the KLPGA. A team leadership approach had less impact than a transformational and a participant leadership styles. Characteristics of a servant leadership style had less significance than a transformational, a participant, and a team leadership approaches to the development of the KLPGA. An authentic leadership had the least significance out of five leadership approaches for the development of the KLPGA.

Participative Leadership Style

A participative leadership approach emphasized sharing input between leaders and employees (Rowe & Gurrero, 2012), helping in the development of the KLPGA because the players had chances to provide their input. This was possible because the players were given opportunities to speak. According to Kim, Min Chul, one of the interviewees,

Former President of KLPGA, Cho Dong Man, demonstrated a participative leadership style. He interacted a lot with the committee members and the board members. He encouraged the board members and the committee members to provide their inputs.

Another interviewee, Kim, Min Chul, further elaborated that frequent interaction between the employees and the players contributed to the expansion and growth of the KLPGA.

By demonstrating a participative leadership style, leaders and players were able to share their ideas. This phenomenon is supported by another of the interviewees, Kim, Mi Young. She elaborated that:

There was a change. In the early phases of my career as a young professional golfer, I did not know what was going on inside of KLPGA. And I did not look into how KLPGA was operated and I did not know what kind of work KLPGA employees did. I did not think players and members participated or got involved in the operational aspect of KLPGA. Of course, I was too young to be involved in the operational or business aspect of KLPGA. However, as I built my career as a successful golfer, as I got older, I gained seniority and good reputation, other members acknowledged me. And gradually, the members started saying, "Let's 'participate' and work for KLPGA." More players started saying "let's participate and work for KLPGA. Members were interested in how KLPGA was operated. As a result, KLPGA elected the board members, chairs for different committees, and created different departments. That was a turning point. I do not remember the year.....the players were saying "I want to be the leader of KLPGA" and KLPGA elected the delegates, board members, volunteers, etc.....and when you are elected, other members acknowledge you and that is the image fans and other people see.

This gave the players the ideas that their opinions were valued; the leaders listened to the players' concerns and ideas and tried to reflect the players' input in their actions. Document analysis revealed that the board members of KLPGA demonstrated a participative leadership style by listening to the players' and stakeholders' opinions. According to a newspaper article written by Noh, Woo Rae (2015), KLPGA players addressed the issue that since the Pro-Am schedule was very tight, the players did not have enough time to practice. The Pro-Am was an event that

amateur golfers from the sponsors play with professional golfers a day before the tournament begins. Only top players were invited to play in the Pro-Am, and uninvited players did not get another chance to play a practice round before the tournament. The players addressed the issue, and the KLPGA board members listened to them. The KLPGA board members adjusted the Pro-Am schedule accordingly, and both the players and sponsors were satisfied (Noh, 2015). An Asia Economy article by Noh (2015) stated that,

We tried to find a solution that could satisfy both the players and the sponsors.

Originally, our tournament was scheduled as follows: the official practice round, Pro-Am, and the tournament. We changed the tournament schedule to the Pro-Am, the official practice round, and the tournament. We were considerate of all players and provided a flexible schedule. As a result, both the players and the sponsors are satisfied.

This built trust in the leaders and brought positive outcomes for the organization, since the players felt that they belonged to the organization. By providing opportunities to give input, the leaders contributed to the growth of the organization. KLPGA former presidents Cho, Dong Man, Kang, Choon Ja, and Hong, Suk Kyu all demonstrated a participative leadership style to some extent. One of the interviewees, Park, Jin Hee, the Executive Director of the KLPGA, explained that:

Vice president Kang listens to players and employees' opinions. She tries to accept their ideas as much as she can to implement new policies for the players.

By experiencing a participative leadership style, KLPGA members felt that they were part of the organization and that their opinions were valued. The vice president of KLPGA elaborated during the interview that:

I always try to accept good ideas from the employees and the players as much as I can.

Even though it was impossible to listen to and please everyone, the KLPGA vice president tried to open her ears and listen to the players' concerns. Another KLPGA interviewee explained that they listen to the players' concerns regarding the internal growth of the KLPGA. According to the marketing director of KLPGA, Kim, Cho Hyun,

KLPGA has made significant growth, but we still we have to improve a lot. Up until this point, we were focused on external growth, but the players and KLPGA board members suggested that now we need to focus on the internal growth of KLPGA.

Although it was impossible to meet everyone's needs, the KLPGA board members strived to listen to the players' concerns and achieve internal growth.

Team Leadership Style

The team leadership approach focused on team development and performance (Hills, 2007). The former presidents created group camaraderie among employees and players, in which they shared ideas and built trust and group harmony. This kind of leadership also changed players' attitudes. According to one of the interviewees, Kim, Min Chul,

In the past, the players could not focus on the administrative aspect of KLPGA with lots of different reasons. But now, the members' attitude changed 180 degrees. Before, it was not that they were not interested in the administrative aspect of KLPGA...or they might not have been interested in the administrative aspect...or they were interested in but did not focus on the administrative aspect... Now, they pay much more attention and are willing to work for KLPGA. They want to build a good foundation for the further development of KLPGA.

Before 2000, the players were only concerned about performing well on the golf course and did not pay attention to the administrative aspects of the organization.

KLPGA leaders Cho, Dong Man, Kang, Choon Ja, Hong, Suk Kyu, and Min, Gook Hong demonstrated a team leadership approach. Organization members and leaders shared leadership responsibilities and tried to identify the best solution if an organizational issue arose, identifying problems and trying to find the best solution together as a group. One of the interviewees, Kim, Mi Young, stated that,

We are always hungry to achieve something... right now, not all 1700 or 1800 players are eligible to play in the tournaments. One hundred eight players play on the KLPGA Tour and one hundred twenty players play on the Dream Tour, and even though we have the third tier tour, only about five hundred players are eligible to play in the tournaments. The rest of thirteen hundred players..... they either cook at home or have a second job to make a living.....Therefore, the members of the Educational Committee gathered ideas and tried to find solutions for the rest of the players. By sharing ideas and opinions, KLPGA members and leaders were able to find the best alternative to resolve the organizational problems.

Kim, Mi Young further explained that,

The Educational Committee members want to teach our players.....Not just because the players are the KLPGA members, but the Educational Committee members want to teach the players until they acquire enough skills to do administrative work, and we want to develop such programs. That way, we can create more jobs for the players who are not eligible to play in the tournaments. We want to create more jobs for our players. We really want to teach them, so that our players learn how to do the administrative work. The Educational Committee members wished that they could launch such programs for our players.

The Educational Committee members shared responsibilities and tried to find a solution that would benefit both the KLPGA players and administrative workers. However, the results of the document analysis showed that it was difficult to please everyone and maintain group harmony. A newspaper article written by Park, Byung Heun in Segye Ilbo (2016), reported that,

The vice president of KLPGA sees the big picture of the organization and tries to implement the policies for the greater good. But sometimes the players do not see that, and that is when the players are dissatisfied with the KLPGA board members. It is challenging and tough when the board members still have to implement the policies for the growth of KLPGA (Park, 2016).

It was implied in both newspaper articles that conflicts arise when KLPGA board members and the players disagree on what would benefit the greater good.

Transformational Leadership

One of the characteristics of transformational leadership theory is to provide a clear vision for organizational development (Bennis & Nanus, 1985). The document analysis revealed that the KLPGA had a clear vision for the betterment of the organization, admitting that it was time to focus on the quality of organizational growth rather than quantitative expansion.

Document analysis revealed that the KLPGA was aware of the importance of creating tournament experiences that could satisfy both players and sponsors. In order to achieve its organizational vision and long-term plans, the KPLGA concentrated on Corporate Social Responsibility (CSR). KLPGA hosted a charity golf tournament, supported youth golf development, and provided free golf lessons to the public (KLPGA vision, n.d). The vice president of KLPGA, Park, Min Young, stated in a newspaper article in XSports (2015) that,

With support and love of the fans and the sponsors, KLPGA was able to grow significantly. But now it is time to focus on the quality of organizational growth. In order to do that, we need to create a tournament atmosphere that would satisfy both the players and the sponsors. KLPGA is ready to provide resources and funds to create a good tournament atmosphere for all parties involved. KLPGA also tries to popularize golf and concentrate on CSR to attract more fans. We have to approach the fans. Without the fans, a professional sport organization is hard to develop further. (Cho, Hee Chan, 2015).

The KLPGA adhered to its vision by focusing on CSR, youth golf development, and popularizing golf, fulfilling the vision statement that has led to its development.

The KLPGA created a vision statement and strives to adhere to it by expanding the KLPGA Tour to an international setting. The KLPGA strived to globalize its organization by hosting the tournaments in foreign countries such as China and Vietnam. Document analysis from the Seoul Broadcasting System (SBS) reporter Lee, Hyang Goo (2016) showed that the KLPGA strived to become the number one women's golf tour in the world. The KLPGA co-hosted the first tournament of the year, The World Ladies Championship with China LPGA (CLPGA) and Ladies' European Tour (LET) in March 2016. This was the starting point for expanding the KLPGA Tour in an international setting. The Chief Executive Officer (CEO) of LET, Ivan Khodabakhsh, was very impressed with the KLPGA's organizational structure and the players' professionalism. The KLPGA planned to continue to expand the tour in the global market, which would lead to the growth of KLPGA (Lee, 2016).

Former presidents Cho, Dong Man, Hong, Suk Kyu, Son, Jong Gu, and Kang, Choon Ja challenged their employees' intellectual ability and improved their overall self-worth. The

abovementioned leaders also created a vision for the further development of KLPGA with a vision and mission statement. Adhering to a vision and mission statement set a good example for KLPGA employees and players by which KLPGA strived to achieve its organizational vision. An article written by Park, Chan Joon (2016) from Sports Chosun stated that the KLPGA announced its business agenda for 2016,

The following agenda was announced: the globalization of KLPGA Tour, improve the various marketing strategies to enhance the brand image, improve CSR, increase the educational programs for the players and their welfare, and implement short-term and long-term plans for the further development of KLPGA.

Adopting new policies brought great success to the KLPGA. One of the emerging themes from the document analysis was the expansion of the KLPGA (KLPGA Vision, n.d). The number of KLPGA tournaments, the prize money, and the membership of KLPGA all significantly increased over the past thirty-six years. According to a newspaper article written by Park, Byung Heon from Segye Ilbo (2015),

KLPGA hosted eight tournaments in 1978, and the overall prize money was eighty-four thousand dollars. In 2016, however, KLPGA is hosting thirty-three tournaments and the overall prize money is over 21.5 billion dollars. KLPGA expanded two hundred fifty-four times in terms of the prize money and the number of tournaments.

The above statement showed the expansion and development of the KLPGA, which gained popularity after the KLPGA Tour expansion. KLPGA became more popular than before under the former president Gu Ja Yong. A newspaper report by Jeong, Dong Chul (2016) from Seoul Economy reported that,

The former president Gu Ja Yong identified factors that could draw the public's attention, and as a result the number of sponsors increased. He played an important role in that, and this is why people give so much credit to former president Gu.

The KLPGA was able to draw attention from sponsors and was therefore able to host more tournaments than before. In the newspaper interview done by Cho, Hee Chan (2015) from XSports, the vice president of KLPGA, Park, Min Young, stated that,

KLPGA will host sixteen tournaments consecutively in early 2016. For the first time, we will host the qualifying school for foreign players. That shows how much KLPGA has grown.

Vice President Park further elaborated that:

KLPGA hosts seminars to teach the players the manners and etiquette. KLPGA players send a thank-you card, an autographed hat, and an album to the sponsors after each tournament to express their gratitude for hosting a KLPGA event. The players also give golf lessons to clients during the Pro-Am.

The article implied that the support of the sponsors contributed to the success of the KLPGA.

Even though the KLPGA has had great success, more transformational leadership should be applied. According to one of the interviewees, Bang, Hye Jin, the director of the Educational Board of the KLPGA, board members should be more innovative and decisive. She explained during the interview that,

KLPGA board members have stereotypes, and those stereotypes are hard to break. We developed the curriculum for the Teaching and Club Professional program, and the Educational Board members proposed that idea.

She further elaborated that,

That proposal was not passed. I don't know why..... We had some issues in KLPGA at that time..... We kept having meetings, meetings, and meetings, but nothing was achieved.

The board members kept giving lame excuses.....

She also stated that,

The board members make a decision. When they have to make a decision, they have to be decisive and innovative. There must be some kind of change, I think.....

It was implied that the KLPGA board members should break free from their stereotypical mindsets and think outside of the box. Even though the KLPGA made significant developments, it was implied that board members should be more innovative in terms of its further growth.

Servant Leadership

One of the characteristics of a servant leadership approach was a positive impact on society (Liden, Wayne, Zhao, & Henderson, 2008; Liden, Panaccio, Meuser, Hu, & Wayne (2014). An example of servant leadership was the KLPGA's commitment to helping others in Korean society. The document analysis revealed that the KLPGA hosted a charity golf tournament and youth golf clinic (KLPGA vision, n.d). A newspaper reporter, Ahn, Hyung Joon (2015) from Newsen, reported that KLPGA players Choi, Hye Jung, Park, Yoo Na, Lee, Eun Hyung, Jung Ye Na, Yang, Seung Ah, and Park, Hyun Soon did volunteer work at residential facilities for the disabled.

Servant leadership theory also emphasized listening to the needs of employees and willingness to serve others (Spears, 2010). The KLPGA board members demonstrated a servant leadership approach by listening to the concerns of the players and making necessary changes for the betterment of the organization. According to Lim, Kim, and Kim (2010), the players addressed the issue that the KLPGA did not offer enough tournaments for the players; thus, the

players wanted to come to the U.S. LPGA Tour. The KLPGA strived to increase the number of tournaments and prize money, recruiting more sponsors to increase the number of tournaments and prize money amounts. The KLPGA was able to satisfy the needs and concerns of the players, which led to the growth of the organization (Lim et al., 2010). KLPGA leaders were concerned about players' welfare. One of the interview participants, Kim, Mi Young, thoroughly elaborated that:

Not all eighteen hundred players are exempted to play for the next year. One hundred and eight players are exempted for the KLPGA Tour (the first tier), one hundred and twenty players are exempted for the Dream Tour (the second tier) and Jump Tour (the third tier), and Senior Tour A total of about five hundred players are exempted to play next year.....the rest of the thirteen hundred players are either cooking at home (laughing), giving golf lessons, or have some other kinds of job to make a living. Therefore, each committee member is trying to launch workshops. We are trying to launch educational seminars to teach important skills and we still need more..... it would be great if we could host more tournaments, but we need more golf courses to host the tournaments. But it is not feasible because of weather. Out of eighteen hundred players, we might have some talented individuals we want to teach them more and they would be able to work for KLPGA as administrators. That is why we want to launch more educational workshops and seminars and “we” want to produce those talented individuals. We are not trying to fire the current employees, we are trying to expand the organization by recruiting more employees, and I want KLPGA players to become those employees. If we educate our players and hire them, then we will have more employees, KLPGA will expand, and it will contribute to the growth of KLPGA.

KLPGA board members and the chairs of different departments wanted to teach professional skills to the players. One of the interview participants, Park, Mi Young, stated that,

Educating the players takes time... In the past, we could not even think about teaching the professional skills to our players. We were focused only on increasing the number of tournaments. But now we have enough tournaments, so we focus not just on hosting enough tournaments, but we also think about “how can we protect the non-seeded players who are not playing the tournaments?” That is our next agenda.

The KLPGA leaders implemented educational seminars for players’ professional development. Players learned skills such as computer use and communication to pursue alternative careers. Former KLPGA leaders provided appropriate support for their employees’ development.

The document analysis revealed that the former president of the KLPGA, Son, Jong Gu, announced in 2009 that the KLPGA would focus more on players’ needs and concerns (Han, 2009). According to a newspaper article written by Han, Kyung Hoon in Segye Ilbo (2009),

KLPGA will be more player-centered. For KLPGA’s growth, we will enhance and further develop what has been working well, but we will mend or modify what has not been working well. If the articles of association or policies are not right for this era, then we will revise the articles of association for the betterment of the KLPGA.

It was assumed that the KLPGA made significant improvements, but it was uncertain if it was now truly player-centered, as the players seemed to be unhappy with the policy changes. The document analysis also revealed that the KLPGA’s leadership styles and policies should change for the sake of further development. Noh, Woo Rae (2015) from Asia Economy reported that KLPGA should focus more on the needs and concerns of the players, implying in the article

that the members of the KLPGA insisted on reforming the Pro-Am schedule. Noh (2015) argued that the Pro-Am schedule was not changed until the end of May, 2015.

Research Question 2

How have different leadership styles influenced the development of KLPGA?

Transformational Leadership Style

Transformative leaders empower and motivate their employees. Transformative leaders provide a vision for the organization and motivate their employees to reach their full potential (Northouse, 2010). The leaders of the KLPGA sought new strategies to improve the organization, and thinking outside of the box seemed to work, as the leaders implemented new strategies that contributed to the development of the organization. The new organizational structure was implemented after 1999, including its various divisions. Previously, the organization was unstructured; under its new organizational structure, the KLPGA hosted annual seminars for its players and implemented new policies. One of the interview participants, Park, Min Young, explained that:

We are financially more stable than before because the number of the members dramatically increased. Since we have more members, the amount of money we collect from the membership fees is greater. We have sufficient funds to operate KLPGA. That is a turning point.

Another of the interview participants, Kim Mi Young, stated that membership has significantly increased over the past eighteen years. She elaborated that:

The numbers of the members increased by eight or nine times compared to when I debuted on the tour eighteen years ago.

Another policy change that significantly contributed to the development of the KLPGA was signing a media contract. Multiple participants stated that the KLPGA did not have a media contract before 2006. For example, one of the interviewees, Park, Min Young, pointed out that:

We hired CEOs of Korean conglomerates as the presidents of KLPGA and we hosted more tournaments and signed a media contract, which contributed to the growth of Korean women's golf. The former president, Hong Suk Hyun, is the CEO of a major corporation and increased the number of tournaments from twelve to twenty-four before he resigned. The KLPGA signed a media contract in 2006, which the Korea Professional Golf Association could not even think about. What does this mean? Before a media rights contract, the sponsors of KLPGA paid production costs of a little over one hundred million dollars. After the new media contract, the KLPGA received revenues from a broadcasting company that paid all the production costs.

The leaders came up with creative ideas to improve the organization. When the leaders enacted new policies, they explained their reasoning so the players would understand why implementing the new policy was important. This was achieved through open communication with the players and the board members. Having open communication and sharing ideas empowered the players; sharing their opinions also enhanced the players' confidence. Empowering the players and enhancing their self-confidence transformed the players' attitudes. One of the participants, Kim, Min Chul, mentioned that:

The players' attitude has changed. I don't know whether or not the players were not interested in the administrative work of KLPGA. Or, even if they were interested, they could not participate for lots of different reasons..... Now, the participation rate is high.

The players have stronger emotional attachment to KLPGA than before. Now the players want to help KLPGA in its growth. I think things like that have changed a lot.

The new attitude was that players need to work and contribute to the organization. One of the participants, Kim, Min Chul elaborated that:

The players were not really interested in the administrative work of KLPGA. They did not know much about it.....their attitude was like “Oh, we are so grateful to have tournaments....They just played tournaments and were grateful to KLPGA for hosting the events. Now the players want to do administrative work a little bit and are aware of the problems of KLPGA. That is a big change.

Having open communication helped the players to learn about current issues in the organization and what needed to be done in order to resolve those issues. The players voluntarily provided their input and contributed to the growth of the organization. Players suggested that the KLPGA committee members benchmark the U.S. LPGA or JLPGA. According to the vice president, Park, Min Young,

We provide the highest quality customer service for the spectators. And compared to ten to fifteen years ago, we are benchmarking U.S. LPGA and JLPGA Tour. We created the Players’ Lounge...and we have other services for the players. We have medical staff to prevent injuries. This seems like a small change, but it is a big change. And I think this is a good foundation for further development...and I think the welfare of the players also has improved.....every system has been computerized so that fans can see which player is playing in what tournament, we have live scoring...all information is online.

Previously, the players were not aware of any issues within the organization because they were focused only on their results on the golf course. One of the interviewees, Kim, Min Chul, thoroughly elaborated that:

They weren't really interested in what was going on in KLPGA.... But their interest in the administrative work increased. That means their attitude has changed.

Encouraging the players to share their ideas builds stronger emotional attachments within the organization and helps contribute to its overall growth. Kim, Min Chul, explained that:

The players' attitude change has helped the growth of KLPGA.

Former and current players perceived that providing their input can actually help the organization to grow. These players were exposed to different golf associations such as U.S. LPGA and the Japanese Ladies' Professional Golf Association (JLPGA). Current players on the U.S. LPGA tour and JLPGA tour suggested to KLPGA board members that the overall welfare of the players should improve. According to the Executive Director of KLPGA, Park, Jin Hee,

Both current and former players who also played on the U.S. LPGA Tour suggested having a players' lounge at the clubhouse. We, the administrative staff members, have been examining whether this is feasible. We try to be considerate to our players. The U.S. LPGA Tour has a players' lounge at every tournament, and the facilities for the players' lounge is very neat and clean. That is something KLPGA is trying to learn from the U.S. LPGA. The players feel like they are treated well. KLPGA is striving to change that and improve it for the players, but it is hard to do everything that the U.S. LPGA is doing. We are trying to learn one thing at a time.... But we are making progress; we did not have a players' lounge until about two years ago. But this year, we had a players'

lounge at one tournament. The players compare these kinds of things between the U.S. LPGA Tour and KLPGA.

The players also proposed that having a post-athletic career plan would help non-seeded players. The KLPGA now established seminars for professional training to teach the players computer and communication skills. The participants stated that they prepared and participated in various workshops to teach the abovementioned skills. One of the interviewees, Kim, Mi Young, pointed out that:

Non-seeded players do not have consistent income....they are seeking another job to make a living.....that is why KLPGA board members decided to launch seminars for non-seeded players. Those seminars are professional training workshops.

In order to provide high-quality workshops, the KLPGA board members discussed what they wanted to achieve in these workshops. According to one of the participants, Park Min Young:

We want to teach the players professional skills, such as computer skills; we want to teach them professional skills so that they are good enough to work for the KLPGA. That is the purpose of the workshop, to create more jobs in the KLPGA. We do not want to hire non-seeded players just because they are our members, but we really want to teach them important administrative skills so that they can become administrative personnel for the KLPGA. That is what we want the KLPGA to do for non-seeded players.

Park Min Young mentioned that the KLPGA started seeing positive outcomes from launching the seminars. Some non-seeded players provided positive feedback after the seminars; these players felt that they could still have a career after their retirement. The KLPGA leaders envisioned that launching various workshops would bring success to the KLPGA. An article written by Chun, Young Ji (2014), in Sports Chosun showed that the KLPGA made an

agreement with Sport Nest to launch educational programs and produce female sports leaders. This was confirmed by another article written by Kang, Pil Joo for Sports Chosun (2014). The article stated that,

After signing a contract with Sport Nest, KLPGA will develop the educational programs and operate them, and will also share various information and content with education KLPGA players to produce women sports leaders.

The above statement was echoed by one of the interviewees, Kim, Mi Young, who said that the KLPGA needs to develop educational programs to produce women sports leaders. Implementing new policies to launch the seminars started resulting in positive outcomes for the KLPGA.

One of the good characteristics of transformational leadership theory was having a vision and implementing new policies for the future of the organization (Burns, 1978). Adopting new policies brought great success for the KLPGA. Thus, former presidents Son, Jong Gu, Hong, Suk Hyun, and Cho, Dong Man demonstrated their leadership abilities by bringing great organizational success to the KLPGA. Park, Min Young, elaborated that:

The organizational structure completely changed after 1999. Before, we did not have subdivisions such as the marketing department, it was very unorganized..... But after president Cho came, the organizational structure was changed.

Implementing new policies also helped the expansion of the KLPGA. Park, Min Young, stated:

When President Hong came into office, he changed the age restriction policy. He also changed the policies for the KLPGA Qualifying School. Before his term, the KLPGA only selected fifteen players per year from the Qualifying School....but under the new rule, KLPGA selected thirty, forty, up to sixty players a year. The members dramatically increased, and now we have eighteen hundred members.

The number of members significantly increased because of the new Qualifying School policies. Players and employees trusted their leaders' abilities, and players and members started to understand how they could contribute to the further development of the KLPGA. They were confident enough to share their voices for the sake of the continued growth of the KLPGA because former presidents Cho, Dong Man, Hong, Suk Kyu, and Kang, Choon Ja encouraged players to share their ideas through open communication. The KLPGA employees and players were inspired by their leaders' charisma, and the KLPGA members are more committed to work for the organization.

One of the characteristics of good leaders was having a vision and mission, setting the direction the organization should take in the future and establishing organizational objectives. Adhering to a vision and mission statement sets a good example for KLPGA employees and players, as well as implementing new policies in line with that vision and mission statement.

Having a vision and positive drive were good characteristics of the transformational leadership style. A former KLPGA president, Cho, Dong Man, implemented a new organizational structure and new policies to expand the KLPGA and achieve its organizational goals. Having a new organizational structure such as a three-tier competition level contributed to the development of the KLPGA (Herden, 2015).

A periodical article written by Herden (2015) stated that there were three levels of competition in KLPGA: the Jump Tour, the Dream Tour, and the KLPGA Tour. The KLPGA established these levels because membership exponentially grew in the late 1990s and early 2000s. This is attributable to Pak, Se Ri's success in 1998 and the implementation of a new policy on age restriction. Having three levels of competition gave the players opportunities to challenge themselves and prove they can compete and make a living as professional golfers.

Furthermore, it also provided opportunities to build mental toughness, as the players had to work their way up to the KLPGA Tour from the Jump Tour (Herden, 2015).

The KLPGA Tour hosts about thirty-one tournaments a year, and the players are prepared to play on an international level. Therefore, the KLPGA players made an easy transition when they came to the U.S. LPGA Tour, gaining international tournament experience. An article written by Ryu, Shi Hwan (2016) in Seoul Economy supported Herden's point that KLPGA hosted international tournaments to support globalization. Moreover, the KLPGA hosted workshops and seminars to teach manners and how to handle media demands; therefore, Korean players learned how to manage sponsor commitments and media demands. The expansion of the KLPGA Tour contributed to the success of Korean women golfers and increased the popularity of the KLPGA. The establishment of three levels of tours and the implementation of new age restrictions were examples of a transformational leadership approach because they adhered to the global vision of the KLPGA. Vice President Park, Min Young, pointed out in the interview that,

We expect that golf will be very popular in China. But we are just beginning and we want to collaborate with and build a foundation...and let's globalize KLPGA by hosting the KLPGA tournaments in other countries. Nevertheless, it is early....still... because our market is small, but our players' athletic ability is the best in the world....we are trying to figure out how to achieve that goal... we need to find out what method we need to use to achieve that goal and globalize the KLPGA like U.S. LPGA Tour... Now the U.S. LPGA Tour, JLPGA, and Ladies' European Tour (LET) are the three big tours in women's golf. We are trying to build a foundation so that we can further grow....

According to a newspaper article written by Park, Jong Min, in Hanguk Ilbo (2016), vice president of the KLPGA, stated that,

Vietnam is close to Korea and living expenses are cheap. Also, the weather is great for golf. That was why I thought Vietnam would be an ideal place to host a KLPGA tournament. We are also looking at China and other Asian countries. Our goal is to create a “Korean Wave” in golf. KLPGA wants to create other golf-related content in Asia and expand the KLPGA Tour. (Park, 2016).

The KLPGA was thus thoroughly prepared for globalization, and it would have a positive impact on the further development of the KLPGA in the future.

The KLPGA implemented a new eligibility policy for globalization. From a Chosun Ilbo report written by Choi, Soo Hyun (2015), the KLPGA implemented other policies to globalize its brand in the international market, changing the eligibility rule whereby non-Korean players can also apply to a Qualifying School and become a KLPGA member. A Qualifying School is an annual tournament that determines who will be eligible to play KLPGA tournaments and gain or regain their full-time member status in the following year (Choi, 2015). It was revealed in the document analysis that a player from Uganda, Flavia Namacula, applied for the Qualifying School to gain a KLPGA membership (Kim, 2016). According to a newspaper article written by Moon (2016), in Golf Times, the globalization of the KLPGA was one of the agenda items for 2016. A foreign player participating in a KLPGA event received attention from leaders, players, administrators, and media because this was a starting point for the globalization of the KLPGA (Moon, 2016).

Authentic Leadership Style

Luthans and Avolio (2003) argued that optimism was one of the good qualities of an authentic leadership approach. The chairs of many departments and the vice president of the

KLPGA believed that they would be able to achieve their organizational mission and vision.

According to one of the interview participants, Kim Mi Young,

Yes, people say that KLPGA is one of the three prestigious women's golf tours, but KLPGA wants to become one of the two most prestigious women's golf tours in the world. That is our goal. We have challenges because of weather, so we are expanding our tour to China and other countries because we have learned how to operate the organization and tournaments from U. S. LPGA Tour. Just like that, our fellow Korean women golfers can learn from us..... if we can build a good foundation to host tournaments in foreign countries and provide the opportunities for our fellow Korean women players to play more tournaments in foreign countries, why can't the KLPGA become one of the most prestigious women's golf tours in the world? We believe we can do that.

The chairs of many departments and the vice president's passion and positive attitude contributed to the development of KLPGA.

George (2003) argued that authentic leaders had passion and were determined to achieve their organizational goals. Authentic leadership style was demonstrated by the former KLPGA presidents and the former vice president. One of the interviewees, Bang, Hye Jin, said that:

By the way, in the KLPGA in the beginning, Vice President Kang Choon Ja, the former vice president, Han Myung Hyun, and the other former presidents really put a lot of effort into developing the KLPGA. Now a lot of things have changed, but during the early years, everything was inadequate and we did not have much resources and money. I heard that the former presidents asked the broadcasting companies and sponsors for financial support, and I think that is why we are successful now.

A brilliant achievement of Kim Sung Hee was to produce a women's golf tournament during the initial stage of women's golf in South Korea. It was revealed in the document analysis that she collected money from affluent ladies from families that owned conglomerates to raise funds for women's golf tournaments. Her dedication became one of the driving forces in the development of the KLPGA (Kim, 2005) (KLPGA History, n.d).

Relational transparency was a key characteristic shared by authentic leadership, servant leadership, transformational leadership, and participative leadership styles. Leaders and employees shared their motivations and concerns. Relational transparency occurred when a leader openly shared his or her feelings, motives, and perspectives with their employees (Rowe & Gurrero, 2013). Having open communication built trust and strengthened teamwork (Gardner et al., 2005; Kernis, 2013). KLPGA administrators listened to their players' concerns and tried to accommodate their needs. For example, some of the players asked for a players' lounge for each tournament. One of the interview participants, Park, Min Young, thoroughly explained that:

We are considerate of our players and spectators. Compared to the tournaments fifteen, ten years ago and our tournaments now, even though we are still benchmarking foreign female professional golf tours, we now have the Players' Lounge at each tournament and other kinds of services for our players. We also have medical staff to prevent and cure injuries. These changes may seem small, but they are significant. This was a turning point for our changes, and things like welfare of the women professional golfers are much better now than before. Everything has become computerized, so that people can view live scoring of the players and fans can also find out which player will be participating in what tournament, etc..

By listening to the players and identifying the issues, the Players' Association and KLPGA board members were able to resolve many of their problems. KLPGA board members listened to players' ideas and evaluated the pros and cons of each idea, deciding to establish a players' lounge for each tournament. Leaders who demonstrated relational transparency were viewed as authentic leaders because they openly shared who they are with their followers (Northouse, 2013).

Terry's (1993) practical approach focused on identifying the real problems in the organization. The members were able to identify critical issues hindering further development of the KLPGA. Being able to identify the real issues was an important change because the players were previously unaware of any administrative problems. The current players, who also played on the U.S. LPGA Tour, suggested that the players' welfare should be improved. They expressed to the KLPGA board members what they felt the U.S. LPGA Tour has done for the players' welfare, also mentioning that the sponsorship contract should be changed. Given their new opportunities to share their concerns with leaders and board members, the KLPGA players were able to provide constructive feedback for the continued development of the organization. Furthermore, by demonstrating participative, authentic, transformational, and servant leadership styles, the players were able to voice their concerns freely. The board members and the leaders listened to the players' constructive feedback and accepted various suggestions from the players. The majority of the issues have been resolved; however, some of the problems remain. It is difficult to implement policies similar to those of the U.S. LPGA and JLPGA overnight.

CHAPTER 5

DISCUSSION, IMPLICATIONS, AND CONCLUSION

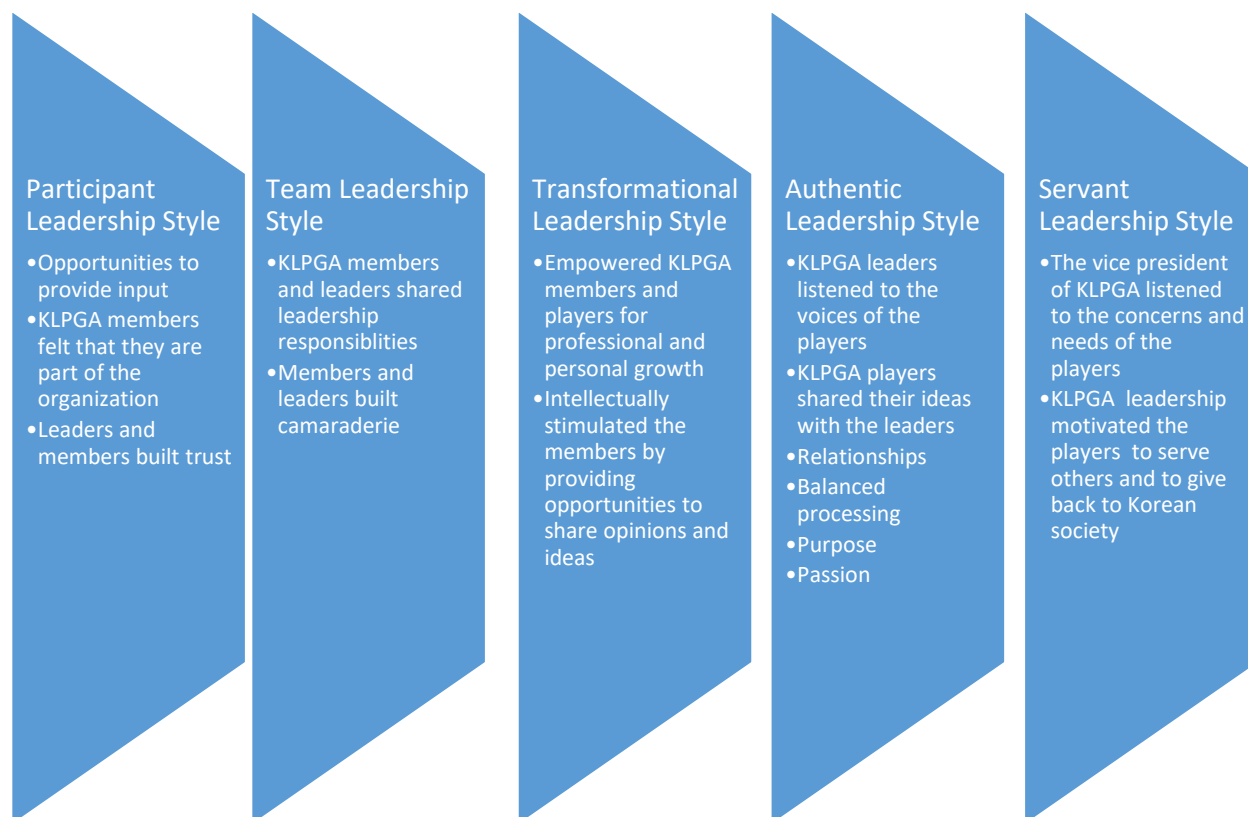


Figure 3 KLPGA Leadership Styles and Characteristics

Korean women's golf has made significant developments in spite of its short history. Korean female golfers delivered outstanding performances in the U.S. LPGA Tour, which is the most prestigious women's golf organization in the world. Five of the top ten female golfers were Korean, and Korean female golfers accumulated more than one hundred wins in the LPGA (Kim et al., 2010). Most previous studies focused on the successes of Korean golfers and the relationships between the coaches and the junior golfers, while there has been a lack of research on leadership styles within Korean women's golf, in particular the KLPGA. Therefore, this

study examined the leadership styles that have contributed to the development of the KLPGA. After interviewing and reviewing the documents, the following leadership theories were identified: participative leadership, team leadership, transformational leadership, authentic leadership, and servant leadership.

Participative Leadership Style

One of the characteristics of participative leadership theory is that leaders listen to the employees' ideas and input. Participative leaders listen to their subordinates' opinions and take their input into serious consideration before making a decision (House & Mitchell, 1975). Leaders and employees shared their ideas, and employees feel that their input is valued (Northouse, 2013). Employees feel that they are a part of the organization, so this leadership style builds trust between leaders and their employees (Northouse, 2013). KLPGA board members and presidents listened to their employees' and the players' opinions, and members of these groups thus felt that they were a part of the organization. The players realized that they were allowed to speak when issues arose; furthermore, employees and players alike were motivated to work even harder than before for the KLPGA and its development.

It was surprising that a participative leadership approach was demonstrated in a Korean sport organization because Korean sport leadership is heavily influenced by Confucian doctrine, which emphasizes hierarchy and respect to elders (Park et al., 2012). Therefore, subordinates did not typically offer opinions, as they were supposed to follow the supervisors' suggestions or orders.

Team Leadership

The team leadership model helps to understand how team leadership operates in the workplace (Daft, 2005). This model provides guidelines for how to identify organizational

problems and possible solutions to resolve the issues. The model suggests what actions leaders need to take in order to ensure the team's effectiveness (LaFasto & Larson, 1989; Nadler, 1998). Building a collaborative environment is important for a team to be effective; group members need to be honest, accountable, and supportive to build trusting relationships (Larson & LaFasto, 1989). Team members need to be willing to listen to others' needs, take risks, and support one another (Larson & LaFasto, 1989). KLPGA committee members shared responsibilities in order to achieve their organizational goals. The KLPGA had three operations departments and five committees. Each department and committee had different tasks, and its members shared responsibilities. Committee members shared feedback from the players and valuable ideas with committee members to help resolve problems. This finding confirmed the previous study done by Larson and LaFasto (1989): good team leaders share ideas and responsibilities to increase organizational effectiveness. Sharing opinions and input among group members creates camaraderie. Team members have different responsibilities, and each member can contribute to the success of the team. If teams do not work in a collaborative climate, team performance suffers. Some teams fail not because of the incompetence of the group members, but because of a lack of team collaboration (Zaccaro et al., 2001). Effective team leaders emphasize group harmony and strive to create a collaborative working environment.

Team leaders also should identify whether there are any internal relational conflicts among group members, in which case a team leader should enforce internal relational action (Kinslaw, 1998; Pauleen, 2004). If the organizational goal is not clear, an internal task intervention is needed. Team leadership theory was found to be effective for the growth of the KLPGA because it created a clear vision and enforced it with its members and employees. KLPGA members are adhering to achieve the organizational goals. KLPGA has been striving

for globalization, has established a Youth Golf Program, and is committed to community service. If the organization is not providing proper support to its team members, perhaps an external environmental intervention is necessary. Leaders should help their team members to adapt to changes so that the team members can learn how to deal with the external environment in this fast-changing society (Ancona, Bresman, & Caldwell, 2009).

External leadership actions protect team members from the external environment and also help group members stay connected to that environment (Kroger-Hill, 2007). External leadership actions include networking, protecting team members from the external environment, negotiating with senior management for recognition, support, and resources, advocating a team environment, assessing environmental indicators, and sharing relevant information with team members (Kroger-Hill, 2007). The KLPGA leadership style was in line with team leadership theory because former KLPGA presidents Cho, Dong Man, Sung, Ha Hyun, Hong, Suk Hyun, and Son, Jong Gu used their business network to grow and expand the KLPGA. A leader tries to help team members build business networks with alliances, shares the necessary information to achieve group success, negotiates with upper management for resources, and protects workers from environmental distractions (Kroger-Hill, 2007).

Teams also need structure to reach their organizational goals. Effective teams have characteristics such as task design, team composition, and core norms of conduct (Wagerman et al., 2009). The findings of this study corroborate previous research done by Wagerman et al. (2009), revealing that establishing different departments was proven to be effective for the development of the KLPGA. Task force teams need to build trust and group collaboration. Members of creative teams should have autonomy so that each member can take risks. Tactical

team members need to possess effective communication skills among group members (Larson & LaFasto, 1989).

Teams are comprised of individuals with different backgrounds and competencies; however, these individuals are carefully selected as members of a group (LaFasto & Larson, 2001). Team members should have a sense of unity and should be committed to achieving their organizational goals. Group members develop a sense of unity and togetherness by being involved in all aspects of the process (Larson & LaFasto, 1989).

Larson and LaFasto (1989) indicated that successful teams have the following common characteristics: clearly articulated goals, a results-oriented structure, competent team members, unified commitment, a collaborative climate, standards of excellence, external support and recognition, and principled leadership. Groups should have a clear goal in order to achieve their organizational objective. Hackman (1990) argues that teams fail because they do not have a clear goal. Furthermore, goals should be motivating so that team members believe them to be worthwhile (Larson & LaFasto, 1989). Successful team members stay focused and do not allow external factors to obscure their goal. Furthermore, effective team leaders help their group members stay focused on accomplishing group objectives (LaFasto & Larson, 2001). The aforementioned characteristics of a team leadership style were proven to be effective for the development of the KLPGA, which had the organizational goal of enhancing its status in the global market, and KLPGA leaders, administrators, and players all shared this goal. Therefore, the KLPGA launched its first tournament in Vietnam even before its official season began.

Transformational Leadership

Transformational leaders create a vision to help motivate and empower their employees. From the document analysis of the KLPGA vision statement, KLPGA leaders created a vision

that includes improving Corporate Social Responsibility (CSR), enhancing brand image, developing the leadership program, producing women sport leaders, and improving the status of the KLPGA in the global market (KLPGA vision, n.d). KLPGA players and employees were empowered by their leaders' clear vision for the organization. From data analysis of the interview transcripts and various documents, it was determined that the KLPGA was adhering to its vision statement to accomplish its organizational goals. This result was supported by previous research done by Burns (1985) and House (1978) that transformative leaders provide clear goals and motivate their employees.

One of the good leadership characteristics that contributed to the development of the KLPGA was the empowerment of its players. The interview transcripts revealed that some KLPGA leaders motivated the players to provide suggestions for further development of the KLPGA, so the players understood the organizational goal. By sharing their ideas and opinions, the employees and the players were intellectually stimulated, encouraged to think critically, and provided valuable input for the organization's development. This finding supported a previous study by Riestow et al. (1999) that intellectual stimulation had a positive impact on organizational effectiveness. This result was corroborated by Lee and Jeong's (2012) study, which indicated that intellectual stimulation had a significant correlation with employee satisfaction.

The players' mindsets and attitudes changed after the globalization of the KLPGA. The players who participated in the U.S. LPGA Tour and Japan Ladies' Professional Golf Association (JLPGA) recognized the systems and programs that would encourage the growth of the KLPGA. The committee members evaluated the strengths and the weaknesses of each proposal and adopted a new system. KLPGA board members were intellectually stimulated

because they identified the issues, gathered information, evaluated the strengths and weaknesses of each option, and implemented a new policy. This finding validated previous research done by Ristow et al., (1999), Bass (1985), Burns (1978), and House (1978) that transformational leaders influence and empower employees for personal and professional growth and contribute to organizational development.

Authentic Leadership

Good characteristics of an authentic leader include self-awareness, interpersonal skills, confidence, hopefulness, optimism, transparency, ethics, being future-oriented, and giving priority to developing associates into leaders (Luthans & Avolio, 2003). According to Luthans and Avolio (2003),

Authentic leaders have the following characteristics, such as, self-awareness and self-regulated positive behaviors on the part of leaders and associates, fostering positive self-development. The authentic leader is confident, hopeful, optimistic, resilient, transparent, moral/ethical, future-oriented, and gives priority to developing associates to be leaders. (p. 243)

The characteristics listed above are known to be fixed traits, but they can also be learned and taught (Avolio & Gardner, 2005). They are motivated to succeed and welcome any challenges that might arise (Bandura, 1997; Luthans & Avolio, 2003; Avolio & Gardner, 2005). Optimistic leaders believe that they have the ability to achieve their goals and view life with a sense of abundance (Covey, 1990).

One of the good traits of authentic leaders is having good interpersonal relationships with their subordinates (Eagly, 2005). This leadership style encourages subordinates to share their ideas openly and help leaders to identify the issues their subordinates are facing. This interaction

between leaders and employees can improve trust and authenticity (Northouse, 2012). One of the participants stated that there was no communication between the players and KLPGA employees in the 1990s. The players were concerned only about having successful careers, and were thus not contributing to the growth of the organization. However, the frequency of the interaction between board members, committee members, and players increased after the globalization of the KLPGA, and these interactions helped them identify both problems and solutions. They were able to find the best possible solution for new sponsorships and eligibility issues.

Bill George's (2003) authentic leadership approach focuses on how to develop the characteristics of a good authentic leader, claiming that good authentic leaders have a sense of purpose. They are passionate about achieving their goals and are strongly determined to achieve them. Multiple document sources mentioned that the former president of KLPGA, Kim Sung Hee, demonstrated an authentic leadership style by asking the members of the Ladies' Club at many renowned country clubs to collect funds for KLPGA tournaments (Kim, 2005) (KLPGA History, n.d). This was an unusual method of raising funds, and presumably she faced many challenges. Regardless, she continued to ask for funds from members of numerous country clubs for the development of the KLPGA.

Servant Leadership

One of the characteristics of the servant leadership approach is a willingness to listen to and serve others—one of the leadership traits that contributed to the growth of the KLPGA. According to some interviewees, the vice president listened to the players and employees and accepted invaluable input that could contribute to the development of the KLPGA. This motivated the players to provide good ideas because they realized that their input would not be

automatically rejected. The KLPGA vice president listened to the needs of the players, and the employees seemed to appreciate it. The players suggested having a players' lounge at each tournament; even though the interviewees did not clearly state that it took many years to launch a players' lounge idea, they implied it in their responses. There have been many obstacles to satisfying the players' needs, including budget, time, and the agreement of the organization's board members. Despite these challenges, the KLPGA board members strived to satisfy the needs of the players. The current executive director also mentioned that the committee members always try to listen to and serve the players. The players provide input, and the committee members determine the feasibility of their requests. The KLPGA players suggested having medical staff on site for injuries at each tournament; now, after listening to the players' suggestions, the KLPGA finally has a medical staff on site. Even though not all players' requests have been fulfilled, the committee members strived to meet the needs of their players. This finding confirmed Spears's (2002) previous research that good servant leaders listen to the needs and concerns of their subordinates.

The former Executive Director also stated that KLPGA board members were trying to improve the players' post-athletic career prospects. The KLPGA board members heard the voices of those players who did not have successful careers. The players proposed seminars to learn new skills such as computer training, communication, language, and administrative skills. The players requested workshops because they were financially struggling due to their unsuccessful athletic careers and were worried about their quality of life after their athletic careers ended. One of the interview participants elaborated on the issues that players encounter; the KLPGA board members again listened and tried to satisfy the needs of the players, as they

were willing to serve the players. Spears (2002) also stated that servant leaders focus on the personal and professional development of employees.

Implications and Conclusion

The purpose of this study was to examine how different leadership styles have contributed to the development of the KLPGA. Since little previous research has focused on these leadership styles and their contribution to Korean women's golf, this study provides an understanding of the various approaches to leadership and their respective effects. It was also important to understand these shifts in leadership style within the context of economic growth, societal changes, Confucianism, history, culture, and governmental authority.

The results of this study revealed that the following leadership theories have contributed to the development of the KLPGA: participative leadership, team leadership, transformational leadership, authentic leadership, and servant leadership. The study showed that demonstrating effective leadership styles changed the KLPGA's organizational structure, empowered employees, created camaraderie, and contributed to the growth of the organization. A transformational leadership style contributed most among the various leadership theories; even though not all former presidents of the KLPGA demonstrated a transformational leadership style, two former presidents, Cho, Dong Man and Hong, Suk Hyun, exemplified this approach. The aforementioned presidents demonstrated characteristics of transformational leadership, including creating a vision, empowering employees, and showing the ability to accomplish organizational goals.

One of the conclusions that can be drawn from the literature review was that the authoritarian leadership style, national changes, and economic growth influenced the development of Korean sports. Two former presidents, Park, Jung Hee and Chun, Doo Hwan,

demonstrated an authoritarian leadership style for fast economic growth, improvement of the social order, and enhancement of the national image through sport in the international setting. These two presidents forced government leaders to host international sporting events, including the 1988 Olympic Games, to improve Korea's national image. These two former presidents also influenced the development of other sports, such as baseball, and the construction of the National Olympic Village for the national teams. Scholars such as Jeong (2009), Ha and Manga (2002), and Hong (2012) indicated that the authoritarian leadership approaches demonstrated by former presidents Park, Jung Hee and Chun, Doo Hwan contributed to the rapid growth of Korean sport in the modern era.

We may assume that the type of authoritarian leadership style exemplified by Park and Jun contributed initially to the development of the KLPGA. During their presidencies, Korea's economic growth brought changes in society, culture, people's lives, education, and sports. Economic development changed the way people enjoyed sports and leisure (Jeong, 2009). More sports were introduced to Korean citizens, and more citizens started playing golf. Therefore, the population of people playing golf and the number of golf courses increased. The number of female golfers and junior golfers increased as well, and the KLPGA was established as an entity independent of the KPGA in 1988. Due to the sudden increase in golf participation, as well as the authoritarian style exemplified by the country's presidents, this authoritarian attitude towards leadership presumably found its way into the KLPGA as well. Some of the interviewees implied that one of the former presidents demonstrated an authoritarian leadership style, but they hesitated to thoroughly state it. Over time, however, the KLPGA shifted away from an authoritarian style of leadership and towards the other forms of leadership previously mentioned.

The findings of this study revealed how different leadership styles helped the growth of the KLPGA. Implementing different leadership styles brought great success for the KLPGA and transformed the organization. Some of the prominent successes of the KLPGA included an increased number of members, increased number of tournaments, increase in overall prize money, and an increased number of partnerships with conglomerates. Furthermore, the KLPGA developed a Youth Program to help children learn golf, and enhanced its brand image in the international setting. According to the KLPGA vice president, Kang, Choon Ja, the number of female junior golfers grew exponentially after Pak, Se Ri's success. Female junior golfers who were inspired by Pak, Se Ri's success turned professional; therefore, the number of KLPGA members significantly increased in the late 1990s and early 2000s. As the KLPGA expanded, its board members believed that it would be appropriate to recruit an expert who operated one of the leading companies in Korea. Vice President Kang, implied that after the former president Cho, Dong Man was elected, a new organizational structure was implemented. Having such a systematic organizational structure has contributed to the continued growth of the KLPGA. The former president Cho, Dong Man, who studied abroad, presumably learned policies from the U.S. LPGA Tour and the Ladies' European Tour and implemented them in the KLPGA. He also implemented new policies for the globalization of the KLPGA.

Other former presidents also had business expertise and tried to globalize the KLPGA in the mid-1990s. One of the interviewees stated that the first international tournament was hosted under the former president, Sung, Ha Hyun. This was an eye-opening tournament for the KLPGA. The first international tournament, the Seoul Ladies' Open, was hosted in 1992 and was a turning point for the expansion of the KLPGA. In 1999, under the president Cho, Dong Man, the first international competition between the KLPGA and the Japanese Ladies'

Professional Golf Association (JLPGA) was launched. The tournament was named the Pinx Cup. The purpose of hosting the Pinx Cup was to promote friendship with the JLPGA. The KLPGA and JLPGA have now been hosting the Pinx Cup for sixteen years.

Hosting international tournaments was vital for the expansion of the KLPGA. Furthermore, it enhanced the brand image of the KLPGA in an international setting. Presumably, former presidents Sung, Ha Hyun and Cho, Dong Man had a vision that hosting international tournaments would contribute to the development of the KLPGA and enhance its brand image in the international market.

The findings of this study suggested that different leadership styles should continue to be utilized for the increased growth of the KLPGA. One of the interviewees, Bang Hye Jin, said that KLPGA board members still use a leadership style that worked twenty years ago, but may not be appropriate to today's context. The KLPGA should eliminate policies that do not work in 2016, a viewpoint supported by the former president, Son, Jong Gu. The findings of this study suggest that a contingency leadership theory should be applied for the growth of the KLPGA. A contingency theory suggests that a leader's effectiveness depends on how well the leader's style fits the context (Fidler & Cheers, 1974). The policies and associations that worked twenty years ago might not be appropriate in the current era. KLPGA board members should be willing to implement new policies that are appropriate to meet the current needs of the development of the KLPGA.

Other sport organizations can learn from the KLPGA's example of how demonstrating effective leadership styles can transform an organization. This study provides an understanding of leadership styles that contributed to the development of the KLPGA, and thus will prove useful to other organizations. Other Korean women's sport organizations such as the Korea

Archery Association (KAA) and the Korea Skating Union (KSU) can learn from the KLPGA about what leadership approaches played important roles for the development of Korean women's golf and, by extension, what leadership approaches they might incorporate for their own success

Limitations

One of the limitations of this study was that interviews and documents were the only sources of data; therefore, it was difficult to quantify the effects of good leadership characteristics such as employee satisfaction, organizational behavior, and organizational loyalty. This made it more difficult to compare the efficacy of various leadership styles and evaluate them comparatively. Another limitation was that some of the interview participants hesitated to disclose any weaknesses of the KLPGA, so their accounts may have been biased towards a positive portrayal of the organization. Without a more detailed knowledge of the organization's weaknesses, it is difficult to evaluate its current leadership styles with accuracy or to recommend one leadership style over another.

Another limitation of this study was that it was difficult to translate some phrases and words directly into English. Therefore, the researcher lost some meanings while transcribing the interviews. The researcher sought alternative yet equivalent words or phrases to deliver the messages from the participants. In particular, it was hard to translate how the KLPGA was led before the 2000s. The Vice President of KLPGA, Kang, Choon Ja, stated that the KLPGA did not have an organizational structure and operated without plans before the 2000s. I did not fully understand what she meant by operating KLPGA without plans. I wanted to ask her to specify how KLPGA operated without an established organizational structure before the 2000s. However,

I sensed that she was hesitant to speak about it further, so I was not able to ask additional questions, which prevented me from getting more in-depth data.

Future Research

Even though the KLPGA has developed significantly, there seems to be ample room for improvement. Future research should focus on what is hindering the further development of the organization. KLPGA board members realize that the success of the KLPGA will not be permanent, so in order to adapt to changing realities, board members need to demonstrate a servant leadership and a participative leadership style more than they have in the past fifteen years. Even though a servant leadership style contributed to the development of the KLPGA, one of the characteristics, status quo, has hindered further development of the KLPGA. One of the interviewees stated that the KLPGA board members are satisfied with the current success of the KLPGA and do not understand the need to plan for the organization's further development. Some of the KLPGA players and committee chairs anticipate that the KLPGA's success will not last long. They have brought their issues to board members, but the board members do not understand the need to implement new policies and demonstrate new leadership styles. KLPGA board members, various committee members, and players need to have open communication in order to implement new policies. KLPGA board members should not be satisfied with the organization's current success, but should prepare for the further growth of the KLPGA and women's golf in Korea. Greater willingness to engage in open communication with the players would contribute to the development and globalization of the KLPGA. Demonstrating servant leadership and participative leadership approaches more effectively would help the KLPGA to achieve its mission of globalization.

Future studies should examine what the KLPGA should do for its continued growth and the growth of South Korean women's golf. The results of this study revealed that transformational, authentic, servant, team, and participative leadership approaches contributed to the development of the KLPGA. A confirmatory research study using quantitative methods is needed to validate the results of this study. A quantitative study should also be done to measure how characteristics of good leadership such as honesty, confidence, and charisma impact employee satisfaction, organizational behavior, and organizational loyalty. Furthermore, future research should identify what kinds of leadership approaches contributed to the development of the KLPGA by using a cause-and-effect method.

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APPENDIX A

INTERVIEW GUIDELINE

1. Thank you for your participation. Before we start the actual interview, I would like to get to know my participants. Could you please tell me a little bit about yourself?
2. When you started working in the golf industry, how was it? How would you describe of the Korean Ladies Professional Golf Association (KLPGA) back then? Was it very different compared to now? (Ask a probing question; if yes, could you please elaborate it?)
3. How has the KLPGA's organizational structure and leadership style been changed?
4. As you know, Korea has unfavorable condition to build golf courses and there is lack of natural resources. Yet, golf has become a very popular sport. In your opinion, what were the most important leadership roles that have shaped and reshaped the golf culture?
5. Despite of having unfavorable conditions to build golf courses, Korean women golfers have been performing well on the U.S. LPGA Tour. What leadership styles/roles have contributed for the development of women's golf?
 6. When you were the president of the KLPGA, what vision(s) did you have?
7. Did you have a long-term roadmap/outline to formulate vision(s), mission, and policies? If yes, could you please elaborate them?
8. The KLPGA has significantly changed, especially over the last 10 years or so. Why did you think the change was necessary? What was/were your inspiration? What did you do to change/implement new vision(s) and policies?

9. Even though the KLPGA has made a significant improvement, do you think there is still an ample room for improvement? If yes, what is (are) the most effective leadership style(s)/role(s)?

APPENDIX B

INTERVIEW GUIDELINE (KOREAN VERSION)

1. 안녕하세요, 귀중한 시간을 내 주시어 인터뷰에 응해 주셔서 진심으로 감사

드립니다. 앞서 말씀 드린 데로 저는 현재 미국 조지아 대학교에서 스포츠 사회학

박사과정을 밟고 있는 이주연이라고 합니다. 한국 여자 골프의 리더십에 대해서

논문을 쓰고 있습니다. 인터뷰를 시작하기에 앞서, 본 연구의 목적과 중요성에

대해서 설명을 드리고자 합니다. 본 연구의 목적은 한국 여자 프로 골프 협회의

발전에 어떠한 리더십 스타일들이 영향을 미쳤는지를 조사하는 하는 것 입니다.

또한 어떠한 요소들이 한국 여자 골프의 발전을 방해하고 있는 지를 조사 하는 데

목적이 있습니다. 이러한 점들을 연구하고자 아래의 질문들을 여쭙어 보려고

합니다. 답변을 해 주신 내용은 본 연구의 목적 이 외에는 사용되지 않을 것 입니다.

2. 먼저 간단한 본인 소개를 부탁 드립니다.

3. 한국 여자 프로 골프협회 (KLPGA)에는 근무 하신지는 얼마나 되셨습니까? 현재

박사님께서는 정확하게 KLPGA 의 어떤 부서에서 근무를 하시고 계십니까?

박사님께서 계신 부서는 정확하게 어떤 업무를 보는 곳 입니까?

4. 한국 여자 프로골프협회에 입문 하셨을 때와 지금의 KLPGA 를 비교하면 많이 달라진 점이 있습니까? 있다면 어떠한 점들이 달라졌는지 구체적으로 설명을 해 주시기 바랍니다.
5. KLPGA 의 협회 조직이나 구성, 그리고 리더십에서 많은 변화가 있었습니까? 만약 있었다면 어떤 변화가 있었는지 구체적으로 설명을 해 주시기 바랍니다.
6. 한국은 골프를 하기에 굉장히 열악한 조건을 가지고 있습니다. 그럼에도 불구하고 골프가 아주 인기 있는 스포츠로 발전하였습니다. 그러한 발전이 있기까지, 그리고 골프가 대중 스포츠로 자리잡기까지 어떤 리더십 스타일이나 리더십 특징이 가장 중요하게 작용했다고 생각하십니까? 그러한 발전이 있기까지 역대 회장님들의 역할이 컸다고 생각하십니까? 만약 그렇다면, 구체적으로 설명해 주시기 바랍니다.
7. 골프를 하기에 어려운 환경임에도 불구하고, 한국 여자 프로골프 선수들은 미국 LPGA 투어에서 눈부신 활약을 펼치고 있습니다. 어떠한 리더십의 역할이 한국 여자 골프의 발전에 도움이 되었다고 생각하십니까?

8. 지난 14-15 년 동안 KLPGA 에는 많은 변화가 있었습니다. 어떠한 긍정적인 변화와 부정적인 변화가 있었습니까? KLPGA 가 변화하는데 있어서 역대 회장님들의 리더십의 스타일이나 역할이 많은 영향을 미쳤다고 생각하십니까?
9. KLPGA 는 그 동안 많은 발전을 이루었습니다. 하지만 아직도 개선 돼야 되는 부분들이 있다고 생각하십니까? 있다면 어떠한 부분들이 개선 돼야 된다고 생각하십니까? 또 한국 여자 프로골프협회가 더 많은 발전을 이루기 위해서는 어떠한 리더십을 필요로 한다고 생각하십니까?
10. 한국여자골프협회가 더 많은 발전을 하려고 노력하는데, 아직은 원하는 단계에 이르지 못 한 것 같습니다. 더 많은 성장을 하는 데 어떠한 요소들이 방해가 되고 있습니까?

APPENDIX C

INFORMED CONSENT FORM

November 9, 2015

Dear Director Il Mi Jung,

I am a Ph.D. student under direction of Dr. Billy Hawkins in the Department of Kinesiology at The University of Georgia. I invite you to participate in a research study entitled Leadership in Korean Women's Golf. The purpose of this study is examine how different leadership styles contributed to the development of Korean women's golf, and to understand some of the barriers that are hindering the further development of Korean women's golf.

Your participation will involve a personal interview and should only take about sixty to ninety minutes. Your involvement in the study is voluntary, and you may choose not to participate or to stop at any time without penalty or loss of benefits to which you are otherwise entitled. The investigator intends to retain and analyze already collected data relating to the subject up to the time of subject withdrawal. If you decide to stop or withdraw from the study, the information that can be identified as yours will be kept as part of the study and may continue to be analyzed, unless you make a written request to remove, return, or destroy the information.

The interviewees' personal information and data will not be disclosed, and a pseudonym will be used to protect the identity of the interview participants. Their responses will only be used for the purpose of this study. The interview transcripts will be saved on an investigator's personal computer. The interview transcripts will be saved with a pseudonym and interview date to ensure confidentiality. Only the investigator will have the access to data. The transcripts will be shared with the interview participants for accuracy of the information that they provided. The results of the research study may be published, but your name or any identifying information will not be used. In fact, the published results will be presented in summary form only.

The findings from this research would inform the sport management researchers and practitioners about the leadership characteristics that contributed to the development of Korean Ladies Professional Golf. There are no known risks or discomforts associated with this research.

If you have any questions about this research project, please feel free to call me at (954)243-6217 or Dr. Billy Hawkins at (706) 542-4427 or send an e-mail to Jooyeon@uga.edu. Questions or concerns about your rights as a research participant should be directed to The Chairperson, University of Georgia Institutional Review Board, 629 Boyd GSRC, Athens, Georgia 30602; telephone (706) 542-3199; email address irb@uga.edu.

By completing and returning this questionnaire in the envelope provided, you are agreeing to participate in the above described research project.

Thank you for your consideration.

Sincerely,

Esther Lee

APPENDIX D

INFORMED CONSENT LETTER (KOREAN VERSION)

안녕하세요, 먼저 본 연구에 참여해 주셔서 감사합니다. 본 연구의 목적은 한국 여자 골프의 발전에 어떠한 리더십 스타일들이 영향을 미쳤는지에 대해 조사를 하는 데 목적이 있습니다. 또한 어떠한 요소들이 한국여자골프가 더 발전하는 데 있어서 방해가 되는지를 조사하는데 목적이 있습니다.

인터뷰참가에 앞서 귀하의 연구참가동의를 얻고자 합니다.

연구참가자로서 귀하는 한 시간에서 한 시간 반 소요의 인터뷰에 참여하시게 될 것이며, 필요에 따라 2 차 전화인터뷰에 참여하시게 될 것입니다. 인터뷰는 귀하의 동의 하에 녹음될 것입니다. 그러나 인터뷰 후에 마음에 들지 않거나 사용되지 않기를 바라는 부분이 있다면 삭제를 요청하실 수 있습니다. 또한 질문 내용 중 귀하께서 답변을 원치 않으신 문항에 대해서는 답변을 하지 않으셔도 됩니다. 인터뷰가 끝난 후, 연구자는 인터뷰 내용을 문서화할 것이며 요청에 따라 그 문서를 확인하실 수 있습니다. 본 연구의 참가는 자발적이므로 언제 무슨이유에서든 귀하의 요청 시 본 연구의 참가를 취소하실 수 있습니다.본 연구에서는 귀하의 실명을 사용하지 않으며, 대신 귀하가 결정하신 가명이 사용될 것을 알려드립니다.

혹시 본 연구나, 인터뷰에 대해 의문점이 있으시다면 아래 연락처로 연락을 주시기 바랍니다.

본 연구에 참가 하겠으며 위의 내용에 동의 합니다.

서명

날짜

연구자 연락처 (Contact Information)

이주연 (Esther Lee)

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APPENDIX E
FOLLOW UP PHONE CALL RECRUITMENT

Hello Participant (Name):

I hope this message finds you well. My name is Esther Lee and I am a Ph.D. candidate in the Sport Management and Policy Program at University of Georgia.

I have sent you a recruitment letter to see if you would be willing to participate in my study. The purpose of my study is to examine how different leadership styles have contributed for the development of Korean women's golf. Also, the purpose of this study is to examine what has been hindering further development of KLPGA.

I have not heard from you, therefore, I would like to ask you again if you would be willing to participate in this study. Your responses will only be used for the purpose of this study. I plan to finish dissertation this semester, therefore, your prompt response would be greatly appreciated.

Would you be willing to participate in this study? If so, I would like to know when and where you would like to meet. You can tell me your availability and I will schedule my plan accordingly.

Thank you very much.

Esther