

# Sports leadership among coaches- Literature study in the Indian context

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## ABSTRACT

Indian sports is centuries old and had past glory but over the years, other countries took the march and put India on the back stage. The remarkable growth is that of China and Korea. The infrastructure for sports is already there but it requires modernization. However, the most important aspect is that of leadership issues of coaches and other staff which ultimately makes the individual perform. As in India, sports is not lucrative enough to consider as a profession and hence one will always consider it as a hobby. In order to encourage the athlete to perform, a motivation is needed and also support from the family is inevitable. In this context, the paper looks at the possible literature that could throw light on the new dimensions of sports leadership which can change the directions of the Indian sports.

**Keywords:** *Sports, leadership, literature, motivation, India.*

## 1. INTRODUCTION

Athlete satisfaction is the most important factor involved in imparting coaching to the highest level. It involves different variables in sports. Athlete satisfaction is highly essential for a positive and effective evaluation of the factors to be identified and implemented in coaching. Effective coaching helps the athlete's /sports persons to give their best performance thereby by raising national pride to the great heights at international level. Earlier studies had confirmed the above aspects. The role of a coach is to impart training to the athlete's so as to enable them to deliver their best performance at all competitive levels. Achievements at every competition gives confidence and satisfaction to athlete's. This acts as an inducement to attain greater heights in subsequent attempts. Thus, we can conclude that the athlete's satisfaction is the most important aspect in coaching and it should be given the top most priority. Different coaches may use different techniques; but the emphasis should be given on motivational techniques and relative response of each athletes to the techniques advised. The greatness of a coach is attributable to his capacity to advise the optimum techniques that should be given to each athlete's so as to extract the maximum performance. In order to achieve this a coach may assess the overall nature of the athlete's, observe their physical and mental condition including their adaptability.

In India, the human resource is aplenty but in the international athletic / sports scenario the performance of the Indian athlete are not matching with the available human resources. In our country, the identification of talent in various sports starts only at the age of 12 years. The Sports Authority of India (SAI) conduct test under the age groups of U/12, U/14, U/16, U/18, U/23 in Men and Men and Women. Only after this training process is start. But in most other countries who have achieved top positions in world athletics and sports starts the talent identification process and consequent training at a very tender age. This enables them to attain great heights even at the age of their adolescence. Further, the establishment of sports schools and administration of suitable nutritious food enables them to develop the required physical strength and stamina. Coupled with this, if the coaching is efficient and sufficient the athlete would become capable to deliver his best performance. At present, we do not have adequate sports schools and educational institutions in India.

## 2. LITERATURE REVIEW

Athlete satisfaction is an important variable in sports psychology. It represents “a positive affective state resulting from a complex evaluation of the structures, processes, and outcomes associated with the athletic experience” (Chelladurai & Riemer, 1997, p. 135). the role of coaches is to help the athletes to realize and reach their potential. In order to reach their potential, athletes must sustain a high level of motivation and satisfy them over the years of training and competition. Coaching is an important leadership competency and it has been found to have important effects on performer’s attitudes (Smith & Smool, 1997). Coaches may use different tactics and motivational techniques to encourage athletes, each athlete may response in particular coaching leadership. It is easy to point examples of a great leader, but it is a lot more difficult to determine what makes them such great leaders (Weinberg & Gould, 2003). Horn (1992) suggested that athlete outcomes should also serve as consequences of leadership behavior in addition to performance and satisfaction.

Chelladurai & Riemer (1998) also proposes that group performance and member satisfaction are dependent upon the congruency of required, preferred, and perceived leader behaviors. Each of the components of leader behaviors play a significant role in determining the outcome of the interaction between the leaders and subordinates. Therefore, the leader must take into account the situational demands, member preferences, and his/her perceived behavior when attempting to alter individual, motivation, group performance and member’s satisfaction. Ideally, the coach should be a motivator, give a quality of training and instruction, understanding, joy and support and leading to athletes’ satisfaction among the members of the team. According to Brian Mackenzie (2003), coaches motivate the athlete wish and provide them effective training and improve athlete performance. Asiah and Rosli (2008) stated that the athlete in sport teams is satisfied with their teammates sense of fair play, sportsmanlike behavior, teamwork and shared the same goals. On the other hand, many coaches have become the main source of stress, burnout, demotivation, dissatisfaction and poor performance in sports.

In general, it is accepted that leadership styles influence athletic performance, satisfaction, behavior (Crust, L., & Azadi, K., 2009 & Tucker, R. ,2016), motivation, and self-efficacy ( Sari, I., & Bayazit, B. ,2017 ). This implies that the type of leadership displayed by a coach has a significant impact on both the athletes and their teams (Amarose, A. J., & Horn, T. S. ,2001). However, a major challenge for coaches involves creating harmonious relationships between them and the athletes they coach. To accomplish this, it is necessary for the coach’s leadership style to be aligned with the preferred leadership style of the athletes. Thon et al. suggested that a coach’s actions may be optimized to increase the opportunities for more effective results if his/her behavior is known vis-à-vis the behavior preferred by the athletes. Horn, T. S. (2008) also made a similar suggestion that coaches should practice appropriate leadership styles because they can have a significant impact on the performance and psychological wellbeing of their players.

## 3. RESULTS AND DISCUSSION

This study underlines the fact that coaches play a major role in their coaching behavior can create a great impact of athlete’s satisfaction. They also serve as the main model for imitation and inspiration to their athletes. Thus, it is on this ground that it necessary to study the coaching leadership behavior on athletes’ satisfaction that is significantly correlated to them. Understanding the preferred leadership styles of athletes, in general, is important because it enables coaches to more effectively motivate their athletes to improve performance and increase their satisfaction in the sport. In athletics, leadership is viewed as the process of inspiring or influencing athletes of a team to perform their tasks enthusiastically and competently to meet team goals (Bridges, F. J.,1996). In addition, it has often been considered the main reason for the success or failure of an athlete or sports team (Ch’ng, A., & Koh-Tan, A. ,2006). Hence, the key to successful sport leadership lies in the ability of a coach to match his/her leadership style with that of the athletes’ preferred leadership style in order to maximize team satisfaction and enhance individual performance. It follows, therefore, that the primary role for coaches is to motivate athletes to improve their performance ( Moen, F., Hoigaard, R., & Peters, D.M. (2014),).

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