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## The effect of soccer coaching leadership behaviour on players' team cohesion in the case of Amhara national league football clubs

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### Abstract

The purpose of this study was to investigate the effect of soccer coaching leadership behavior on players' team cohesion in the case of Amhara National League Football Clubs. A total of 54 participants, 50 players, 2 coaches and 2 team leaders, were involved in the study. The target clubs (AWWCE and BAHIRDAR KENEMA) were selected using purposive sampling method from 5 Amhara national league football clubs. Instruments that were used to investigate the findings of the study were questionnaires, field observation and semi structured interview. All quantitative data were analyzed using descriptive frequency and chi-square test method of analysis and the qualitative data were analyzed through thematically interpretation method of analysis. This study revealed that coaching leadership behavior adopted by ANLFC coaches had negative effect on the interpersonal and team cohesion of players. Leadership style, communication, decision making, performance measurement, training method and drills, treatment and encouragement of the coaches' leadership behavior were inhibits the interpersonal and team cohesion of the players. Based on the findings the researcher recommended that the coaches should update themselves with the current coaching science.

**Keywords:** Leadership, leadership behavior, leadership style, team cohesion and interpersonal relationship

### 1. Introduction

Ethiopia was one of the first countries which started modern football in Africa, but the development of football in a country also in the region is not as it expected as to compare with other countries in the continent.

Leadership is an important component for developing cohesion in sports teams. It has been suggested that effective leadership is a vital contributor to member satisfaction. One study, went further and examined the leadership behaviors' preferred and perceived by players depending on their position. They found defensive athletes perceived and preferred higher levels of social support and democratic and autocratic styles then the offensive athletes.

Barrow, (1977) <sup>[1]</sup> defined leadership as "the behavioral process of influencing individuals and groups towards set goals" (p.232). Corporate an effective leadership behavior can improve good team cohesion. So the concept of leadership behavior of a coach, team cohesion, success and commitment of the member of a team has been mentioned as integral component of soccer sport. Indeed, Horn (2002) <sup>[9]</sup> posited that the style and behavior of the coach directly influences the success, motivation, group identity, self-perception, and achievement behavior of athletes. Coaches with poor leadership qualities are not effective in their team cohesion and success. So this research aimed to answerer the following research

### 1.1 Questions

1. What impact does the coaches' leadership behavior have on team cohesion in individual athletes and team among Amhara National league football clubs?
2. How leadership behavior of the coaches helps to improve the interpersonal relationship of players?
3. What are the main factors that affect the coach's leadership behavior in order to bring his players' team cohesion and success?

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4. Which mechanisms can help the coach towards creating and improving the players' team cohesion and success?

## 2. Significance of the Study

There is no research that has looked at coaching behavior of Amhara national league football clubs coaches. This survey study will serve as a preliminary study of the coaches' coaching behavior and over all coaching characteristics of Amhara national football coaches. It will also help as an eye-opening work on football coaches in the region to know what coaching behaviors are our coaches' exhibits and which is appropriate for their players or athletes. It's also a preliminary work for other researchers to start questioning the problem of the region's football and conduct further research. Unfortunately, there is no study to examine coaches coaching behavior and its contribution pattern in the region.

## 3. Methods

Two clubs AWWCE (Amhara water work construction enterprise) and Bahidar kenema were selected purposefully taking to account based on their proximity to the researcher's resident for minimizing the scarcity of finance and time and to have got an opportunity to observe the training and competition of the clubs closely. In each selected clubs there were 25 players, 1 coach, 1 vice coach and 1 team leader and the total population were 50 players, 4 coaches and 2 team leaders. The data of the research was collected from both primary and secondary source of data. According to Bless and there are three common method of data collection, namely, observation, interviews and questionnaire. Interview is more appropriate to gain rich qualitative data from a small group. Suggested that these are subjects who can yield in depth information about the issue. There were likert scale, and open ended questionnaires which were developed by the researcher. The data that was gathered from both primary and secondary sources were analyzed by using both quantitative and qualitative methods of analysis. Statistical package for social science for windows (SPSS version-20) computer software used in the study.

## 4. Results

Regarding with the players playing experience, 8(16%) of players had below 2 years 20(40%) of players had 6-10 years of playing experience and 1(2%) of player had above 10 years of playing experience.

Similarly, the educational level of coaches ranges from certificate to first degree. This indicate most of the coaches had not good educational back ground, because at least the coaches at national super league level should have first degree in football coaching science. Likewise, with the coaching experience, 25% of coaches have 2-5 years, 50% coaches had 6-15 years and 25% of coaches had above 15 years of coaching experience. Regarding with the coaching license, as shown in the table 2, in the above 25 % of the coaches had "A" license, 50% of the coaches had "B" license, and 25% of the coaches had "C" license. Concerning on Impact of soccer coaching leadership behavior on players' team cohesion as the result shown, 48% of Amhara national super league football clubs coaches adopted the negative coaching leadership behavior and the rest 51.8% of the coaches were adopted positive coaching leadership behavior. Contends that good leaders are flexible and they adopt their coaching behavior to situational factors. State that, if a coach adapts his /her behavior to comply with athletes' preferred behaviors the athlete may be more readily inclined to the coach through on

impaneled team cohesion, commitment and performance. Preferred leader behavior refers to actual behaviors favored by athletes; athletes' perception of leader behavior are similar to leader's behavior and based upon the maturity of athletes and their current skill level.

### 4.1 When we see Status of team cohesion on players

Currently in Amhara national super league football clubs 61.1% of players' team cohesion were failed and the remaining 38.8% of players team cohesion were succeeded. A sport team is thus defined as "a collective of two or more individuals who possess a common identity, have consensus on a shared purpose, share a common fate, exhibit structured patterns of interaction and communication, hold common perceptions about group structure, are personally and instrumentally interdependent, reciprocate interpersonal attraction, and consider themselves to be a group".

## 5. Discussion

The aim of the study was to investigate the Effect of soccer coaches' leadership behavior on the players' team cohesion in the case of Amhra national super league football clubs.

Horn (2002) [9], stated that the behavior of coaches directly influence the team cohesion, team success, motivational achievement behavior of athletes' and overall success of the team.

### 5.1 In terms of Decision on the interpersonal relationships

Of players with their coaches, the result shows that 33(61%) of the players had not good interpersonal relationship with their friends and coaches and the remaining 21(38.9%) of players had good interpersonal relationship with their coaches and their team mate. In general the result showed that most of players had not good interpersonal relationship with their coaches and team mates. Coaching effectiveness are an alternative to leadership and relationship model.

### 5.2 From the coaches' good knowledge, skill and experience in coaching football perspective

13 (24,1%) of the respondents were strongly agree with knowledge, skill and experience of the coaches in coaching football. From those players 6(11.1) of the respondent had not good interpersonal relationship and 7(13%) of the respondent had good interpersonal relationships. Hence, we can understand from the result the knowledge, skill and experience of the coaches in coaching football is very essential for interpersonal relationship of the players. Similarly, 14(25.9%) of the respondents were agree. Among those 8(14.8%) had not good relationship and the remaining 6(11.4%) of the respondent had positive interpersonal relationship. Likewise, on the issue, 9(16.7%), 16(29.7%), and 2(3.8%) of the respondents were responding undecided disagree, and strongly disagree respectively. Generally the result indicates they the players have good interpersonal relationship when the coaches had good knowledge, skill and experience on the area, and the players have negative interpersonal relationship when the coaches have not knowledge, skill and experience in coaching football.

### 5.3 Concerning on the communication of coaches in training

13(24.9) of the respondents were strongly agree on the coaches' communication effectiveness. From those respondents 7(13.8%) of the players had positive interpersonal relationship and the remaining 6(11.1%) of the

respondents had not good interpersonal relationship. 15(28.6%), 8(14.9%) and 15(27.8%) of the respondents were responded agree, undecided, and disagree.

**5.4 Regarding with the coaches’ training style**

the result reveals that,9, 9(16.7%) of the respondents were strongly agree that the coaches were adopt different training

style depend on the need of the trainees and objective of the task. 16(35.2%),7(13.0%), 17(31.5%), and 2(3.8%) of the respondents were responded agree, undecided, disagree and strongly disagree. relationships of players. (Tinning1985). The coach may be adopt either homogenous approach that treats all athletes equally or alternatively create heterogeneous style that provides different treatment to individual athlete.

**Table1:** Summary of the result (chi-square tests)

	Value	Df	Asymp. Sig.(2-sided)
Person chi-square	5.459 <sup>a</sup>	2	.024
Likelihood ratio	5.652	2	.021
Linear by linear Association	3.483	1	.006
N of valid cases	54		

The p-value=0.024, which is less than alpha-value =0.050, it implies that the researcher had enough evidence to reject the Ho, therefore the result indicated that the training style of the coaches are very important to improve the interpersonal relationship of players with their coaches.

For the question’’ do the coaches treat and encourage all the players equally:-10 (18.5%), and 19(35.2%) of the respondents were answered strongly agree and agree respectively. From the total 30(55.6) of the players that were

answered strongly agree and agree14 (25.9%) of the respondents had good interpersonal relationship and the remaining 13(24.1%) of the players had not positive interpersonal relationship.

From the total 25(46.3%) of the players that were answered undecided, disagree and strongly disagree, 19(38.2%) of the respondent had not positive interpersonal relationship and the remaining 5(9.3%) of the players were having good interpersonal relationship.

**Table 2:** Factors affecting the coaches’ leadership quality in order to bring the players’ team cohesion

No	Item	valid	frequency	percent	Valid percent	Cumulative percent
1	The coaches have good knowledge, skill And experience in coaching football.	Agree	21	38.9	38.9	38.9
		Disagree	33	61.1	61.1	100.0
		Total	54	100.0	100.0	-
2	Other coaching staff members are done their work cooperatively with the head coaches during training.	Agree	32	59.3	59.3	59.3
		Disagree	22	40.7	40.7	100.0
		Total	54	100.0	100.0	-
3	The short term contract of coaches and players are affect the coaches’ leadership style.	Agree	26	48.2	48.2	48.2
		Disagree	28	51.8	51.8	100.0
		Total	54	100.0	100.0	-
4	Most player’s o the club are happy, stable and committed towards their clubs.	Agree	25	46.3	46.3	46.3
		Disagree	29	53.7	53.7	100.0
		Total	54	100.0	100.0	-
5	The difference of players by their experience and skill are negatively affecting their homogeneity.	Agree	54	100.0	100.0	100.0
		Disagree	-	-	-	-
		Total	54	100.0	100.0	100.0
6	The coaches make the decision free from the interference of the club managers.	Agree	23	42.6	42.6	42.6
		Disagree	31	57.4	57.4	100.0
		Total	54	100.0	100.0	-
7	The club has good internal atmosphere for the coaches and players to do their work effectively.	Agree	18	33.3	33.3	33.3
		Disagree	36	66.7	66.7	100.0
		Total	54	100.0	100.0	-

As indicated in the above table 2, for the question ‘’do the coaches have good knowledge, skill and experience in coaching football’’ the majority of the respondents 33(61.1%) were answered agree. The respondents were also asked the question’’ do other coaching staff members do their work cooperatively with head coaches’’ accordingly, as indicated on item number 2, more than the average number of respondents 59.3% have reported ‘’ agree’’ and the remaining 40.75 of the respondents were answered, disagree’’. From this it is possible to understand the cooperative work of others coaching staff members not affecting the coaches’ coaching leadership behavior .As it can be seen in the above table, about ‘’the short term contract of coaches and players were affecting the leadership behavior of the coaches’’ majority of the respondents 27(50%) have reported as ‘’disagree’’ and

27(50%) respondents were reported as’’ agree’’. The result indicated that the short contract of the coaches and players were affecting the coaches’ leadership behavior. For question number4-7 the analysis is given in the above table, so one can easily understand it what it looks like.

According to proposed the working model of coaching effectiveness as an alternative to leadership and relationship model, this model proposes that there are three important determining factors for coach behaviors’; the socio-cultural context, the organizational climate, and the coach’s personal characteristics.

**6. Conclusions**

The innermost attention of this study was to investigate the effect of soccer caches’ leadership behavior on the

players' team cohesion in the case of Amhara national league football clubs. To conduct this research, a total of 54 participant 50 players, 2 coaches, and 2 team leaders, in Amhara national league football club were involved in the study. The target clubs (AWWCE, & BAHIRDAR KENEMA) were selected using purposive sampling method from 5 Amhara national league football clubs. The major instruments that were used to investigate the findings of the study were questionnaires, field observation, and semi structured interview were held for coaches and team leaders. The major factors that affected the coaches leadership behavior in order to bringing his/her players team cohesion were limited knowledge, experience and skill of coaches in the respective area, financial scarcity, lack of experts in the coaching staff, the interference of the clubs, negative behavior of players, the scarcity of training materials and the facility, payment of coaches, players, and the interpersonal relationship of the players and the coaching staff were negatively affected the coaches leadership quality in order improve to his/her players' team cohesion.

### **7. Recommendation**

Based on the findings of the study, the following are the possible areas of intervention suggested as recommendation. The first major practical issues of the Amhara football federation would design strategy to improve the coaches and players knowledge towards sport psychology and the coaches should update themselves with the current coaching science knowledge, coaching style and leadership behavior.

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