

# A Survey of The Leadership Style of Football Coach: PDRM Football Club

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## Abstract

The purpose of this research is to identify the leadership style that football players are interested in based on the league level for the PDRM Football Club team. The Leadership Scale Of Sport (LSS) questionnaire was used involving soccer players for the PDRM FC team. The analysis shows that for the level of the President's Cup and the Premier League the leadership style of interest is in the dimensions of Training and Instruction. While players are also fond of positive feedback leadership style. The third leadership style favored by the president's cup players is the social support leadership style. Besides that, the second least liked leadership style is democratic while the least liked leadership style is autocratic. T test analysis shows that there is a significant difference between the dimension of Leadership style Training and Instruction  $t(43) = -731, p < .05$  and Autocratic leadership style  $t(43) = .655, p < .05$ . Looking at the picture, the mean value shows that the League Level (President) prefers Instruction and Training leadership style ( $M=4.50, SD=.093$ ) when compared to the League Level (Prime Minister) favors Autocratic leadership style with a mean value ( $M=2.69, SD=.234$ ). The results of the T test analysis show that there is no significant difference between the President's Cup League and the Premier League for the five dimensions of leadership style Training and Instruction  $t(43) = -.731, p > .05$ ; Autocratic  $t(43) = 1.055, p > .05$ ; Democratic  $t(43) = .655, p > .05$ ; Social Support  $t(43) = -.117, p > .05$ ; Positive feedback  $t(43) = -.522, p > .05$ . Based on the findings of this study, coaches in training the PDRM FC football team need to understand the needs and wants of the players based on the differences in the individual needs of the players while guiding and training the players to ensure that they can produce optimal performance.

## Introduction

Football is a sport that is played in groups so it requires organizational skills such as an individual needing to be good at influencing other individuals. This leadership management style is paramount because it will determine the direction of the team whether that year the team will achieve success or nosedive into failure. Humanitarian aspect is closely related to this leadership management style (Hishamuddin, 2007). Therefore, it is crucial for a leader to build a good relationship with his team so that leadership can be carried out in an orderly and perfect manner. One of the ways to build a good bonding with the team members is to choose the right and accurate leadership style. Managing leadership is a key in building a tight

bonding between leader and the followers which will lead the team to control any situation towards the goals and objectives of the organization (Fiedler, 1967).

The coach's leadership style will determine the coach's identity according to the perspective of his followers. An athlete or a team will be successful if it has a coach who has a leadership style that fit the athlete or team. This opinion is supported by Patterson, Carron and Loughead (2005) by giving an outlook of the achievement of athletes and a team depending on the leadership style of the coach. The course of action of the coach's leadership style will take hold of the form of bonding that is intended to be begin. The bond between the coach and the athlete may be formal or informal thus through instructions issued during training. An organization formed and generally accepted is a place of contact between coaches and athletes. The managing of the leadership style of a coach should be flexible as the instruction that are issued become the vital of the organization that is adapted according to the changing environment.

Followers are helped in acquiring skills and confidence by empowering them to take responsibility where a dynamic organization will be able to be formed with charismatic leadership (Yukl, 2006). It means leader can help the people he leads for example an athlete or a team to achieve the objectives he wants to accomplish.

The primary of this research problem is based on the observation and experience of the researcher, in the Klang Valley area, the leadership style of coaches is not considered important by the existing coaches. Most coaches in this area do not have a distinctive leadership style and are not consistent in choosing the leadership style that is available. According to Anuar and Dolrine (2013) leadership style is one of the factors for athletes to achieve satisfaction or success depending on the way of handling and managing a team regardless of the level or stage of the competition.

The coaches in Malaysia have several leadership styles such as using a positive feedback leadership by giving rewards at the beginning of the tournament and then using an autocratic leadership style in the next tournament or match. This leadership style will indirectly drop the player's or team's performances. This can be attributed to our players now not being able to compete in international tournaments and often getting disappointing results. For example, at the 2018 Asian Club Cup, the team from Malaysia, Johor Darul Takzim, did not qualify for the next stage after losing in the group stage. Other than that, the Kedah team coached by Ramon lost five games in the Super League competition and was stranded in the quarter-finals of the FA Cup competition in the 2018 season. Marcote was said he is too strict and no discussions were held with the players. However, after Nidzam Adzha took over as Kedah's coach, he managed to bring Kedah back on the right track to win the Super League championship. In the players' views Nidzam is understood to be more flexible and accepting. According to Shabesan and Kamaruzaman (2013), if this situation allowed to be continue in the absence of a consistent leadership style, will cause a decline in individual or team performance and achievement.

This study is a quantitative study that uses a questionnaire survey method. Tuckman (1972) states that the survey method is scientific, logical and qualitative and easily obtainable. According to Konting (1998) survey method is a method that is often used in research either

at school or in the community. In this study, the respondents consisted of football players and coaches of the PDRM FC team who signed a professional contract for the 2021 season.

These players consist of players who have played in the Premier League and the President's Cup. A total of 50 players from both PDRM FC teams and 10 PDRM FC coaches were selected as respondents. A total of 60 respondents as a sample is appropriate.

Leadership Scale for Sports (LSS) from (Chelladurai & Salleh, 1980) was chosen by the researcher as a questionnaire instrument. This instrument has consisted of 5 dimensions which are training and instruction leadership style, democratic leadership style, autocratic leadership style, social support leadership style and positive feedback which includes 40 Likert scale questions. This LSS is a measuring tool that has high validity and reliability. There are two parts that need to be answered by respondent, namely part A is about the background of the respondent, Part B is a questionnaire about leadership style that contains five Likert scales.

In generally, it is hoped that this study will be able to achieve the objectives of the study and be able to present a solution to the problems that arise. Even though this study is focused on a football team only, it is expected to open the eyes of other football teams to emphasize the psychological aspects of their players.

### **Objective of this Study**

- To identify the leadership style that football players are interested in based on the league level for the PDRM Football Club .

### **Literature Review**

Coaches or a leader is an essential person for the success of an organization. Hence, it is imperative for a trainer to plan effective programs so that the success of an organization can be achieved. To add on program planning can be implemented effectively where the coach should choose a leadership style that can be accepted by the athletes. Nevertheless, there has been no concurrence on the most appropriate leadership style to be used a reference for coaches.

One characteristic that can be differentiate a successful organizations and unsuccessful organizations is leadership style. Therefore, various scientific disciplines make the issue of leadership a subject of study (Bass, 1990). Over 350 definitions of leadership have been produced decades of academic analysis (Bennis & Nannus, 1985). This is so because the term leadership carried with it the meaning and connotation of dynamic individual power, leading a corporate empire (Yukl, 1994).

The leader's style and behavior towards the behaviour of his followers, the effectiveness is tried to be explained by most leadership theories. The process of interaction between individuals and their group members or interactions between individual and other individuals is one of the leadership processes according to Gordon in Chelladurai(1990) with the leader influencing his followers.

There are many forms of leadership styles used in conducting training. All these leadership styles are used solely to increase the level of ability and ability of the athletes who

aim to achieve the set goal. The performance of the athletes is to some extent influenced by the leadership style, especially the leadership brought by the coach. These approaches, if not suitable for athletes, which might cause chaos during training. Compatibility and appropriateness in the coaching approach used can help outdoor activity trainees to further improve their performance.

Autocratic leadership style is the leader makes all important decisions and takes into account the necessary responses. Confident and strongly believes in high discipline, with a strict planning schedule, a well-organized and well-planned training system and cares about the trainees to always follow the instructions from the authorities is this type of leadership style. This leadership will typically use actions in the form of punishment to enforce the law. For example in Brooks; study (1982) found that basketball coaches have a leadership style that is task-oriented and leads in an authoritative manner. Most coaches are not willing to share their leadership power with others. This finding is supported by Case (1984) through an authoritative leadership style suggesting that to achieve effectiveness in leadership, leaders need to adjust their behaviour according to specific situations.

Democratic leadership style leader making decisions together involvement with the team members. In making a decision leadership style is a thoughtful one. The main feature is to be more considerate in making decision, especially those who will affect other people's feeling. The coaches with thoughtful attitude has endeared him to a large number of trainees. Coaches who are caring for the welfare of trainees with his open and friendly attitude, not difficult to talk and approachable makes him more desirable and easy to affable personally. Chelladurai (1990) presented the Leadership Scale for Sport (LSS) to study athletes' satisfaction with leadership among university athletes in Japan and Canada. The finding of the study shows that Japanese athletes prefer coaches who are autocratic while Canadian athletes prefer coaches who are attentive. This Intensive Leadership is more about individual personal prominence. Coaches are never satisfied with the achievements of their athletes. On the other hand, the athletes prefer to highlight themselves compared to other teammates.

According to Carron & Chelladurai (1987) stated that team can be at a round level of performance. This circumstances depends on the athlete and coach sites. Carron & Chelladurai (1987) also think that the position when the athlete is performing and the coach is referred to a clearer situation which is concerning personality, attitude, experience and age. Based on this criteria, the coach is considered a leader to the trainees. Individuals that involved in this management can equip themselves with complete latest knowledge about outdoor activity. Comprehensive knowledge will make them stand out more than their peers. Individual self-prominence will cause an increase in the level of motivation for other athletes or teammates. What is done becomes an example and a model for comrades.

Abdicative's leadership style is not affectionate of arrangement. This is because an individual attitude of not taking things seriously in any matter. Although something is not considered or taken lightly. The characteristics found in this abdicative leadership style is that every decision made by group members must be through the leader's input. The leader also does not try to coordinate or control the actions of group member are a major influence on

the goals and methods of operation. The leadership style also makes individual behaviour measured from maximum freedom and flexibility.

Laissez Faire's leadership style is more too very structured and tidy. The athletes are required to do something that only benefits them. The approach used is very logical and gives confidence to athletes to participate. Their coach is a pragmatic person who diligent in carrying out tasks. The main emphasis in training is to weary the contrasting team in the competition. Sage's study (1975) found that in a field of outdoor activities if the coach follows a leadership style from the business field and this style is applied in outdoor activities then his leadership is focused on 'trainee-centered' and this can help when a decision is made. Athletes can learn effectively when they are allowed to find information on their own while coaches need to guide.

A coach is a significant person in an organization or group. He is leader who will determine the direction of an organization. The leadership style brought and shown by the coach is crucial. The ability to sway the athlete according to the coach's ability can help the athlete make a right choice and can help their achievement.

## **Methodology**

### **Research Design**

According to Othman Mohamaed (2001), the design of this study is an crucial matter and serves as a guide in determining the objective of the study and the questions of this study are answered through several procedures that have been outlined. A survey approach by giving a questionnaire to the respondents was implemented to obtain the necessary data.

### **Research Instruments**

To obtain information on the selection of research instruments is crucial in a study. This instrument is a measuring tool that will determine whether the desired information can be obtained or not. Based on research from Tuckman (1985) who stated that apart from the observational approach, the questionnaire method is an effective way to attain information from respondents on behaviour. In this study the researcher has chosen the Leadership Scale for Sports (LSS) survey instruments (Chelladurao & Salleh, 1980) which consists of 5 dimensions of leadership style alienated into 40 Likert Scale questions.

### **Research Respondents**

In this study, respondents consist of PDRM FC football players and coaches who signed professional contracts for the 2021 season. These players consist of players who in the Premier League and the President's Cup. A total of 50 players from both PDRM FC teams and 10 PDRM FC coaches were selected as respondents. A total of 60 respondents as a sample is appropriate. This based on Krejcie and Morgan's (1970) sample size determination. Roscoe (1975) argues that a sample size between 30 and 500 is applicable for most researchers.

### **Data Collection Procedure**

The selection of the title of the project paper and the discussion related to the chosen title together with the supervisor is the first procedure in starting in study. The questionnaire was prepared after identifying the objectives of the study and the research questions. At the initial stage of the study, and the researcher contacted the Royal Malaysia Police Football

association (PDRM) to obtain approval and to provide information and directions for study to be carried out, as well as to explain a diminutive about the objectives of the study. A questionnaire in form of google form was distributed to obtain sample data with the consent of the parties involved.

### Research Findings

The data acquired in this study is intended to see the leadership style preferred by PDRM FC football players at the level of the president's cup and the premier league. In addition, this study also wants to see if there is a significant difference between the leadership style of coaches at the level of the president's cup and the premier league.

### Descriptive Analysis of Coaches' Leadership Styles at the President's Cup Level

Table 1 displays a descriptive analysis of the leadership style of the coach who handles the President's Cup for the PDRM FC team. Based on table, it shows that the leadership style preferred by PDRM FC president's cup players is in the dimension of Training and Instruction with the highest mean reading (M=4.50). While players also like positive feedback leadership style by showing the second highest mean value which is (M=4.14). The third leadership style preferred by the president's cup players is the social support leadership style which shows a mean value (M=3.97). Besides that, the second least liked leadership style is democratic with a mean value (M=3.25) while the least liked leadership style is autocratic with the lowest mean value (M=2.41).

According to this analysis, it shows that the leadership style of training and instruction is most liked by the players and the autocratic leadership style is least liked by the players.

Table 1

*Analysis of the Leadership styles favored by PDRM FC players at the President's CUP level*

Gaya Kepimpinan yang diminati	Min(x)	Sisihan Piawai (sd)
Latihan dan arahan	4.50	.093
Autokratik	2.41	.150
Demokratik	3.25	.183
Sokongan sosial	3.87	.130
Maklum balas positif	4.14	.115

### Descriptive Analysis of Coaches' Leadership styles at The Premier League Level

Table 2 displays a descriptive analysis of the leadership style of the coach who handles the Premier League team for the PDRM FC team. Based on this table, it shows that the leadership style preferred by PDRM FC premier league players is the Training and Instruction dimension with the highest mean reading (M=4.30). While the players are also fond of the positive feedback leadership style dimension by showing the second highest mean value (M=4.03). The third leadership style preferred by the president's cup players is the social support leadership style which shows a mean value (M=3.43) while the least liked leadership style is autocratic with the lowest mean value (M= 2.7). According to this analysis, it shows that the leadership



style of training and instruction is most liked by the players and the autocratic leadership style is least liked by players.

Table 2

An overall analysis of the leadership styles preferred by PDRM FC players at the Premier League level

Gaya Kepimpinan yang diminati	Min(x)	Sisihan Piawai (sd)
Latihan dan arahan	4.36	.182
Autokratik	2.70	.234
Demokratik	3.43	.212
Sokongan sosial	3.85	.168
Maklum balas positif	4.03	.190

### Independent Sample T-test Result

Table 3 shows the difference in the leadership style of the coach with the league level as a result of the survey from the PDRM FC team. Based on the data shown in the table below, there is a significant difference between the dimensions of the leadership style Training and Instruction  $t(43) = -731, p < .05$  and the Autocratic leadership style  $t(43) = .655, p < .05$ . Looking at the picture, the mean value shows that the League Level (President) prefers Instruction and Training leadership style ( $M=4.50, SD=.093$ ) when compared to the League Level (Prime Minister) favors Autocratic leadership style with a mean value ( $M=2.69, SD=.234$ ). The results of the T-test analysis show that there is no significant difference between the level of the President's Cup League and the Premier League for the five dimensions of leadership style Training and Instruction  $t(43) = -.731, p > .05$ ; Autocratic  $t(43) = 1.055, p > .05$ ; Democratic  $t(43) = .655, p > .05$ ; Social Support  $t(43) = -.117, p > .05$ ; Positive feedback  $t(43) = -.522, p > .05$ .

Table 3

*Differences in coach leadership styles based on league level.*

Gaya Kepimpinan	Tahap Liga	M	SD	T	df	Sig. (2 arah)
Latihan dan arahan	Presiden	4.50	.093	-731	43	.468
	Liga Perdana	4.35	.182			
Autokratik	Presiden	2.41	.150	1.055	43	.297
	Liga Perdana	2.69	.234			
Demokratik	Presiden	3.24	.183	.655	43	.516
	Liga Perdana	3.42	.212			
Sokongan sosial	Presiden	3.86	.130	-.117	43	.908
	Liga Perdana	3.84	.168			
Maklum balas positif	Presiden	4.14	.115	-.522	43	.604
	Liga Perdana	4.02	.190			

Arah signifikan (2 arah)  $p < .05$

**Discussion**

The discussion of the research conducted in this chapter is in line with the objectives of the study and the research questions that have been presented by the researcher. The following are results of the discussion according to the research question.

**Preferred Leadership Styles at Presidents Cup and Premier League Level**

Based on the results of the analysis that has been done in this study, it was found that the leadership style dimension Training and Instruction is most preferred by the president cup and premier league players, then the preferred leadership style dimension is feedback leadership style followed by social support leadership style followed by social support leadership style. The least preferred leadership style for this President's cup and Premier League level player is the autocratic leadership style. The least preferred leadership style for this President's Cup and Premier League level player is the autocratic leadership style. The results of the findings researcher are in the line with those obtained from previous studies that have conducted studies on students in sports schools (Anuar & Dolorine, 2013; Nelfianty & Shaharudin, 2012; Chee et al., 2017).

This study also shows that the leadership style of Training and Instruction is preferred by the players at the president's cup level. Govindan et al (2019) which shows that the leadership of Training and Instruction is most liked by the athletes around Alor Gajah, Melaka. This leadership style is that easy for players to understand even at different age levels. This point was also explained in a study by Sullah, Tan and Ismail (2014) who stated that this leadership requires two-way interaction between players and coaches. This illustrated through wherever the coach will be able to influence his players and the players also can influence the coach in various ways such as coach's presentation of the tactical and technical game that is able to boost the performance of his players to the best level.

Socio-cultural factors also influence the selection of this dimension of leadership style even though the President's Cup and Premier League Footballers are different in age and experience. This is because the sport of football itself is a sport that needs to be mastered by skills and techniques as well as an understanding of the tactics applied by the coach causing them to have to digest the training methods and instructions from the coach.

For both levels of this league, the most disliked leadership style dimension is the autocratic leadership style. This is because, this leadership style is one way leadership where players have to make decisions based on instructions from the coach even when the game situation mentioned different things. This leadership style will make it difficult for the players to learn something like making their own decisions. However, this different from the study of Mukulo (2013) who conducted a study on 183 soccer players. The results show that the players prefer an autocratic leadership style where they think that their coaches are experts in tactical and technical training and their own players prefer to listen one-way instructions.

**Conclusion and Suggestion**

Based on the findings of this study, coaches in training the PDRM FC football team need to understand the requirements and needs of the players based on the differences in the individual needs of the players when guiding and training the players. Therefore, the coach's



emphasis should be on the dimensions of behavior and instructions, positive feedback and social support and should avoid practicing autocratic leadership. In addition, high knowledge with the role of coaches who are very committed in football coaching with studies conducted can return the glory of national football will be realized.

Therefore, from this study it is hoped to help the parties involved to be aware of the team's need such as the coach's leadership style because this matter is one of the thoughtful matters in the psychological aspect because often the in team is elapsed even though this psychological aspect is one of the factors important in training to produce players who are able to achieve the best level of performance and can help the team achieve the team's objectives for each match.

### **Contribution of The Present Study**

In the researchers' opinion, young athletes prefer a positive feedback style from the coach so that the athlete can maintain focus during training and gain attention from the coach. With this, the athletes can focus during training and listening to the coach's instructions. This allows them more motivated and committed during training activities.

From the aspect of the coach's actual behavior, it can be concluded that the dimension dominant is positive feedback followed by democratic and supportive behavior social. The findings of this study show that coaches and athletes have dimensions the same favorite. This situation allows coaches and athletes to establish a relationship who are good and able to focus perfectly during their training. By the existence of compatibility between the athlete's will (the coach's leadership style) and the will coach, then the athlete will be more motivated to follow the training.

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