

# Jordanian Coach Leadership Style in The Mind of The Football Players

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**Abstract**—Since coach leaderships plays important role in the coaching professional development, interest around the football coaching become great interest of most sport management researchers. There is great interest around the topic of coaching leadership style but few case studies that have been done address from the view point of the players. While there is a plentiful amount of literature about the topics of the various coaching roles and support needed for coaching, a study of the in the understand the real phenomena; of coaching style has not been conducted in the setting of Jordanian Football Industry. This study assumes that most. It is not known about the range of coaching leaderships experiences and how this experience accepted by the younger players. Therefore, this study offers information that addresses this gap in the sport management literature. This qualitative study used the theme of coach leadership styles as ground theory as a means to look into the real experience of the player and interviewed 10 players during one of the football camp held in the county. The themes of this study suggest that it is important to establish goals and guidelines for an exemplary of good leadership styles. In adding, the study recommends significant pieces of good coaching leaderships accepted by the Jordanian football culture. Recommendation to implementing successful leadership style in coaching programs are discussed further.

**Index Terms**— coach, player, leadership style, experience, football.

## I. INTRODUCTION

The Leadership is a topic that has been widely studied in most industries but yet has limited study in sport management partially on the football industry. To support this statement (1) argued that the optimal leadership style depends on the industry or environment and different will result to agent's personality in terms of competence and incentive alignment. Leadership challenges in Jordan football industry has been debated long time.

The coach's leadership styles are essential in determine the performance of both parties, namely players and team. The assessment of the coach's leadership knowledge is done by assessing his understanding of the game's tactics; however,

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having ample knowledge in coaching principles might not be enough to make a successful coach. The understanding of the right leadership styles accepted by the players is not deemed adequate for a successful team; therefore, other "wow" leadership styles must come into play. Field games like football, the 'wow' factors depend on the coach leadership styles that are found in the coaching profession yet to be understood. It is a de facto that the coach is the psychological provider of the players who keeps highlighting a shared vision and creates in them their will power to play well and succeed. Numerous researchers have found that the leadership behaviour of the coach is crucial in improving or reducing players' morale and team performance (31) by providing a trusting environment that encourages players to share their ideas and participate in decision making, which are two of the keys that may bring about team success. Learning leadership through player has primarily occurred through observation and experience especially the young coach – player (8). Therefore, more attention is being paid to the leadership style of coaches and to the developing of models that will identify the most effective way to increase team cohesion and enhance team performance.

Determinants of a coaching leadership trait appear to be very similar to transformation leadership but suggesting some potential overlapping of the constructs may render for further investigation. Evidence that links coaching inspirational motivation with high-performance, appropriate role model, and widely accepted transformational leadership behaviour's may accelerate adoption of coaching as a leadership development instrument (6). This research therefore, intends to fill the gap in the literature related to sport management studies in coach leadership by focusing the transformation leadership in the football industry.

As a result, a gap in the research regarding the influence of coaches' leadership styles on players' performance especially in Jordan has been quite clear. The coach's leadership style relates to the experience that players gains. To clarify their thoughts on the journey a leader takes in order to gain knowledge and further become a better leader, (2) introduced a "Spiral of Experience." This "Spiral" starts when a leader gains an experience and then spirals outward and moves towards the action that will be a result of what he learned from the experience.

They also agreed that observation is a critical part of this spiral, or experience, and that observation requires the

leader's perception. As observation and one's perception seem like effortless acts, the possible assumption is that leaders will go through experiences passively and not learn from them. However, (3) pointed out, individuals do not

selective in certain parts or aspects of the situations. This is called a perceptual set. From this perception, leaders will produce their own reality of the situation and the experience and will reflect on it according to their perceptions. From these reflections, (3) also stated that the individual will deal with inevitable attributions that serve to explain the behaviour's and actions attended. Based on these attributions, regardless of whether they are right or wrong, the individual will act and it is these actions that define leadership.

Nevertheless, one of renowned researcher that contributed to leadership literature had create a model for leadership, with the contention that a leader could adapt to the requirements of certain situations and could develop not only his leadership style, but also new and diverse styles to be applicable to every situation (3). Other researcher had broached on the potential examination and breaking down of leadership behaviors (3). Among the behaviors examined in this work were task-oriented behavior, relations-oriented behavior; change-oriented behavior, and boosting innovation and collective learning; and finally, external leadership behavior. This set of behaviors can be emulated, and intention was to discover how many of these behaviors can be demonstrated by a particular subject.

Other researcher that make a continual research by analyzing head coach dismissals in the German, suggested that there may be methods to study the view point from the physiological of successful leaders and learn how leadership skills are developed within them (4). Harmonious with the fact that this study view point of the players and study concentrates on the individual traits and attributes of an accomplished coach in order to understand how he succeeds as a leader (5). On the other hand, research emphasis on to the view that the traits identified and better understand how this successful coach leadership styles that guides his leadership, and therefore lets others emulate his behavior. To stay effective, leaders must be able to adjust and grow from their experiences (6). Therefore, coach -player exchange developmental process has not been fully explicated. In addressing these problems of t "*people do what people see*" in leader (7). In other words, the followers will follow the leader's actions. Maxwell then elaborated on three necessary elements that leaders must have to be effective: a passion that allows for personal growth, a heart for people, and an ability to coach others as they tap into their potential.

Leadership also concerns with an individual's ability to direct his or her followers to work towards a common goal (4). To achieve this, the leader must possess and understand emotional intelligence, and try to attain group cohesiveness (7). A leader that has strong emotional intelligence will have the realization that he or she cannot act independently in this leadership role. There should be a shared leadership responsibility, which is characteristically collective and

democratic (Friedman, a leader is most successful when he or she is able to initiate a structure that includes assigning tasks and defining subordinate roles. Thus, a good leader should be both task-oriented and people-oriented. Being task-oriented means you have everything to do with the planning, organizing, problem solving, and informing. Leader that is people-oriented means that the leader is motivating and inspiring, as well as consulting and supporting (3). These qualities must be present in a coach seeking to be an effective leader. Thus this study attempt to explore more.

## II. Research Design And Methodology

To understand the real phenomena of player's perception of coach leadership style that they preferred, it was appropriate to adopt a qualitative-method design for corresponding purposes (9), as this has earlier been demonstrated as actual in assessing facets of football coach leadership (3). The qualitative method employed was personal interviews with video-taping (10) participant observation approach (9). The researcher requested the permission from the head official administrators of the footballs camp to conduct the study on their teams. After obtaining the permission, within the three days of the camp the data was recorded during a special one to one by the researcher.

Data were collected by three researchers (including myself) who were actively involved in coaching the players as well as observing them for the purposes of this research. The interview was done at different area proximal at the administration room which 10 players involved. The voices of the respondents were recorded for the coding process. By analysed theme which allowed coding of video segments in addition to the coding of the field notes (9).

## III. Findings

Building on existing players experience of coach that have trained them and was seen as building upon previous experience and developing existing knowledge, rather than learning from scratch. Past personal experience was a motivating factor of leadership that they had learn more and feel more and able to contribute in the future, not just with footballers but in the broader nation. In answering the questions "How did the experience of playing sports in football influence the perception of the Jordanian coaches' leadership". The result revelled as follows:

Player A answering this question, Jordanian coach has inspired me, motivated me and I think he inspire us by rewarding us if we make the team as a winner. The coach proves high moral of standard and sometimes difficult for us to achieved it.

Player B stated .... My coach... he was so passionate, goal oriented and driven person and as in making myself toward coaching profession ... "I am. I'm driven to ... I consider him as transformation leaders as he wants to transfer us from home grown footballer to international footballer ..." he does a very good job coaching us. I've always had that.

Player C... “to be honest with myself, experienced that I had with local coach where he shared his leadership style with us and he is less egoist but something very self-center due to the Arabic so call culture.

Player D.... well playing football offers plenty of possibilities multi leadership styles ...most coaches are goal-setting where inspire us to reach higher. Most coaches set for league championship most players were good but we have to be better them other ... my coach always remind us ... and I constantly try to do that. . . gaining techniques from my coaches.

Player E ...my coach believes that his players understood the aim behind us playing football ... mastering the skills, he will explain us the defense types of technique and understood the whole concept of what’s happening on the field. He... is mixed between charismatic leaders and servant leadership styles and sometime very defensive ... overall he brought us to the international level, proud to be in the Jordanian football team with great coaches around...

Player F ... answering your question sir, I had experienced more than five coach’s leadership ... who had trained me from small until I am at national level ... one of them is my role model, he has the integrity, commitment to my school, profession, and team. He also believed in a person’s self-esteem, and places great value on my footballs performance but sometime he is so on constructive and to think of it now, it benefits me more with tactful criticism.

Player G... when the question was asked he pose awhile trying to put the words accordingly ... well this what he said ... **empowering coach ... yes that the correct word.** My Coach strongly believes that players and coaches need to feel their own successes and keep on creating greater achievement. According to him, a coach must be empowering players to perform and leads to a desire goal oriented by setting realistic vision and mission.

Player H.... My Coach believe that attitude and personality come first after skill in the sport. Having setting good foundation of attitude and personality it stays in you but skill “I mean, it may tarnish”, ‘well, that what my coach thought about he also said That’s okay, you’ll learn the skill much better with time to come .... practice make perfect .... We’ll work together on it...

Player I.... Player I more mature player explained: I think that honesty my Coach an inspirational leader which will be a legacy after he is gone. Why be because he is the icon of Jordanian people and throughout the profession of mentoring and coaching. In fact, that he is a transformational leader and has been concerned with is getting up every day and being the best mentor and coach he can be. He also emulates his coaching techniques and behavior to most of others coaches that had mentor them.

Player J. remarked, “my coach tries to motivate by creates

interest among us. Although, sometime he was in a demotivated mood, he finds a way to motivate us. He wants to change the current culture climate of Arabic by introducing new mindset and finally he has succeeded it

#### IV. DISCUSSION

Previous research focusing on the advance of football club leaders, including the use only one particular leadership styles training, the research focus on the real phenomena of coach leadership style concerns, is limited. This study builds upon recently reported of sport management research, which focused on Jordanian footballs clubs, by including the perceived of coach leaderships dealings with the football club players' responses.

The data of this qualitative research was plentiful with ten player interviews focus on the leadership styles that they had experiences in life. The result revelled that that mixed of leadership styles such as charismatic, *laisse faire*, transformation and servant leadership most preferred by the new generation as the aged of player below 30<sup>th</sup> years old. Culture changes should also have been an important element of leadership. Moreover, by building on future football club leaders' existing leadership skills and addressing specific issues including the generalizing of quantitative research method.

#### V. LIMITATIONS

This study was done during one of the football champ training: findings may be specific to Jordanian football clubs and possibly less applicable in larger population related to the influence of the players towards the coaches. football club on mental health programs. The sample size rate of players is a limitation of this study therefore the detection of other opinion may have defer result. Perception of players from the study may have been less had the project been completed within a single football camp season.

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