



**PLAYERS PERCEIVED COACHING LEADERSHIP STYLES AS RELATED TO
PLAYERS SATISFACTIONS AMONG ADDIS ABABA
BASKETBALL CLUB**

Tesfaye Dammena¹ & Andualem G/Silassie²

- ¹ Lecturer, Department of Sport Science, College of Natural Sciences, Jimma University, Jimma, Ethiopia
- ² Lecturer, Department of Sport Science, College of Natural Sciences, Jimma University, Jimma, Ethiopia

ABSTRACT

The main goal of the paper was to deal with players perceived coaching leadership styles as related to player's satisfactions among Addis Ababa basketball club. We designed a cross-sectional research and mixed research approach. Among eight (8) basketball clubs found in Addis Ababa City four (4) of them were selected using stratified simple random sampling. From (66/80) players and eight (8/8) coaches were selected as a subject for this study. Leadership Scale for Sport (RLSS) by Zhang, Jensen and Mann (1997) and Athlete Satisfaction Questionnaire (ASQ) by Chelladurai and Riemer (1997) were used as a tool of data collection. The descriptive analyses of the data were analyzed using means, frequencies, percentage, standard deviations and Pearson's product moment correlation coefficient. Quite convincing conclusions can be drawn: more than majority of players were satisfied, more than half of coaches leadership preference were often exercising their duties and significant relationship between basketball players' satisfaction level and coaches' leadership preference.

Keywords: Leadership, Performance, Players and Satisfaction

INTRODUCTION

Leadership is a topic of continuing popular and debatable. For many decades, the study of leadership has been critically important to understand the performance and effectiveness of the basketball players. The study of leadership continues to increase in importance as a determinant of effective functioning of the basketball club (Kent & Chelladurai, 2001).

There seem to be growing numbers of books and thousands of articles on leadership, which have increased our understanding of leadership. There are also almost as many different definitions as there are persons who attempted to define the concept (Bass, 1990). Most definitions of leadership contain a reference to the behavioral process of influencing individuals or groups toward setting goals and achieving these goals (Stogdill, 1974; Barrow, 1977). Additionally, for Bass (1985) leadership is “an interaction between two or more members of a group that often involves a structuring and restructuring of the situation and the perceptions and expectations of the members”. Rosenberg and Taylor (1993) identified that “leadership is all about getting people to work together to make things happen that might not otherwise occur or prevent things from happening that ordinarily would take place.”

The most important success factor of a coach is to help athletes to improve their athletic skill in a wide range of tasks from sequential development and mastery of basic skills, to the more specialized physical, technical, tactical and psychological preparation. Sport organizations are critical places where players are well skilled, and coaches bear a heavy burden of responsibility for their athletes. Coaches in sport organizations are the same as leaders in other organizations, and inevitably face the challenge of maintaining the goals of institutions. According to Smith, Kendall and Hulin (1969) as cited on Mikias (2012), coaches and administrators need to be concerned with making the athlete's experiences enjoyable and satisfying. To achieve improvement in athletic performance, it may be necessary for the coach to engage in coaching behaviors' to which the athlete is receptive. Thus, the researchers pointed to explore Coaching, Leadership Styles and Players Satisfaction among Addis Ababa Basketball Club relationship between leader's behavior and athlete's satisfaction in Ethiopia.

METHODS AND MATERIALS

Selection of Sample:

Addis Ababa Water supply basketball club population (sample) 20 (16), Addis Ababa House rent agency basketball club 20 (16), BGI Ethiopia 20 (17) and Addis Ababa University 20 (17) were selected using Krejcie & Morgan (1970) & Hill (1998) sample size determination. More importantly, players were selected using simple random sampling. Moreover, four of the clubs were selected based on stratified sample selection technique. The list of the selected subjects has been presented in Table 1.

Collection of Data:

Addis Ababa city administration is one of the capital city of both Oromia Region and Federal democratic republic of Ethiopia. No basketball clubs were founded in Jimma town. Therefore, the researchers were forced to collect data from Addis Ababa basketball clubs players. There are eight basketball clubs were found in Addis Ababa city administration. As a result, four different clubs were the target population.

TABLE 1
SAMPLE SIZE DETERMINATION OF SUBJECTS

No	Name of the clubs	Population	sample
1	Addis Ababa Water supply basketball club	20	16
2	Addis Ababa House rent agency basketball club	20	16
3	BGI Ethiopia	20	17
4	Addis Ababa University	20	17
Total		80	66

Krejcie & Morgan(1970) & Hill(1998)

Research Design:

The researcher was use cross sectional research design in order to collect data once from some selected Addis Ababa basketball clubs.

Instrument:

Two instruments, revised version Leadership Scale for Sport (RLSS) by Zhang, Jensen and Mann (1997). RLSS instrument consisted of 40 questions with a five point Likert type scale; 1 (Never), 2 (Seldom), 3 (Occasionally), 4 (Often) and 5 (Always) then this questionnaire was filled by their basketball coaches and assistant coaches (See, Appendix A). Similarly, the ASQ instrument contained about 56 questions with a five point Likert type scale: 1 (not at all unsatisfied), 2 (unsatisfied), 3 (undecided), 4 (satisfied) and 5 (extremely satisfied).and Athlete Satisfaction Questionnaire (ASQ) by Chelladurai and Riemer (1997) was used to in order to gather data from basketball players(See, Appendix B).

Statistical Analysis:

The data were analyzed using Statistical Package for Social Science (SPSS). The descriptive analysis of the data were analyzed using means, frequencies, percentage, and standard deviations for each item were found in males, females and each level of sport involvement. For the purpose of correlating, Pearson's correlation coefficient was used. The correlation was done with leadership style against athlete satisfaction. The level of significance was set at $p < 0.05$.

RESULTS AND DISCUSSION

Results:

The overall measurement results of basketball players' satisfaction level are summarized in Table 1. As a result indicate that 48.8%, 29.9%, 8.7%, 11.2% and 1.8% of players agreed that they were extremely satisfied, satisfied, undecided, unsatisfied and not at all satisfaction respectively.

As can be seen from Figure 1: Majority of Basketball players were satisfied and extremely satisfied with leadership style offered Basketball players Clubs. While,few members of the players were unsatisfied.

The above analysis were very much clear that players were happy with leadership of Basketball clubs, where as, small member players were to the reverse.

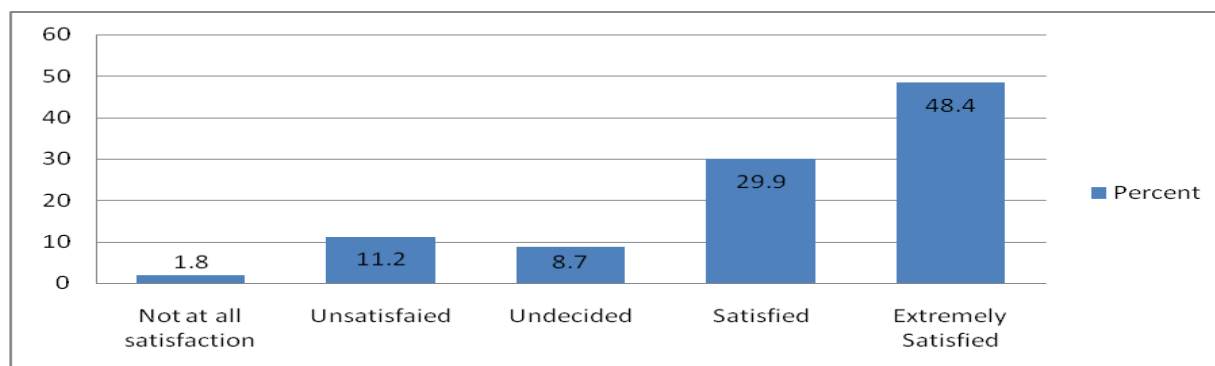


Figure 1: Basketball players satisfaction level

Coaches' leadership has been found that 21.9%, 44.6%, 14.9%, 8.7% and 9.9% the coaches always, often, occasionally, seldom and never exercising their coaches leadership duties respectively as mentioned in figure 2.

Figure 2 shows that more than half of coaches leadership levels were resulted often and always. It has been found that coaches in often and always cases, they were exercising good leadership for their respective Basketball players.

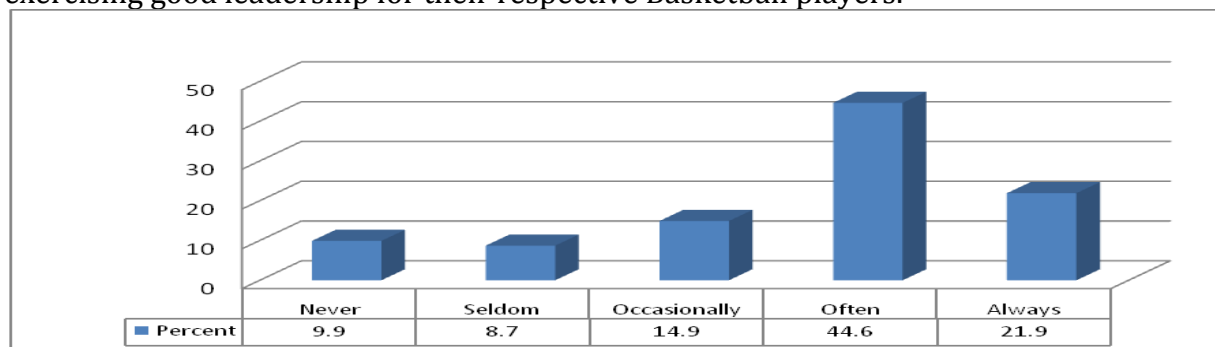


Figure 2 : Coaching leadership level

TABLE 2
RELATIONSHIP BETWEEN PLAYER'S SATISFACTION AND LEADERSHIP LEVEL OF COACHES

Coaches leadership scale	Players' Satisfaction
Pearson Correlation	.895**
**. Correlation is significant at the 0.01 level (2-tailed).	

The results of table -2 shows the significant relationship between basketball players satisfaction level and coaches leadership duties, $r = 0.895^{**}$, $P < 0.05$.

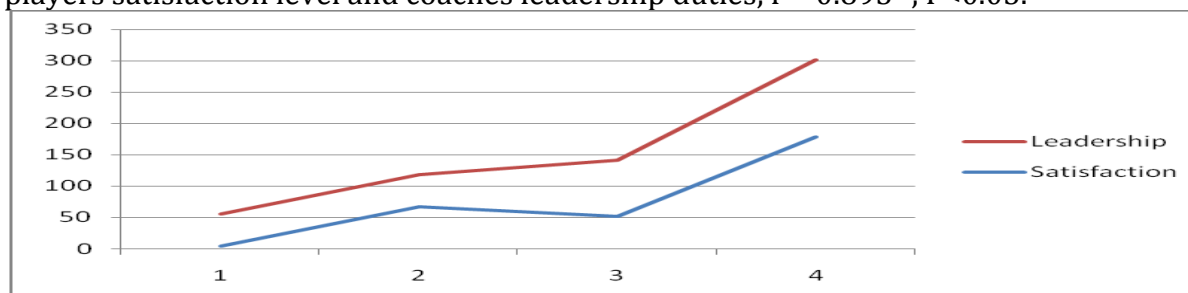


Figure 3: Relationship between coaches leader preferences and players satisfaction.

Figure3 indicates the relationship between coaches leadership preference and players satisfaction .The previous sections have showed that basketball players were very much satisfied with coaches leadership preferences they were exercising.

Discussion:

To our knowledge, this is the first study to deal players perceived coaching leadership style as related to players satisfactions among Addis Ababa Basketball clubs. The originality of our solution lies in the fact that more than majority of players were satisfied. One other study, to our knowledge, has come up with an athlete's level of satisfaction can be seen as a reflection how well the athletic endeavor meets the athlete's own personal standard (Riemer & Toon, 2001). With this connection, Chelladurai and Riemer (1998) note that athlete satisfaction is important for three reasons. First, an athlete's satisfaction with his or her sport should naturally be linked to his or her performance in that sport. For example, an athlete who is more satisfied will put out more effort and persistence during competition. The second reason that athlete satisfaction is important is because satisfaction can be seen as a precursor or outcome in the conceptual frameworks of other constructs, such as cohesion. The final reason, which is central to the rationale behind this study, is because athletic satisfaction is a key concern in athletic programs.

This study presented that significant relationship between basketball players' satisfaction level and coaches' leadership duties. Previous research has been documented positive affective state resulting from a complex evaluation of the structure, processes and outcomes associated with athletic experience (Chelladurai & Riemer, 1997 & 1998). Along this side, performance and satisfaction are jointly affected by congruence among the required, preferred and actual leader behavior (Chelladurai, 1990).

As well as Riemer & Toon (2001), reported only players satisfaction and leadership preference had significant linear relationship. This could have the implication of satisfaction was greatest when perception were greater than perception. Other research output reported by Baharami, Zardoshtian & Jouryesh (2011), the leadership of coach behavior can effect on players satisfaction as well. This can be happen directly or indirectly.

Similar research result has been suggested by Carron (2010), the most vital performance of a team refers to the leadership responsible for achieving all team's targets & purposes to be developed as well.

CONCLUSIONS

The findings of our investigation are quite convincing, and thus the following conclusions can be drawn: more than majority of players were satisfied, more than half of coaches were often exercising their duties and significant relationship between basketball players' satisfaction level and coaches' leadership duties.. First, an athlete's satisfaction with his or her sport should naturally be linked to his or her performance in that sport. For example, an athlete who is more satisfied will put out more effort and persistence during competition. The second reason that athlete satisfaction is important is because satisfaction can be seen as a precursor or outcome in the conceptual frameworks of other constructs, such as cohesion. The final reason, which is central to the rationale behind this study, is because athletic satisfaction is a key concern in athletic programs. This study presented that significant relationship between basketball players' satisfaction level and coaches' leadership duties. Previous research has been documented

positive affective state resulting from a complex evaluation of the structure, processes and outcomes associated with athletic experience.

RECOMMENDATIONS

The finding of this study was very interesting that further research will be needed to validate this research output.

This study presented that significant relationship between basketball players' satisfaction level and coaches' leadership duties so; Coach's should implement proper leadership styles.

ACKNOWLEDGMENT

The authors gratefully acknowledge the generous financial support of College of Natural Science, research reviewers' board for his technical and financial assistance for completing this paper. Next, we appreciate the efforts and assistance of entire contributors regarding to completion of this research paper.

BIBLIOGRAPHY

- Bass, B.M.** Leadership and Performance beyond Expectations. New York: Free Press, 1985.
- Bass, B.M.** Handbook of Leadership: Theory, Research, and Managerial Applications. (3rd ed.). New York: The Free Press. A division of Macmillan, Inc. 1990.
- Bennis, W., & Nanus, B.** Leaders: the Strategies for Taking Charge. New York: Harper & Row. 1985.
- Chelladurai, P. and Saleh, S.D.** "Dimensions of leader behavior in sports: development of a leadership scale". Journal of Sport Psychology. 2 (1980) :34 – 45.
- Chelladurai, P., and Carron, A.V** "Leadership. Canadian association for health, physical education and recreation sociology of sport monograph series A", Catgary, AB: university of Calgary, 1978.
- Chelladurai, P., Imamura, H., Yamaguchi, Y., Oimnuma, Y., and Miyauchi, T.** "Sport leadership in a cross-national setting: the case of Japanese and Canadian university athletes". Journal of Sport & Exercise Psychology.10 (1988): 374 – 389
- Chelladurai, P., and Riemer H.A.** "A classification of facets athlete satisfaction". Journal of Sport Management. 11 (1997) :13 –159
- Dallas C, Norr K, Dancy B, Kavanaugh K, Cassata L.** "An example of a successful research proposal: Part II". Western Journal of Nursing Research. 27:2 (2005b): 210-231.
- Fiedler F.E** A theory of leadership effectiveness. New York :McGraw Hill, 1967.
- Mikias, B.** "Soccer Coaching Leadership Styles and Athletes Satisfaction". International Journal of Social Sciences and Disciplinary Research.1 :6. (2012) :1.
- Kent, A., & Chelladurai, P.** "Perceived transformational leadership, organizational commitment, and citizenship behavior: A case study in intercollegiate athletics". Journal of Sport Management 15 (2001): 135-159.
- Kotter, J.P.** "The Leadership Factor". New York: Free Press. Lindquist R. Don't forget the pilot work Heart Lung. 20:1 (1991): 91-92.
- Lord, R.G., & Maher, J.M.** Leadership and Information Processing. Cambridge: the University Press, 1993.
- Prescott P, Soeken K.** " The potential uses of pilot work" . Western Journal of Nursing Research. 38:1 (1989): 60-62.
- Rosenbach, W.E., & Taylor, R.L.** Contemporary issues in leadership. Boulder, Colo: West view Press, 1993.
- Sherman, C.A., Fuller, R., and Speed, H.D.** "Gender comparisons of preferred coaching behaviors in Australian sports". Journal of Sport Behavior.23 :4 (2000) :389 -406
- Stogdill, R.M.** Handbook of leadership: A survey of theory and research. New York: The free Press, 1974.

- Taylor, R.L., & Rosenbach, W.E.** Leadership: Challenges for today's manager. New York: Nichols Publishing, 1989.
- Teijlingen E, Hundley V.** "The importance of pilot studies" . Social Research Update. 2001.
- Webster C.** "Expert teachers' instructional communication in golf". International Journal of Sport Communication. 13:2 (2009) : 205-222.
- Zhang, J., Jensen, B.E., and Mann, L.** "Modification and revision of the leadership scale for sport". Journal of Sport Behavior. 20:1 (1997) : 105 – 122.