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The Myth and Reality of Leadership on Sport Performance In Malaysia : A Proposed Framework

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ABSTRACT

This article describes why leadership styles are likely to have an important and influence on sport performance among Malaysian athlete. This study aims to identify the reason for participation in sports, goal orientation, leadership style of president and favored by athletes; leadership styles practiced by the president and coach of sports associations in Malaysia. Thus, this article tried to help advance research on the relationship of leadership styles on sport performance. Furthermore, recommendations for future study and improvement of leadership styles on sport performance, specifically in the Malaysian context

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INTRODUCTION

This article is a summary of what is known about goal orientation, leadership style of president and favored athletes, and coach of sports associations in Malaysia on sport performance. The successful of an athlete at international levels are influenced by various factors such as intrinsic factors athlete, moral support of the family and leadership styles of president of the associations. In addition, there are also extrinsic factors that lead to outstanding athletes such as job satisfaction factors coaches, management training program run by a coach, recognition and reward factors such as money, medal of excellence as well as the title given by certain parties (Shaharudin Abd Aziz, 2005).

Derived from the aspect of leadership styles, an effective coach must successful influenced the atmosphere and attitude of responsibility given athlete. Indirectly, this can increase the satisfaction and performance of the athletes themselves. This situation occurs because the interaction between coach and athlete. According Fouss and Troppman (1981), the interaction between coach and athlete is an important criterion in determining the effectiveness of a training program. Leadership style of a coach or team manager when interacting with the athletes when managing training programs, either when offsite or onsite competition there is competition affects athletes. The impression gained is directly proportional to the athlete if significant positive relationship of aspects of interaction between the needs and requirements of coaches, team managers and athletes, it will increase satisfaction and performance, athletes will achieve success. The process of interaction between coach and athlete is a very important component to improve the performance and satisfaction of an athlete (Gibbons, McConnell, Forster, Riewald, & Peterson, 2003; Frontiera, 2006; Serpa, Patato & Santos; 1991). The coach plays very important role in producing athletes with the skills and knowledge necessary for increasing the performance of athletes in their sport. The coach also has a huge influence in creating excitement and satisfaction and continuous participation of athletes (Mallet, 2003).

However, the deterioration of the National sports has become an issue that is often got attention from the publics. Malaysia fails to obtain any medals in the Olympic Games in Sydney 2000 and the Olympic Games in Beijing 2008. This phenomenon leaved a dilemma and nightmare for the sport in Malaysia. At the Commonwealth Games in Melbourne 2006 they achieved 7 gold, 12 silver and 10 bronze and in New Delhi at 2010 12 gold, 10 silver and 14 gold from 75 countries competing. In the Asian Games in Doha at 2006 was 8 gold, 17 silver and 17 bronze and at Guangzhou in 2010 9 gold, 18 silver and 14 bronze. While in the Southeast Asian Games (SEA Games) in Thailand at 2007 68 gold, 52 silver and 96 bronze and at Laos in 2007 40 gold, 40 silver and 59 bronze (Abdul Halim, 2011).

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Based on the above statistics, the quality of the sport performance in our country is still under expectation. The growth is very slow compared to other countries in Asia such as Japan, Korea, and China even compared to other countries in Southeast Asia such as Vietnam and Laos (Abdul Halim, 2011).

Sport Scenario In Malaysia:

This article describes about sport performance, goal orientation and leadership styles. For example, football is a sport that is most demand by the people of various ethnic groups in our country. No matter the performance of the national team increases or deteriorating, public support has not changed much. Local league, especially Malaysia Cup competition held every year, always draw people to meet the stadium, watching in stores, now or in front of the TV in their homes. Over the decades, our national football performance has not changed much compared to other countries which showed a significant increase. If in the first 80 years, our team is lined up with South Korea and often won on them in various competitions. Nowadays, South Korea is considered as Asia's prominent representative to the World Cup while Malaysia was still gasping for qualification.

As sports fans in Malaysia, fans felt the Football Association of Malaysia (FAM) as the main body of football in the country should make changes in the organization to improve the image and dignity of the national football team. FAM is very proud of memory of the past which been witnessed Team Malaysia feared by opponent and always sang old songs related to the performance of Malaysia in 1972 Summer Olympics and the 1980 Moscow FAM, in the 21st century is the need to make changes and restructuring in terms of coaching, leadership, the selection of players, athlete nutrition, motivation and coatings players. Among the proposals FAM think is reasonable in terms of leadership which requires new leaders who have good ideas, aggressive and visionary venture to develop and improve the image of football in the country are increasingly dying. Do not FAM proud to have officers who serve the Asian Football Confederation (AFC) but have a problem with football nation in need of change. FAM can see and learn from the Malaysian Hockey Association (PHM), Amateur Swimming Union of Malaysia (SRAM), Ten Pin Bowling Confederation Malaysia (MTBC) and the Badminton Association of Malaysia (BAM). With no need for FAM Football Academy building large and beautiful as well as various facilities but a small number of players, officials who are not committed to the development of sports, students and athletes who lack initiative to improve soccer skills, lack of patriotism and fighting spirit in ourselves, that importance entertainment and excitement of figure responsibility to the state, taxpayers and the audience is willing to flood the stadium just to watch the national team beating went on and saw the game as a high school boy. Selection of local coaches who understand the physical aspects of the game and the local players are also important in helping to improve the country's football game. FAM are more likely to import coaches might not seem to learn from common mistakes. Why not spend the money to send local instructors licensed under class A of developed country to their game. The move is more desirable because in addition to encouraging coaches to gain knowledge of various countries and increase the number of qualified coaches, it also raised the level of professionalism of the coach itself. Let FAM start now rather than wait for an uncertain tomorrow. FAM also needs to have a plan to increase the number of young players with potential. As we feel sorrow with the deterioration of the national senior team, there are still some exciting things that feat Young Tigers squad in the Premier League scene. Comments given by the Secretary General of the Football Association of Malaysia (FAM) and the Young Tigers coach, now is the time this squad is absorbed into the senior team and given exposure through various international friendly matches or transmitted, selection and training with clubs in Europe or anywhere else in this world. Young age does not mean raw in terms of maturity read the game. Look at Wayne Rooney, Theo Walcott who with the England squad at this age (16-18 years old), and several players from other countries represent the club at a young age. It is time to stop FAM select players based on age. Team namely only the age of 20 years old and above are eligible to represent the senior team and 20 years old of age and under are only for back-up squad or teenagers. If experience is measured by age of a player, our football will remain in the notch now.

Leadership styles are the most important factor in sports. It is very important that the same figure sometimes served in a number of different associations. This is because the figure was very suitable for sports that lead other factors sporting abilities as a leader. At one point, the leadership in sport is often an issue when there are parties who oppose the appointment of politicians to head any unity. The reason is that the figure does make the association battlefield political agenda. Likewise, been there are parties who voiced concerns over the palace were interfering with sports associations, either nationally or in the country. However situation has changed right now. Ministry of Youth and Sports (KBS) was always open to election leading sports associations, whether involving the royal family or politicians. We can see how politicians like Tan Sri Anuar Musa transform football Kelantan with its influence even if he is not a minister, but his influence as a former minister of Youth and Sports was able to attract sponsors to sponsor the team Kelantan as well have enough funds to strengthen the team you can see, how important influence when the Chief Minister Dato Seri Shahidan Kassim when he became the Chief Minister and not to the Chief Minister, at the level of greatness Which team Perlis when Shahidan become the Chief Minister and the team currently Perlis without Shahidan become the Chief Minister. Tengku Mahkota Johor Tunku Ismail Sultan Ibrahim may be likened to the Father of Reform

and Development of Johor Football. His efforts and passion in Football channeled to the State of his favorite teams. We can see how Tengku Mahkota Johor Tunku Ismail Sultan Ibrahim made a number of investments in football transform Johor with local buying star players and foreign players who have a high quality. As a result, within 2 years of Johor won the Super League Cup and have qualified for the final of the FA Cup in 2013 and Oppo Malaysia Cup final in 2014.

Every team wants success and people who could bring to the course to become the primary choice or driving supreme team. These factors affect the choice of many sports officials at the national level where what matters is success. Our national sports have matured right now. Sports not only need leaders who have the money or political influence, but they require a charismatic and bold vision to bring success. The successful at the state level means bring something to the national level opportunity. An additional factor is very important especially when almost all kinds of sports are starting to present themselves as professional class.

Problem Statement:

The experiences in leading and handling a sports association, either state or country, a leader or president of sports associations should have its own style of leadership. Leadership styles of leader in administering and managing a sports body is important because this is one of the factors for athletes to achieve satisfaction and success in tournaments. Among the most significant factor that causes athlete is not satisfied is the leader does not have a particular styles of leadership when operating the sports associations. Similarly, in term of coaching of leadership style in training is important because this is one of the factors for athletes to achieve satisfaction and success in tournaments. Interestingly, the most significant factor that causes athlete is not satisfied is the coach does not have a particular style of leadership in conducting the training program. This statement are supported by Cakioglu (2003) and Ziad Al Tahayneh (2003) which states the coach does not have a particular style of leadership in conducting the training program with athletes. Therefore, this study was undertaken to assess the leadership style of coaches in training programs designed to increase customer satisfaction and performance (Anuar Din, 2005).

Research Objective:

In general, this study aims to identify leadership styles in sports associations in turn affect the performance athletes. Objective this study also focuses on identifying whether there is a relationship and or influence either directly or indirectly variables in leadership styles affect performance and the performance of athletes. These objectives are detailed on the following two objectives:

- i. To investigate the relationship between leadership style in sports associations in influencing the performance and achievements of Malaysian athletes.
- ii. To examine the most influential factor in the association between leadership style and performance in sports with Malaysian athletes.

Literature Review:

The Charismatic Leader Coach:

The leader of association is responsible for modeling the professional and behavioral characteristics the athlete is seeking to develop (Riddle & Ting, 2006). He or she is the ultimate team leader and makes instilling a motivational work ethic a number one priority (Mannie, 2005). This involves expressing energy and passion for the mission of the goal orientation similar to that of a sports leadership styles (O'Shaughnessy, 2001). The leadership styles influences sport performance by convincing athlete that they are a importance in the goal orientation (Mannie, 2005).

The most influential and valuable characteristics of a charismatic leader coach are his or her ability to form a strong connection with the subordinates, athletes professionalism, and the use of a value-based and clearly-communicated methodology (Wasylyshyn, 2003). An example of this leadership style is exhibited by the leader use of conversational-style dialogue during athletes training to identify instances where the athlete is using leadership and personal development tools adapted during one-on-one training sessions—serving the athlete with immediate feedback and identifying instant value added (Stober, 2008).

Transformational leadership is based on developing and selling a vision for what is possible. Transformational leaders initiate change by challenging the organizational status quo. This leadership style is important in times of change, growth and crisis and is most successful within organizations that thrive on change and innovation. "There are four components of a transformational leader: (a) idealized influence or charisma reflected in the ability to inspire others through personality and vision, prompting followers to exert extra effort, persistence, and determination to achieve extraordinary results; (b) inspirational motivation or the ability to clearly articulate shared goals and a vision for the organization, providing inspiration and motivation to followers; (c) intellectual stimulation or the ability to encourage innovation and creativity from followers and (d) individual consideration or the creation of a supportive work environment that recognizes individual differences"(Vidic & Burton, 2011, p280). Transformational leadership has been studied across many settings,

with results consistently showing the effectiveness of this leadership in affecting change. Research has found that transformation leaders increase well-being, self-efficacy and group cohesion.

Transformational leadership involves the establishment of the leader as a role model by gaining the trust and confidence of followers, based on their ability to inspire followers and nurture the follower's ability to contribute to the foundational success of the organization (Bass, 1997). The leader is considered visionary and he or she sets goals for the organization and develops plans to achieve them (Northouse, 2006). This includes mentoring and empowering the follower as a means of developing followers to their full potential, therefore allowing them to contribute more capably to the organization (Eagly *et al.*, 2003). Followers are inspired to achieve more than baseline expectations, as the transformational leader defines the apparent need for change and drives the follower's passion for organizational success by creating enhanced visions and mobilizing commitment to this vision, resulting in a transformation of the organization (Hartog *et al.*, 1997).

Transactional Leadership:

Transactional leadership is driven by the ability of the leader to appeal to his or her follower's self-interest by the establishment of a relationship based on exchange (Avolio, 1999). The leader focuses on goal achievement founded by the establishment of incentives that appeal to the inherent needs, preferences and values of the follower (Huang *et al.*, 2005). The follower is awarded according to the leader's desired performance— if the follower fails to achieve the desired outcome, he or she is not rewarded and faces reprimanding responses from the leader that motivate and redirect the follower toward the required behavior (Hartog, Van Muijen, & Koopman, 1997). This cost benefits exchange process involves managing and directing the follower's required tasks with a prodding reward or reprimand (Burns, 1978).

Efforts by the athletes are exchanged by stated and mutually agreeable rewards or consequences (Northouse, 2006). Examples may be as abstract as prestige or as concrete as increased wages or promotion (Northouse, 2006). The leader provides corrective criticism, negative feedback and negative reinforcement if applicable, as the transactional leader is result focused and “does not individualize the needs of followers nor is he or she attentive to personal development” (Northouse, 2006).

Laissez-Faire Leadership:

Laissez-faire leadership is a style that implies the “lack of leadership” or a “hands off” approach to influence (Northouse, 2006). The leader avoids active participation in the responsibility of setting goals, clarifying expectations, organizing priorities or becoming involved when leadership direction is needed (van Eeden, Cilliers, & van Deventer, 2008). The self-efficacy (a belief of a person as being capable of accomplishing a given task) (Bandura, 1997) of the follower is heavily relied upon—as the follower must believe in his self-governing ability, sans the direction of the leader.

The laissez-faire leader is extremely passive and inactive, resulting in the expectant self-empowerment of the follower (Hartog *et al.*, 1997). Frequent absence and the lack of involvement of critical decision-making are utilized as a method of driving the follower to self-management (Eagly, Johannesen-Schmidt, & van Engen, 2003).

The coach plays very important role in producing athletes with the skills and knowledge necessary for increasing the performance of athletes in their sport. The coach also has a huge influence in creating excitement and satisfaction and continuous participation of athletes. Leadership styles of leader in administering and managing a sports body is important because this is one of the factors for athletes to achieve satisfaction and success in tournaments. Among the most significant factor that causes athlete is not satisfied is the leader does not have a particular styles of leadership when operating the sports associations. Similarly, in term of coaching of leadership style in training is important because this is one of the factors for athletes to achieve satisfaction and success in tournaments. Interestingly, the most significant factor that causes athlete is not satisfied is the coach does not have a particular style of leadership in conducting the training program. The coach plays very important role in producing athletes with the skills and knowledge necessary for increasing the performance of athletes in their sport. The coach also has a huge influence in creating excitement and satisfaction and continuous participation of athletes. Leadership styles of leader in administering and managing a sports body is important because this is one of the factors for athletes to achieve satisfaction and success in tournaments (Mallet, 2003).

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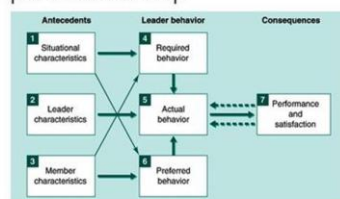
Methodology:

This study is a descriptive research, comparison, correlation and influence as a study to examine the relationship between one variable with another variable. Study design was shaped by quantitative survey. This study used a questionnaire and a questionnaire was used to obtain the required data. In addition, the analysis used in this research is the survey (survey) because this method is one of non-experimental research methods are most popular, which is used in various fields, especially in the social sciences (Babbie, 2001).

Conclusion:

To understand leadership we shall look at two main theories which are the Multidimensional model of leadership (MML) and transformational leaders. The MML is an interactional model which has been developed specifically for sport and physical activity. The model argues that leadership style will vary depending on the characteristics of the athletes and the constraints of the situation. In the diagram below it can be seen that leader characteristics (age, gender, experience) compose personal factors and situational and member characteristics (age, gender, ability) are the situational factors. The model argues that a positive outcome is more likely if the three aspects of the leader behavior agree. If the leader behaves appropriately for the situation and these behaviors match the preferences of the group members, the group members will achieve successful performance. This model takes into account the different leadership styles which a person can adopt and how the leader will change his style depending on the situation.

The Multidimensional Model of Sport Leadership



The required leader behavior refers to how a person is expected to act in a particular situation. For example a PE teacher is expected to act in a certain way in front of his pupils. Preferred leader behavior is dependent on the group members. Age, ability and gender will all influence a member's preference for coaching. For example older athletes might prefer a coach who is more autocratic whereas younger athletes might prefer a coach who is more democratic. Finally the actual leader behavior is simply the behavior that the leader exhibits. When trying to understand the topic of leadership we must realize that a leader behavior is very much dependent on the situation and the member characteristics. Research has shown differences in gender and age among leadership style and therefore we must take this into account when adopting a leadership style. Research has shown that women prefer leaders who adopt a democratic style and involve members of the team and men prefer leaders who adopt an autocratic style. As well as this it has been found that as people get older they prefer more autocratic leaders who are willing to lead people in the right direction. However research has shown that 10 to 13 year olds and 14 to 17 year olds do not differ in their preferences for leadership style. It was found that both age groups preferred leaders who gave positive feedback, technical and tactical instructions and social support. When coaching we must acknowledge these differences and be sure to understand the different environments which we work in (Horn, 2002).

Finally resource deployment refers to how the leader uses his knowledge and skills to help the group achieve their goals. A study conducted by Estabrooks looked at leadership style in an exercise setting and found that older participants preferred leaders who were qualified, had a good bond with followers and used their knowledge to get the best out of the group. Therefore if you are a personal trainer who works in large groups be sure to take these 3 components into account. Make sure you try to create a good bond among your followers so that you can help get the best out of the exercise group (Estabrooks *et al.*, 2004)

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