

# A Study of Leadership Effectiveness (Social Support Behaviour) of Coaches in India

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**Abstract:** The purpose of the study was to compare leadership effectiveness of coaches belonging to central government State government and universities of India. All subjects were selected randomly. Overall 90 coaches 30 from central government, 30 from State government and 30 from universities were selected for the study. Leadership effectiveness was measured by using leadership scale for sports (LSS) developed by P. Chelladurai, S.D. Saleh. To compare Leadership effectiveness of coach's Analysis of variance was used with .05 level of Significance. Results: In social support behaviour of leadership effectiveness showed State government coaches were significantly best among the three groups with mean values of (4.22) followed by university coaches with (3.98) mean values and central government coaches with mean values of (1.23).

**Keywords:** social support behavior, leadership

## 1. 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 organizations. The study of leadership continues to increase in importance as a determinant of effective functioning of the organization (Kent & Chelladurai, 2001).

The most important successful 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. Chelladurai (1978), effective coaching behavior varies across specific contexts as the characteristics of athletes and the prescribed situation change. The context of the sport situation and characteristics of the coach and the athletes themselves dictate appropriate leadership behavior. To achieve improvement in athletic performance, it may be necessary for the coach to engage in coaching behaviors to which the athlete is receptive.

The previous researches used in studying sport leadership (Fielder, 1977; Hersey & Blanchard, 1977; House, 1971; Osborne & Hunt, 1975, Chelladurai 1979, 1990) have suggested that a multidimensional model provides an explanation to coaching behavior. Three different components of coaching behavior are: 1) actual leader behavior, 2) required leader behavior and 3) leader behavior prefer.

According to Smith, Kendall and Hulin (1969), coaches and administrators need to be concerned with making the athlete's experiences enjoyable and satisfying. The measurement of athlete satisfaction is an important precursor to the establishment of a general theory that may then serve as the foundation for practical action and future research.

## 2. Methodology

The study was conducted on coaches working under central government, state government and universities of India. All subjects were selected randomly. Overall 90 coaches 30 from central government & 30 from state governments and 30 from universities were selected for the study.

Leadership effectiveness was measured by using leadership scale for sports (LSS) developed by P. Chelladurai, S.D. Saleh. A multiple methods of data collection were used so that timely and effectively information could be gathered. Depending on convenience of subjects and researcher mailed questionnaires, personal interview and telephonic questionnaire based interview were used to collect the data. Data hence collected was assorted and scored according to procedure explain in testing manual of leadership scale for sports (LSS). To compare Leadership effectiveness of coaches employed in central government state government and universities Analysis of variance was applied at .05 level of Significance

**Table 1:** Analysis of Variance of Leadership Effectiveness (Social Support Behaviour) Among Coaches Working In Different Types of Organisation

Source of Variance	Sum of Square	df	Mean Square	F
Between Groups	166.00	2	83.00	3133.84*
Within Groups	2.30	87	0.026	
Total	168.30	89		

\*Significant at 0.05 level  
 $F_{0.05}(2, 87) = 3.11$

It was evident from Table-1 that there was significant difference in the social support behaviour of leadership effectiveness among the coaches of three organizations i.e. central, state and university as the computed f value was (3133.84) which is much greater than tabulated F value (3.11).

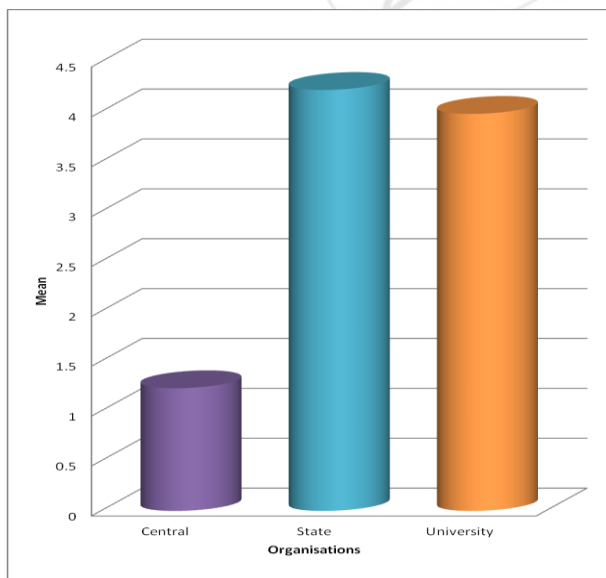
This finding implies that the social support behaviour of leadership effectiveness among the coaches of three organisations i.e. central, state and university are significantly different. Since f value was significant, the Post Hoc Mean test was conducted to find out the status and actual difference in the social support behaviour of leadership effectiveness among the coaches of three organisations.

**Table 2:** Post HOC Mean Comparison of Leadership Effectiveness (Social Support Behaviour) Among Coaches Working in Different Types of Organisation

Central	State	University	Mean Difference	CD
1.23	4.22		2.99	0.83
	4.22	3.98	0.24	0.83
1.23		3.98	2.75	0.83

\*Significant at 0.05

Table-2 of Post Hoc mean comparison showed social support behaviour of leadership effectiveness among the coaches of three organisations i.e. central, state and university were significantly different as the mean values were found to be significant with (2.99) when compared between central and state coaches, (0.23) between state and university coaches and (2.75) between central and university coaches respectively which were greater than the value of critical difference i.e. (0.83). Above statistical findings showed that coaches of the three organisations i.e. central, state and university were significantly different on social support behaviour of leadership effectiveness. The findings of social support behaviour of leadership effectiveness showed State government coaches were significantly best among the three groups with mean values of (4.22) followed by university coaches with (3.98) mean values and central government coaches with mean values of (1.23). The trend was state government coaches > universities coaches > central government coaches.



**Figure 3:** Mean comparison of social support behaviour of leadership effectiveness among coaches of central government, State government and universities

### 3. Results

Findings pertaining to component of leadership effectiveness i.e. social support behaviour on the basis of subject's self-assessments showed State government coaches were significantly best among the three groups with mean values of (4.22) followed by university coaches with (3.98) mean values and central government coaches with mean values of (1.23). The trend was state government coaches > universities coaches > central government coaches. Following are the reasons why the State government coaches are better in comparison to the university and central government coaches. Control daily routine of athletes'. Time to time discussion on personal matters. Appreciation of sportsman in society. Results indicated that social support had a threefold effect on work stressor-strain relations. Social support reduced the strains experienced, social support mitigated perceived stressors, and social support moderated the stressor-strain relationship. Evidence for mediational and suppressor effects of social support on the process of work stress was weak

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