

# BEHAVIOR OF THE COACH IN LEADER'S ROLE

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*Professional paper*

## **Abstract**

*This work wanted to research in what way is behavior of participants in a role of coaching the sport teams determined between different influences of his personality characteristics. Concerning the area of leading is a very complex problem, domains of research are pointed onto theoretical and research problem of leading as fundamental (basic) sport management functions. Research is conducted through Fiedler's contingency leading model. Fiedler's contingency model describes how situation changes relations between efficient leading and results and measuring the facts called less preferred converrker. The accent of research is pointed onto the level and direction of group and personality structure influence on leading style of sort coaches. Research results are determined by LPC leading style and are articulated through domains of personality by being introvert, Good Samaritan and innersole oriented.*

**Key words:** *Fiedler's contingency model of leading, coach of sport team.*

## **INTRODUCTION**

This work is about researching how much is participant's behavior, as a sport's team coach, in the process of sport acting determined by the influence of different personality characteristics. As the area of leading is a very complex problem, the area of research is pointed to theoretical and research problem of leading as the basic functions of sport management. In the terms of dealing with leading functions, there will be analyzing of the personality borders and leading style of coach concerning the personality itself to get to the final leading style from coach's personality borders and aspects. Research will be projected through Fiedler's contingency model of leading.

### *Contingency model of leading*

The founder of contingency leading model was Mary Parker Follett in 1928. Contingency leading models are presumed on contingency theory and that the success of leading depends on factors of concrete circumstance. Through the law of circumstances, she pointed out that the most successful leading style is the one that suits employees and the situation. Leader's mission (manager) is to recognize what is to be done in specific situation and adjusting the leading style to employees in that situation (Early in Weindling 2004:10). That means that it is impossible to know upfront which leading style is to be dominant and later on successful. That is why these style types, models are also called "situational leading models" (Armstrong, 1992:42). Pfeifer (2006.) represents it like this:

Picture 1. Contingency leading approaches: Pfeifer (2006:104)

*Fiedler's contingency model of leading*

Fiedler's model (1964, 1967) is described by three basic contingency factors and two leading styles (in Armstrong, 1992:193-194).

Three basic situational elements that influence the efficiency of leading are:

- Relation between the leader and employee-how much are the employees loyal and relationships between them friendly and cooperative;
- Structure of the tasks – how much are the standard acts suitable for certain job, with detailed description of the final product or service, and indicators that point to how good is some job done and
- Position of leader's power – how much is leader authorized justify employee's achievements and to reward or punish.

The relation between leader and employee is connected to accepting or not the leader which influence the efficiency of the leader the most (Weinrich and Koontz 1998:355-357).

The task structure impacts the efficiency of leading in a way that the leader is given much bigger influence to his employees if tasks are well structured, in a routine way, because there are result standards which are expected and already defined instructions for conducting them. In other way around, when the leader is obliged to rely on his knowledge and employee's abilities to conduct the task, that moment minors his power, his influence to

employees. Leader with large power impacts employees effectively because that gives him the possibility to reward them or not.

The fact Fiedler came to his mind that diminishes some of recent myths, e.g. there is no one best leading style, or there aren't capable or incapable leaders, there are more leading styles. Some managers, depending on situation, will sometimes be more successful and sometimes less. However, every leader who finds himself in the situation that is suitable for his leading style will perform as a successful leader (Sikavica and Bahtijarević-Šiber, 2004:359).

Fred Fiedler also suggested two leading styles:

- Leading style primary oriented to tasks and
- Leading style primary oriented to accomplishing good human relations.

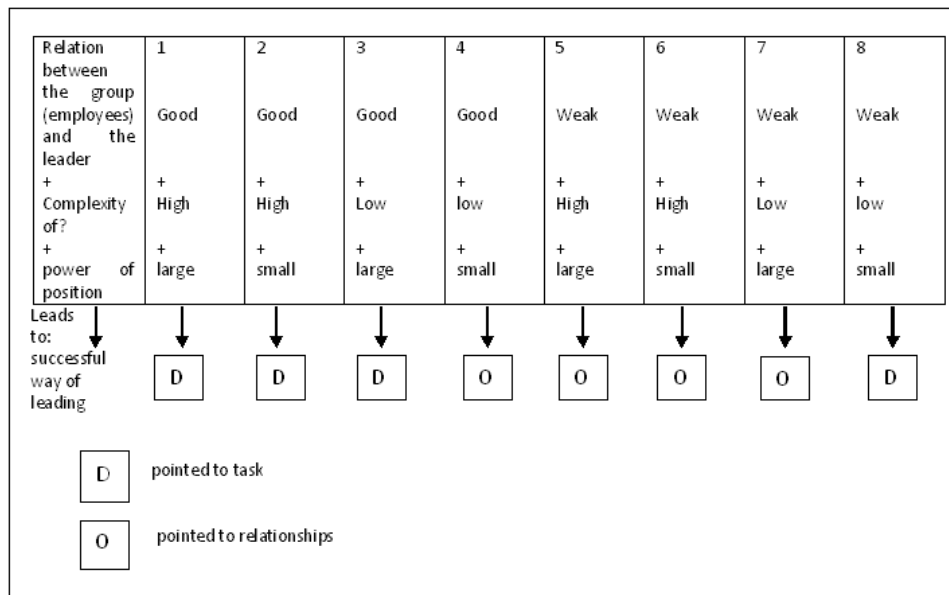
Fiedler's contingency model, Weinrich and Koontz 1998:506 explain that with combination of three situational elements and two leading styles is possible to determine which one of these two styles is suitable to a specific situation. Combining these three styles, he gets to eight potential situations, so called "octaves", where leader determines himself.

Those combinations are:

Situation	Relationships Leader-employee	Task structure	Leader's power position
I	Good	High	Strong
II	Good	High	Weak
III	Good	Low	Strong
IV	Good	Low	Weak
V	Bad	High	Strong
VI	Bad	High	Weak
VII	Bad	Low	Strong
VIII	Bad	Low	Weak

Table 1. Potential leader's situations: Weinrich and Koontz (1998:506)

## Picturesque:



Picture 2. Fiedler's contingency model: Možina (2002:523)

Picture shows eight possible combinations for leading. First presents the most common combination for leading where there are fair leader-employee relations, where there is high task structure and also strong position of leader's power. In eight one situation is reversed. Between those two extreme styles are also placed other combinations, which result with style that puts task in the center and has low LPC ("least preferred converrker") and using the Fiedler's model assures the best efficiency in the most common and least common situations.

Leading style oriented to relations is the most suitable to situations which are placed between these two extremes, with what Fiedler shows that there is not only one leading style as the best one, but that every situation exist for itself and that for every situation is necessary to determine suitable style.

This contingency theory has its own conceptual weaknesses. LPC result is "the measure which is asking for meaning". Its interpretation has changed willingly, and newest interpretation is put under the question. LPC results from Yukl aren't time stabile and they may be more complex then originally expected (Yukl, 2008:216). Model itself is not a theory because it doesn't explain how leader's LPC results influence group achievement (Ashour, 1973 in Yukl). Having less explicit leader's behaviors and intervention variables decreases the use of this model. Without behavior variables, model doesn't offer directions for training the leader

for adjusting to situation. Interest for this theory has decreased over the last few years because of income of new theories of leading. This model, concerning the fact that is the one of earliest contingency leading theories, was the reason for increasing the interest into situational factors.

#### *Scientific and social domain for use of contingency model*

Scientific and social justification of consuming the contingency leading model is shown in explaining the connections and relationships between personality and behavior in a leading role (leading style trough the way of conclusion) and predicting coach's behavior before the person enters the world of any sport.

Methodologically seen, there is a possibility to precisely define dimensions, or statistically highlight the structure of personality domains and aspects which determine coach's leading style.

In terms of social increase by using this contingency model, we can hope that high-educational institutions which educate future coaches and managers could use results from this research in different sport areas.

Results of eventual research, trough determining the LPC leading style, are articulated trough personality domains by being introvert, Good Samaritan and innersole oriented. These three dimensions are dominant and directly influence the LPC leading style.

Exactly this three-domain style, on their basics, work in a way that individuals like this develop good human relationships when found in a circumstance and situation to lead a sport team. All we said points not to be coach's behavior determined by the situation. Not depending on emotional relations inner group, on structure of group tasks and quantity of power which in concrete situation and group is prescribed to coach as introvert, good Samaritan and innersole oriented opposite the world, coach will try to be more careful about players and their relationships, because of them selves and not because pragmatically they expect that good inner climate will increase the efficiency of conducting the tasks. Even when non efficiency comes trough the purpose of results for group existence justification itself, leading person, or coach, seems like that with these characteristics won't be able to change his leading style in order to increase the efficiency.

Method of regressive analyzing separated personality characteristics which coach uses as a leader is presumed in most successful, most savable and most usable way. Calculating composite score of coach's behavior, on which the list and rang of participants is made, was simply done in a way of adding the additive constant onto the sum

of ponder measures of personality domains and aspects. Result was that coaches are more into using the leadership oriented to care for people (with high LPC-score) by putting together specifications from extroversion domains, cooperation, optimism, modesty, intellectual curiosity and imagination. Comparison of these data with non dependant and dependant variables shows that LPC-style has 12 correlations, which are enough for optimal saying and later defining coach's leading style of sport team.

## CONCLUSION

Concerning all given facts of this research these conclusions can be accepted:

1. There are significant relations between personality characteristics, trough conclusion and leading style
2. Coach's (leader's) behavior articulates coach's personality characteristics which correlate with leading behavior
3. Controlling variables (kind of sport success in team leading) build, in total, 6 significant connections to conclusion style and LPC style.

Connections and relations inside of conclusion and LPC leading style aren't always compatible.

## LITERATURE

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## PONAŠANJE SPORTSKOG TRENERA U ULOZI VOĐE

Stručni rad

### **Sažetak**

Ovim radom se želilo istražiti u kojoj mjeri ponašanje učesnika u ulozi trenera sportskih ekipa određeno između različitih uticaja osobina njegove ličnosti. Pošto je područje vođenja veoma kompleksan problem, opseg istraživanja je usmjeren na teorijski i istraživački problem vođenja kao temeljne funkcije sportskog menadžmenta. Istraživanje je provedeno kroz Fiedlerov kontingencijski model vođenja. Fiedlerov LPC model kontingencije opisuje kako situacija mijenja odnos između efikasnog vođenja i rezultata i mjerenju obilježja nazvanog najmanje preferirani saradnik. Predmet istraživanja je stepen i pravac uticaja sklopa i strukture ličnosti na stil vođenja sportskih trenera. Uzorak se sastojao od trenera kolektivnih ekipa (muških i ženskih, košarke, fudbala i rukometa) N=32. Rezultati istraživanja kroz detreminisanje stila LPC-vođenja su artikulirani kroz domene ličnosti kroz introvertiranost, doborćudnost i zatvorenost.

**Ključne riječi:** Fiedlerov kontingencijski model vođenja, trener sportske ekipe.

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