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## RESEARCH ARTICLE

# Non-Athletes Perception On Leadership Sports Performance In Malaysia

<sup>1</sup>Abd Rahim Romle, <sup>2</sup>Mashitah Mohd. Udin, <sup>3</sup>Amir Imanuddin Roslan, <sup>4</sup>Nurul Syahidah Mohammad Haidzir, <sup>5</sup>Nor Sabariah Badron, <sup>6</sup>Muhammad Adnin Naim Mohammad Yusof

<sup>1</sup>*School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia*

<sup>2</sup>*School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia*

<sup>3</sup>*School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia*

<sup>4</sup>*School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia*

<sup>5</sup>*School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia*

<sup>6</sup>*School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia*

### Address For Correspondence:

Abd Rahim Romle, School of Government, College of Law, Government and International Studies, Universiti Utara Malaysia, Kedah, Malaysia

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## ABSTRACT

**Background** - This article describes why leadership styles are likely to have an important and influence on sport performance in Malaysian athlete. This study aims to identify the reason for participation in sports, goal orientation, leadership style of president and favored 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. The survey was conducted on the non-athletes perception on leadership in sport performance. Quantitative approach were employed through cross-sectional survey, a total 220 questionnaires were distributed. Random sampling technique was applied in determining the sampling frame. Hence, the data obtained was analyzed by using Statistical Package for Social Sciences (SPSS) version 21. Finally, recommendations for future study and improvement of leadership styles on sport performance, specifically in the Malaysian context.

**Key words:** Leadership style, sport performance

## INTRODUCTION

Most of the previous studies have demonstrated leadership and command training dimension is the dimension that is most sought after by athletes, while the dimension of democratic leadership style and autocratic dimensions are the dimensions that are less enthused athletes. Leadership dimension feedback (reward) in turn acts as a distribution bonus to coach athletes during training [24] or during the competition. In addition, the dimensions of social support is needed especially by the coaches of young athletes to feel the excitement and dimension positive feedback or rewards can lead to a feeling of equality among members of the group formed and subsequently affect the performance of an athlete and the team.

Leadership as an activity or process comes from individual behavior towards followers to enhance the enthusiasm and aspiration to achieve the target and accomplish the objectives [60,66]. Leadership is the ability of any group to influence them achieving the goals orientation. Similarly, the leadership is about exchanged relationship between leaders and subordinates, moreover, it is how leaders influence the followers in establishing the vision, values and the creation of the environment so the objectives can be completed [46].

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Leaders should convince of the staff through the consultation, negotiation and compromise to build the confidence among them so that they can influence the job performance to achieve the goals orientation [57] and gains due to the high performance of the sport performance. The leader today aims to understand how their leadership styles can affect the motivation level and ultimately the delivery of sport performance.

Derived from the aspect of leadership styles, an effective coach must successfully 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 Fous and Troppman [37], 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. 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 [51].

#### *Literature Review:*

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 [15]. The leader is considered visionary and he or she sets goals for the organization and develops plans to achieve them [56,62,61]. This includes mentoring and empowering the follower as a means of developing followers to their full potential [58], therefore allowing them to contribute more capably to the organization [32]. Followers are inspired to achieve more than baseline expectations [47], 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 [8,9], resulting in a transformation of the organization [38,67].

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 [37]. "There are four components of a transformational leader [33,52]: (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".

According to Bass and Avolio [16], transformational leaders may make use of one or more of the following four factors:

- a) Idealized influence
- b) Inspirational motivation
- c) Intellectual stimulation
- d) Individualized consideration

#### *Methodology:*

This study design was shaped by quantitative survey. This study used a questionnaire and a questionnaire was used to obtain the required data. According to Sugiyono (2008), quantitative approach is to test theories through the independent variable and dependent variable. 220 questionnaires has distributed by using random sampling to non-athletes. This questionnaire will employed at 6 point Likert scale format that ranging from 1 – Extremely Disagree, 2 - Strongly Disagree, 3 – Disagree, 4 – Agree, 5 – Strongly Agree and 6 – Extremely Agree.

#### *Finding And Discussion:*

From data of profile respondent below, the percentage of respondents for male student is 30.0% whilst female students are 70.0%. The age of overall respondents were classified into three group whereas respondent who has age less than 20 years showed 13.2%, 20-24 years recorded 82.3% and the respondent who are more than 25 years old 4.5%. Meanwhile for ethnics 71.8% represent for Malay, Chinese were 16.4%, Indian showed 10.5% and the other ethnics showed 1.4%. Last demographic view is refer to religion that 74.1% represent for

Muslim, Christian were 7.3%, Buddhist showed 15.0%, 3.2% represent Hindu and followed by others religion 0.5%. A profile of respondent can be referred in Table 1.

**Table 1:** Demographic Characteristic Od Sample

| Respondent's Profile | Frequency | Percentage (100%) |
|----------------------|-----------|-------------------|
| <b>Gender</b>        |           |                   |
| Male                 | 66        | 30.0%             |
| Female               | 154       | 70.0%             |
| <b>Age</b>           |           |                   |
| <20                  | 29        | 13.2%             |
| 20-24 years          | 181       | 82.3%             |
| >25 years            | 10        | 4.5%              |
| <b>Ethnic</b>        |           |                   |
| Malay                | 158       | 71.8%             |
| Chinese              | 36        | 16.4%             |
| Indian               | 23        | 10.5%             |
| Others               | 3         | 1.4%              |
| <b>Religion</b>      |           |                   |
| Muslim               | 163       | 74.1%             |
| Christian            | 16        | 7.3%              |
| Buddhist             | 33        | 15.0%             |
| Hindu                | 7         | 3.2%              |
| Others               | 1         | 0.5%              |

Table 2 showed about descriptive statistics of transformational leadership style on sport performance in Malaysia based on non-athletes perception. Hence, after collect the data all the aspect were analysed through mean and standard deviation. The measure of leadership style in the current study was adopted from Podsakoff, MacKenzie, Moorman, and Fette's (1990) Transformational Leadership Inventory (TLI). Thus, a high number of mean showed high perception of non-athletes towards the Transformational Leadership in sport performance in Malaysia, meanwhile low number of mean showed low perception of non-athletes. Mean value 4.45-4.54 is the high perception while 4.43 below represent low perception.

Therefore, based on the findings, it founds five items which has high scored mean value between 4.45 - 4.54 (*My leader inspires others with his/her plans for the future, My leader gets the group to work together for the same goal, Our leadership team creates a work environment that helps our employees do their jobs, My leader develops a team attitude and spirit among his/her employees and My leader fosters collaboration among work groups*) were indicate to high perception from non-athletes.

While the low mean value which is 4.43 and below. These indicate to five items were (*Our leadership team shares information about the organization, Our leadership team encourages and enables our employees to develop their job skills so they can advance in their careers, My leader provides a good model to follow, Our leadership team uses our organization's values to guide our organization and employees and My leader shows respect for my personal feelings*).

The finding exposed high mean value in transformational leadership in sport performance in Malaysia. From the result, we can assumed that a good leadership can produce a positive result. 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.

Furthermore, 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 become a champion AFC Cup.

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.

**Table 2:** Descriptive Statistics of Transformational Leadership

|                                                                                                                           | Mean | Std. Deviation |
|---------------------------------------------------------------------------------------------------------------------------|------|----------------|
| Our leadership team encourages and enables our employees to develop their job skills so they can advance in their careers | 4.34 | .934           |
| Our leadership team uses our organization's values to guide our organization and employees                                | 4.43 | .827           |
| Our leadership team creates a work environment that helps our employees do their jobs.                                    | 4.53 | .904           |
| Our leadership team shares information about the organization                                                             | 4.27 | .935           |
| My leader inspires others with his/her plans for the future                                                               | 4.45 | .903           |
| My leader provides a good model to follow                                                                                 | 4.39 | 1.007          |
| My leader fosters collaboration among work groups                                                                         | 4.54 | .878           |
| My leader develops a team attitude and spirit among his/her employees.                                                    | 4.53 | .841           |
| My leader gets the group to work together for the same goal                                                               | 4.45 | .932           |
| My leader shows respect for my personal feelings                                                                          | 4.43 | .881           |

#### Conclusion:

The results revealed that transformational leadership positively influences non-athletes perception of organizational reputation, not only directly but also indirectly, through empowering employees. Leadership behaviors, such as shared vision communicating and high performance expectations, providing an appropriate role model, fostering collaboration among employees to achieve collective goals [48,63,68]; stimulating new perspectives and ideas, emphasizing the quality of relationships with employees Shamsudin, [66], and showing concern about employee's individual feelings and welfare, directly cultivate employee's favorable overall attitudes toward the organization [33,62,64]. In addition, through sharing power with employees and engaging them in the decision-making process, transformational leaders make employees feel more accepted, trusted, and valued, thus indirectly shaping employee's favorable evaluation of the organization [52,63].

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