



# The Leadership Behavior and Creativity of Sports Coaches with Athletes Satisfaction among Futsal Team in Malaysia Public Universities

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## **Authors' contributions**

*This work was carried out in collaboration between both authors. Author SNAZ designed the study, performed the statistical analysis, wrote the protocol, wrote the first draft of the manuscript and managed the analyses of the study. Author SHG managed the literature searches, checking on grammar and also the arrangement of the sentences. Both authors read and approved the final manuscript.*

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Case Study

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## **ABSTRACT**

This research emphasizes the relationships between leadership behavior and creativity among sports coaches with futsal athletes' satisfaction. The study uses the Leadership Scale for Sport (LSS) include training and instruction, democratic behavior, autocratic behavior, social support, and positive feedback. The satisfaction considered as the dependent variable in this study and use the Athletes Satisfaction Questionnaire (ASQ) as the measurement. This study uses quantitative methods with 5-Likert scale measurement. The LSS consists of 40 items as measurement and for creativity, there are about 10 items used. Meanwhile, from the ASQ, there are about 20 items considered as measurement. The subjects of this study are 50 futsal players from public universities in Malaysia. The use of Statistical Package for Social Science (SPSS) version 25.0 will be carried out in acquisition of the results through reliability test, descriptive analysis, and correlation. The results prove, if the p-value for the items of LSS and creativity is more than 0.01, it will strengthen the significantly positive relationships towards satisfaction. This study found that there is a relationship between Leadership Behavior and Creativity with Futsal Athletes' Satisfaction.

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## 1. INTRODUCTION

Sports coaches always been watching on track and fields, any sports events and also on sports television. The types of leaderships applied in the coaching process barely influenced by coaching stereotypes, opinions on individual characteristics, or also with the views on the unethical behaviors in sport. Leadership is the value that cannot be inherited from generation to generation. Creativity is an effortless way to have high performing individuals, teams and organizations [1]. Creative leadership in sports involves creative thinking, creative ways and creative actions in coaching [2]. It is a kind of risk-taking to have a great performance. There will be lots of questions that arise in starting the role of creative leadership such as abilities of perception, encouragement, and supports from others and also the openness of accepting the role. The coaches assumed as role models or sometimes bring a positive influence on a large number of individuals especially their trainees. According to West-Burnham [3] creativity is the use of imagination, insight, and originality, related in developing the products, process, and outcomes, additional value to an existing product, usage of higher-order skills, knowledge and also qualities and the process of making difference in improving, enhancing or enriching [4,5]. Most of the time, coaching is more than teaching tactics and fundamental skills. Coaches are responsible to fulfill the task of organizing the training, the schedule, the theory, practical, game strategies and importantly, mentoring athletes progress [6,7]. Coaches in most settings must complete a variety of tasks such as planning practices and game strategies, organizational tasks and mentoring athletes which do include more than teaching fundamental skills and tactics [7].

Sports can bring a positive behavior towards youth. Through sports, social issues can be reduced and the youth will join more activities with the public and it can avoid bad social life [8,9]. Through sports, it can produce a group of individual that has a good character can reduce the youth crime case, pickpockets, drugs and hang around till midnight [10,11]. Studies from Faizan, Nor Hidayatun, Sharifah Norhuda and Muhammad Zahran [12]; Wong [13], prove that youngsters age from 12 to 35 fills their time with immoral activities such as illegal racing and drugs. This shows that sports are one better way

to avoid that kind of negative thing happens in society.

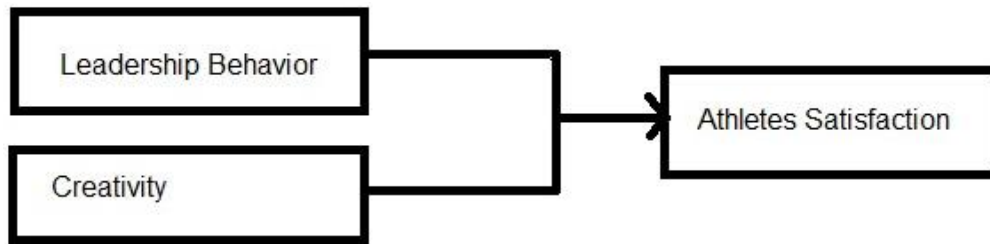
Athletes' satisfaction is when the athletes' name is known throughout society. According to Palmer, Chiviakowsky and Wulf [14] athletes, satisfaction is when the athletes' perception being fulfill. Creativity is the situation when people can generate something that has both values and newness [15]. Leaderships behavior consists of five dimensions which are the training and instruction, democratic behavior, autocratic behavior, social support, and positive feedback. The studies about leadership and creativity with athletes' satisfaction expected to increase from time to time [16,17,18,19,20,21]. A study among the athletes from Kao and Tsai [22] being discussed among volleyball athletes in Taiwan. However, the focus among futsal athletes in Malaysia is yet not being studied. Thus, this study will seek to help in knowing the athletes' satisfaction towards coaches' leadership behavior and creativity in Malaysia.

The creative ways of coaching expected to help in athletes' performance. Coaches and issues related to coaching have been making the headlines for various reasons in local sports. However, the creative leader in sport is in a small amount compared to the types of other leadership types such as transactional leadership, transformational leadership and laissez-faire leadership. There should be a creative way to handle sports activities. According to Khairy [23] one of the creative ways is athletes should expose to world competitions, a lot of the competitions and training held there are world-class, and if athletes stayed in Malaysia, they would not have the competitive ecosystem. The lack of creativity in sports coaching will turn down the desire for sports among the athletes.

Therefore, there is in need to conduct a scientific study in identifying the relationships of the leadership's behavior and creativity with futsal athletes' satisfaction.

The objectives of this study are:

- 1) To determine the relationship between Leadership Behavior and Futsal Athletes' Satisfaction.
- 2) To know the relationship between Creativity and Futsal Athletes' Satisfaction.



**Fig. 1. Conceptual Framework**

The contributions of this study are:

- 1) This study expected to vary the sources for academicians regarding the leaderships topics.
- 2) This study also able to apply among the sports coaches in improving their leadership.
- 3) This study will be used for the leaders from all types of organizations through the creativity focus.

The limitations of this study are:

- 1) This study only focuses on futsal athletes and cannot be generalized to the other sports.
- 2) The athletes busy with training hence the researchers take a longer time to meet them.
- 3) The small sample size reduced the opportunity for the data to be analyzed with conclusive or significant results.

The leadership behavior and creativity are the independent variables in this study. Meanwhile, the athletes' satisfaction is the dependent variable. The hypotheses are:

- H<sup>0</sup>- There is no significant relationship between leadership behavior and athletes' satisfaction
- H<sup>1</sup>- There is a significant relationship between leadership behavior and athletes' satisfaction
- H<sup>0</sup>- There is no significant relationship between creativity and athletes' satisfaction
- H<sup>1</sup>- There is a significant relationship between creativity and athletes' satisfaction

**2. METHODOLOGY**

This study uses quantitative methods using self-administered questionnaires to gaining data analysis. The use of Leaderships Scale for

Sports (LSS) been applied as the measurement for leadership components and the creativity been measured through self-rating based on 10 items adapt and adopted from Zhou and Shalley [24]. The athletes' satisfaction measured through the 20 items of Athletes Satisfaction Questionnaire (ASQ) [25]. The LSS consists of 40 items with five dimensions which are training and instruction, democratic behavior, autocratic behavior, social support and positive feedback. This study uses the Likert Scale consists of five (5) priority points that are 1-strongly disagree, 2-disagree, 3-uncertain, 4-agree, 5-strongly agree. With five choices of the answer, the respondents can show the agreement or disagreements on their own.

**3. ANALYSIS AND FINDINGS**

The study was carried out to look at the correlation between the variables dependent on Futsal Athletes' Satisfaction and the independent variables of Leadership Behavior and Creativity. Correlation is a statistical technique used to indicate the strength of a variable and is used to study the relationship between independent variables and dependent variables. A correlation test was performed with a 0.01 2-tailed significant level. Test results show that Leadership has a p-value of .086 p-value of more than 0.01. Meanwhile, Creativity has a p-value of .110 more than 0.01. Thus, this indicates that the null hypothesis rejected because there is a significant positive relationship between leadership behavior with Futsal Athletes' Satisfaction. Besides, the second null hypothesis also rejected as there is a significant positive relationship between Creativity with Futsal Athletes' Satisfaction. This study answers for both objectives that are to determine the relationship between Leadership Behavior and Futsal Athletes' Satisfaction; and to know the relationship between Creativity and Futsal Athletes' Satisfaction.

**Table 1. Correlation between variables**

	<b>Futsal Athletes' Satisfaction</b>	
<b>Leadership Behavior</b>	Pearson Correlation	.086**
	Sig. (2-tailed)	.552
	N	50
<b>Creativity</b>	Pearson Correlation	.110**
	Sig. (2-tailed)	.449
	N	50

\*\* Correlation is significant at the 0.01 level (2-tailed)

\* Correlation is significant at the 0.05 level (2-tailed)

#### 4. CONCLUSION

This study hopes to give some clear definitions of athletes' satisfaction. Besides, this study also able to help in educational terms of describing leadership behavior and creativity. The relationships between leadership behavior and creativity with athletes' satisfaction will be definite after this study completed. This study can be applied within organizational management on the term of leadership because leadership can be applied in every organization and it is must-have ability in management.

#### 5. RECOMMENDATION

This study should extend the discussions on the other leaderships types. It is also recommending to do this study in other industries and not only in sports. The use of different methods such as qualitative and mixed methods can also be done. Furthermore, this study also can use another type of data analysis such as SMART PLS and AMOS. Nevertheless, the future study can consider the use of different variables and widen the scope area besides larger sample size populations.

#### COMPETING INTERESTS

Authors have declared that no competing interests exist.

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