

The Influence of the Coach's Leadership Strategy on the Motivation and Performance of Volleyball Players in the Pusri Team

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Abstract: This study investigated the effects of different coaching leadership strategies on the motivation and performance of volleyball players in the Pusri team. By employing a mixed-methods approach, the research analyses transformational, transactional, and laissez-faire leadership styles. Results show that transformational leadership significantly enhances intrinsic motivation and performance, fostering team cohesion and individual development. Transactional leadership, while effective short-term, presents challenges in sustaining long-term motivation due to its reliance on external rewards. Laissez-faire leadership benefits self-motivated players but can negatively impact those needing more guidance. The study concludes that adaptive leadership, tailored to individual and team needs, is crucial for optimizing performance. Recommendations include prioritizing transformational techniques, balanced use of transactional methods, and selective application of laissez-faire strategies. These findings contribute to both theoretical understanding and practical applications in sports leadership.

Keywords: Coaching Leadership, Motivation, Team Performance

A. Introduction

In the realm of sports, leadership is a key determinant of both individual and team outcomes (Oc, 2018). Coaches play a significant role in shaping the attitudes, behaviors, and performance levels of their athletes (Rong, 2024). The Pusri volleyball team, known for its competitive spirit, provides an excellent case study for examining the nuances of leadership in sports. Despite the general acknowledgment of the importance of leadership, there is a lack of specific research focusing on how different leadership strategies affect the motivation and performance of volleyball players in this particular team.

Sports leadership encompasses various dimensions, including motivational techniques, strategic planning, and the ability to inspire and guide athletes toward achieving their full potential (Macquet & Stanton, 2021). Effective leadership is often linked to better team cohesion, improved performance, and higher levels of

individual athlete satisfaction (González-García et al., 2022). In volleyball, where teamwork and coordination are crucial, the role of the coach becomes even more significant (Durdubas et al., 2021). Coaches are not only responsible for developing game strategies and training programs but also for fostering a positive team environment and maintaining high levels of motivation among players. Coaches have a crucial role in fostering a positive team environment and maintaining high levels of communication with their players (Fransen et al., 2018). Effective communication is essential for team success, and coaches must ensure that their messages are organized efficiently to develop positive relationships with players (Kim & Park, 2020). Communication is a two-way street that involves listening as well as talking, and coaches should create an environment that encourages open communication among team members.

The Pusri volleyball team, representing one of the prominent sports teams, faces the common challenges of maintaining player motivation and performance consistency. The competitive nature of the sport, coupled with the physical and mental demands placed on players, necessitates a robust leadership approach (Coulter et al., 2018). The competitive nature of sports, along with the physical and mental demands on players, requires a robust leadership approach. The Demand-Induced Strain Compensation Questionnaire for Sport (DISQ-SPORT) examines different dimensions of sports demands and resources, including physical, cognitive, and emotional aspects (Caviedes et al., 2023). Understanding the specific leadership strategies that can effectively address these challenges is essential for the team's success.

One of the key aspects of sports leadership is the ability to motivate athletes (Gomes et al., 2020). Coaches play a crucial role in enhancing athlete leadership by empowering athletes, utilizing team leadership, creating a positive team culture, and intentionally developing leadership capabilities (Duguay et al., 2022). Research has shown that enhancing leadership within a team can lead to increased team cohesion, athlete satisfaction, team identification, confidence, and a positive motivational climate (Luo & Xie, 2018). They focus on involving athletes in decision-making, forming leadership groups, fostering open communication, and providing leadership development opportunities. Research suggests that athlete leadership development is essential for team success and requires a combination of individual and collective leadership development approaches (Cotterill et al., 2022).

Motivation in sports can be intrinsic, driven by personal satisfaction and a love for the game, or extrinsic, influenced by external rewards such as recognition, financial incentives, or career advancements (Funk et al., 2022). In sports, athletes can be motivated by intrinsic factors such as passion and enjoyment for the sport or extrinsic factors like external rewards and recognition. Finding the right balance between these two types of motivation is crucial for optimal performance and long-

term satisfaction in sports. Coaches play a key role in creating a motivational environment that fosters personal development and optimal performance by setting achievable goals, fostering a positive mindset, encouraging self-reflection, building healthy competition, providing authentic feedback, and prioritizing rest and recovery (Reynders et al., 2019). Understanding the benefits and drawbacks of intrinsic vs extrinsic motivators can help athletes harness them effectively to achieve their goals while maintaining mental resilience towards challenges like burnout or excessive self-pressure. Both types of motivation can effectively drive athletes toward achieving their goals, but finding the right balance is key to success. A coach's ability to tap into these motivational sources can significantly impact a player's performance and overall contribution to the team. Research has shown that motivated players are more likely to exhibit higher levels of effort, persistence, and resilience, which are critical for success in competitive sports like volleyball.

In addition to motivation, a coach's leadership style also influences team dynamics and individual performance (Ekstrand et al., 2018). Various leadership styles, such as transformational, transactional, and laissez-faire, have different impacts on athletes. Transformational leadership, characterized by the ability to inspire and intellectually stimulate athletes, is often associated with higher levels of motivation and performance (Erikstad et al., 2021). On the other hand, transactional leadership, which focuses on rewards and punishments, may be effective in certain situations but could also lead to a less cohesive team environment. Laissez-faire leadership, where the coach takes a hands-off approach, might work with highly self-motivated and disciplined players but could result in a lack of direction and accountability (Abbas et al., 2024).

The Pusri volleyball team, like many other sports teams, benefits from a leadership approach that is adaptive and responsive to the needs of the players. Given the diversity in player personalities, skills, and motivations, a one-size-fits-all leadership strategy is unlikely to be effective. Instead, successful coaches are those who can tailor their approach to the individual and collective needs of the team. This adaptive leadership style requires a deep understanding of each player's strengths, weaknesses, and motivational drivers, as well as the ability to foster a supportive and inclusive team culture. Despite the recognized importance of effective leadership in sports, there is a noticeable gap in the literature regarding the specific strategies that are most effective in the context of volleyball, particularly within the Pusri team. Most existing studies focus on general leadership principles or are centered around more widely studied sports such as soccer or basketball. Therefore, there is a critical need for research that delves into the unique aspects of volleyball leadership and how different coaching strategies can be optimized to enhance player motivation and performance (de Albuquerque et al., 2021).

Addressing this research gap not only has theoretical implications but also practical significance for coaches, athletes, and sports organizations. By identifying the leadership strategies that are most effective for the Pusri volleyball team, this research can provide valuable insights that can be applied to other teams and sports contexts. Moreover, it can contribute to the development of more targeted coaching programs and training modules that focus on enhancing leadership skills in sports (Y Amy et al., 2018). The specific impacts of various leadership strategies on player motivation and performance within the context of the Pusri volleyball team remain underexplored. This gap in knowledge presents a significant problem, as understanding these dynamics is crucial for optimizing team performance and achieving competitive success. Without this understanding, coaches may struggle to implement the most effective strategies to boost their team's performance and individual players' motivation (Syahir et al., 2022).

This study aims to investigate the effects of different coaching leadership strategies on the motivation and performance of volleyball players in the Pusri team. By doing so, it seeks to provide valuable insights that can inform the development of more effective coaching practices. The ultimate goal is to contribute to the enhancement of both team performance and individual player development, ensuring that the Pusri volleyball team can achieve its full potential. To achieve this overarching aim, the study has outlined several specific objectives:

1. Identify Key Leadership Strategies

The first objective is to identify the various leadership strategies currently employed by coaches within the Pusri volleyball team. This involves a comprehensive review of coaching practices, including motivational techniques, communication styles, and decision-making processes. By categorizing these strategies, the study will establish a foundation for further analysis.

2. Analyze the Impact on Player Motivation

Understanding how different leadership strategies influence player motivation is crucial. This objective focuses on assessing the extent to which specific coaching approaches can enhance or diminish players' intrinsic and extrinsic motivation. By examining factors such as goal setting, feedback mechanisms, and motivational speeches, the study aims to uncover the most effective ways to inspire and drive players (Patsiaouras, 2021).

3. Evaluate Performance Outcomes

The third objective is to evaluate the impact of coaching leadership on the actual performance of volleyball players. This includes analyzing both individual and team performance metrics, such as game statistics, skill development, and overall competitive success. The study will compare the performance outcomes

associated with different leadership styles to determine which approaches yield the best results.

4. Examine Team Cohesion and Dynamics

Leadership in sports is not only about individual performance but also about fostering a cohesive and harmonious team environment. This objective aims to investigate how different coaching strategies affect team cohesion, communication, and collaboration. By exploring the interpersonal dynamics within the team, the study seeks to identify leadership practices that promote unity and collective success.

5. Provide Practical Recommendations

Based on the findings, the study aims to provide practical recommendations for coaches and sports organizations. These recommendations will be grounded in empirical evidence and tailored to the specific context of the Pusri volleyball team. The goal is to offer actionable insights that can be readily implemented to improve coaching practices and, consequently, player motivation and performance.

6. Contribute to Theoretical Understanding

Beyond practical applications, the study also aims to contribute to the broader theoretical understanding of sports leadership. By examining the interplay between leadership strategies, motivation, and performance, the research will add to the existing body of knowledge in sports psychology and management. This objective underscores the study's commitment to advancing academic discourse in the field.

7. Facilitate Long-Term Development

Finally, the study aims to facilitate the long-term development of the Pusri volleyball team. By identifying effective leadership strategies and providing a roadmap for their implementation, the research seeks to ensure sustained improvements in both individual and team performance. This objective aligns with the broader goal of fostering a culture of excellence and continuous growth within the team.

B. Methods

The methodology section outlines the systematic approach that will be used to investigate the effects of different coaching leadership strategies on the motivation and performance of volleyball players in the Pusri team. This comprehensive approach includes research design, participant selection, data collection methods, and data analysis techniques to ensure the study's validity and reliability (Fahmi, 2024).

This study will employ a mixed-methods approach, combining both qualitative and quantitative research methods to provide a holistic understanding of the impact of coaching leadership strategies. The mixed-methods design is chosen to capture the complexity of leadership dynamics and their effects on motivation and performance, offering both depth and breadth in the analysis. Participants for this study will include all players and coaches of the Pusri volleyball team. Additionally, a selection of former players and assistant coaches will be included to provide historical context and additional insights. The estimated total number of participants is 30, which includes 20 current players, 5 former players, and 5 coaching staff members. Inclusion criteria are current and former volleyball players of the Pusri team, coaching staff members who have actively participated in training and matches for at least one season, and participants must be willing to provide informed consent to take part in the study (Mu'ammal et al., 2022).

Exclusion criteria are players or coaches who have been part of the team for less than one season, and individuals who are unwilling or unable to provide informed consent. Data collection methods will include both qualitative and quantitative approaches. For qualitative data, semi-structured interviews will be conducted with coaches, current players, and former players, focusing on personal experiences, perceptions of leadership styles, motivational techniques, and their perceived impact on performance and team dynamics. These interviews will be recorded and transcribed for analysis. Additionally, focus groups will be held with current players to discuss leadership strategies in a group setting, aiming to capture diverse perspectives and collective insights. Quantitative data will be collected through surveys administered to all participants, containing standardized questions on leadership effectiveness, motivation levels, and performance metrics. Performance data such as game statistics, training progress, and match outcomes will be collected from team records to provide objective measures of player and team performance. Data analysis will involve thematic analysis for qualitative data to identify common themes and patterns related to leadership strategies and their effects.

Quantitative data had be analyzed using statistical methods to determine correlations and causal relationships between leadership strategies and player motivation and performance. "Quantitative data is information that can be quantified and given a numerical value, such as length in centimeters or revenue in dollars. It is suitable for statistical analysis and answers questions like 'How many?' or 'How much?' This comprehensive methodological approach aims to provide a robust and nuanced understanding of how different coaching leadership strategies impact the motivation and performance of volleyball players in the Pusri team.

C. Results and Discussion

The results of this study on the influence of coaching leadership strategies on the motivation and performance of volleyball players in the Pusri team are organized into several key areas: leadership strategies employed, impact on player motivation, effects on performance outcomes, team cohesion and dynamics, and practical recommendations based on the findings. The analysis of the data revealed a variety of leadership strategies employed by the coaches of the Pusri volleyball team. These strategies were categorized into three main types: transformational, transactional, and laissez-faire. Transformational leadership was characterized by the coaches' efforts to inspire and intellectually stimulate the players. Coaches using this approach often set high expectations and encourage players to exceed their limits. They emphasized the importance of team vision and collective goals, frequently engaging in motivational speeches and personalized feedback sessions. Players responded positively to this leadership style, often feeling more motivated and driven to improve their performance. Transformational coaches were noted for their ability to create a strong sense of unity and purpose within the team, which was reflected in the players' increased commitment and effort during both training and matches (Capric et al., 2023).

Transactional leadership, on the other hand, focused on rewards and punishments to drive player behavior. Coaches implementing transactional leadership clearly outlined performance expectations and provided tangible rewards for meeting these goals, such as recognition, playing time, or even monetary incentives. Conversely, failure to meet expectations often resulted in penalties or reduced playing time. While this approach was effective in creating a clear structure and immediate performance improvements, it was observed that its long-term impact on player motivation was mixed. Some players thrived under the clear guidelines and incentives, while others felt pressured and stressed, leading to decreased enjoyment of the sport and potential burnout.

Laissez-faire leadership, where coaches took a more hands-off approach, allowing players greater autonomy and self-direction, was less commonly employed but still present. This style worked well with highly self-motivated and disciplined players who appreciated the freedom to manage their own training and game strategies. However, for less experienced or less self-driven players, this approach often led to confusion and a lack of direction, negatively impacting both individual and team performance. The impact of these different leadership strategies on player motivation was significant. Players under transformational leadership reported higher levels of intrinsic motivation, feeling a genuine love for the game, and a personal commitment to improving.

This was attributed to the coaches' ability to connect with players on an individual level, understand their personal goals, and integrate these into the broader team objectives. Transactional leadership, while effective in the short term, often resulted in higher levels of extrinsic motivation. Players were driven by external rewards rather than internal satisfaction, which could lead to sustainability issues in motivation over longer periods. Laissez-faire leadership had varied effects, with self-motivated players maintaining high levels of intrinsic motivation while others struggled with a lack of guidance and support (Liew Yi et al., 2018).

When it comes to performance outcomes, transformational leadership stands out. It was consistently associated with improvements in both individual and team performance. The emphasis on high expectations, personal development, and team unity translated into better coordination, higher skill levels, and more strategic gameplay. In contrast, while transactional leadership showed immediate performance improvements due to the clear structure and immediate incentives, the long-term sustainability of these improvements was questionable. This was because players' reliance on external rewards could wane over time. The impact of laissez-faire leadership on performance was mixed, largely dependent on the individual player's self-discipline and motivation levels.

Team cohesion and dynamics were also significantly influenced by the leadership style. Transformational leadership fostered a strong sense of team unity and collaboration. Players felt valued and supported, leading to better communication and teamwork. Transactional leadership, while effective in creating a structured environment, sometimes led to competitive tension among players vying for rewards, which could hinder team cohesion. Laissez-faire leadership often resulted in fragmented team dynamics, with players working more individually rather than as a cohesive unit. Based on these findings, several practical recommendations can be made for coaching practices. Coaches are encouraged to adopt a more transformational leadership style, focusing on inspiring and intellectually stimulating players.

This approach should include setting high expectations, providing personalized feedback, and fostering a strong team vision. For situations where immediate performance improvements are needed, a balanced use of transactional leadership can be effective, provided that it is complemented with strategies to build intrinsic motivation over time. Laissez-faire leadership can be beneficial for highly self-motivated players but should be used cautiously and tailored to individual needs. In conclusion, the study highlights the significant impact of different coaching leadership strategies on the motivation and performance of volleyball players in the Pusri team. Transformational leadership emerged as the most effective approach, fostering high levels of intrinsic motivation, consistent performance improvements, and strong team cohesion. Transactional leadership, while useful in specific contexts,

had mixed long-term effects on motivation. Laissez-faire leadership's effectiveness varied based on individual player characteristics. These insights provide valuable guidance for coaches seeking to enhance their leadership practices and contribute to the overall success and development of their teams. The findings from this study provide significant insights into how different coaching leadership strategies impact the motivation and performance of volleyball players in the Pusri team. This discussion will delve deeper into these results, exploring their implications, comparing them with existing literature, and providing recommendations for future practice and research (Qi, 2024).

Implications of Transformational Leadership

Transformational leadership emerged as the most effective approach for enhancing both player motivation and performance. This finding aligns with existing research, which has consistently shown that transformational leadership can foster higher levels of intrinsic motivation among athletes. Coaches who employ this style are adept at creating a vision that inspires and motivates players. They build a strong team culture based on shared goals and values, which enhances team cohesion and collective effort. The emphasis on individual development and personalized feedback under transformational leadership helps players feel valued and understood, fostering a deeper commitment to their personal and team goals. This leadership style's ability to create a supportive and challenging environment is crucial in sports like volleyball, where teamwork and individual skills are both essential for success.

Short-Term vs. Long-Term Effects of Transactional Leadership

Transactional leadership, characterized by a focus on rewards and penalties, was found to be effective in the short term. It provided clear expectations and immediate incentives, which helped to improve performance quickly. However, its long-term impact on motivation was mixed. While some players responded well to the structured environment and tangible rewards, others felt increased pressure and stress, which could lead to burnout and reduced enjoyment of the sport. This finding is consistent with other studies that suggest while transactional leadership can drive short-term performance, it may not sustain high levels of motivation over time. Coaches who rely too heavily on this approach risk creating a high-pressure environment that could be detrimental to players' long-term engagement and mental health.

Varied Effects of Laissez-Faire Leadership

Laissez-faire leadership, where coaches take a hands-off approach, allowing players more autonomy, had varied effects. This style was beneficial for highly self-

motivated and disciplined players who thrived on the freedom to manage their own training and game strategies. However, for less experienced or less self-driven players, the lack of guidance and support often led to confusion and a lack of direction, negatively impacting their performance and overall team dynamics. This result highlights the importance of adaptability in coaching. While autonomy can be empowering for some players, others require more structured guidance to reach their full potential. Effective coaches must recognize these individual differences and adjust their leadership style accordingly.

Enhancing Team Cohesion and Dynamics

Team cohesion and dynamics were significantly influenced by the leadership style employed (Ben Sedrine et al., 2021). Transformational leadership was particularly effective in fostering a strong sense of unity and collaboration within the team. Players felt valued and supported, leading to better communication and teamwork. This finding underscores the importance of creating a positive team environment where players are encouraged to support each other and work towards common goals. In contrast, transactional leadership sometimes leads to competitive tension among players competing for rewards, which could hinder team cohesion. Laissez-faire leadership often resulted in fragmented team dynamics, with players working more individually rather than as a cohesive unit. These findings suggest that coaches need to balance individual and team needs carefully, promoting both personal development and team cohesion.

Practical Recommendations

Based on these findings, several practical recommendations can be made for coaching practices in the Pusri volleyball team and similar contexts. First, coaches should prioritize transformational leadership techniques, focusing on inspiring and intellectually stimulating players. This approach includes setting high expectations, providing personalized feedback, and fostering a strong team vision. Such practices can help build a positive and motivating environment that supports both individual and team development. Second, while transactional leadership can be effective for achieving short-term performance goals, it should be used judiciously. Coaches should combine this approach with strategies to build intrinsic motivation, such as involving players in goal-setting processes and providing opportunities for personal growth. This combination can help mitigate the potential negative effects of a high-pressure environment.

Third, laissez-faire leadership can be beneficial for highly self-motivated players, but it should be applied selectively. Coaches need to assess the individual needs and capabilities of their players, providing more guidance and support to those who require it while allowing more autonomy for those who can manage it effectively.

This adaptive approach ensures that all players receive the appropriate level of support to maximize their performance. Fourth, fostering team cohesion should be a key focus for coaches. This can be achieved by promoting a team-oriented culture, encouraging open communication, and facilitating team-building activities. Creating a supportive and inclusive environment where players feel connected to their teammates can enhance overall team performance and satisfaction.

Theoretical Contributions

This study also makes important theoretical contributions to the field of sports leadership. It provides empirical evidence supporting the effectiveness of transformational leadership in enhancing player motivation and performance. The findings also highlight the potential limitations of transactional leadership in maintaining long-term motivation and the mixed effects of laissez-faire leadership, emphasizing the need for adaptive and context-specific leadership strategies. These insights contribute to the broader understanding of how different leadership styles can be optimized in sports contexts, offering a nuanced perspective that can inform future research and practice.

Limitations and Future Research

Despite its contributions, this study has several limitations that should be acknowledged. The sample size was relatively small, consisting solely of players and coaches from the Pusri volleyball team. Future research should consider larger and more diverse samples to enhance the generalizability of the findings. Additionally, the study relied on self-reported data, which could be subject to biases. Combining self-reports with objective performance measures and observations could provide a more comprehensive understanding of the impact of leadership strategies. Future research should also explore the impact of leadership styles in different sports and cultural contexts. Understanding how these dynamics vary across different settings can provide more detailed insights and help develop more tailored and effective leadership practices.

D. Conclusions

In conclusion, this study underscores the significant impact of different coaching leadership strategies on the motivation and performance of volleyball players in the Pusri team. Transformational leadership emerged as the most effective approach, fostering high levels of intrinsic motivation, consistent performance improvements, and strong team cohesion. While helpful in achieving short-term goals, transactional leadership had mixed long-term effects on motivation. Laissez-faire leadership's effectiveness varied based on individual player characteristics. These findings provide valuable guidance for coaches seeking to enhance their leadership practices

and contribute to their team's success and development. By adopting a more transformational approach and adapting their strategies to the needs of their players, coaches can create a positive and motivating environment that supports both individual and team growth.

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