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ISPHE

# PROCEEDINGS

**FIRST INTERNATIONAL SEMINAR ON PUBLIC HEALTH AND EDUCATION**

GRAND CANDI HOTEL, SEMARANG CITY, SEPT 2<sup>nd</sup> 2014

**BOOK 2**



**PUBLIC HEALTH DEPARTMENT  
FACULTY OF SPORTS SCIENCE  
SEMARANG STATE UNIVERSITY**





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PROCEEDINGS**

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# PREFACE

Assalamu'alaikum warrahmatullahi wabarakatuh

Firstly, may we made our highest praise and thank to Allah The Almighty, for His bless so that we are able to conduct such an precious moment; First International Seminar on Public Health and Education 2014 in Semarang Indonesia, to share our knowledge and ideas with so much warm and friendship from worldwide public health and education community.

International Seminar on Public Health and Education 2014 is aimed to gather all of experts, researchers, academicians and practitioners in health education field in general as well as national and international level in one prestigious academic forum which to discuss all health-education-related issues, ranging from human resources, curriculum, institutionalization etc. The seminar also proposed to contribute to the focus of health development direction; by considering also situation and the status of local health condition from each region, both national and regional levels as well as its relation to global health trends

I would like to deliver our highest respect and appreciation to our honorable speakers, Prof. Dr. Ir. H. Musliar Kasim, M.S (Indonesia vice Minister of Education and Culture for Education Affairs) and to the Rector of Semarang State University for their support and appreciation on this seminar; and my deep gratitude to our honorable guests: Prof. Doune Macdonald (Queensland University Australia), Maria Consorcia LIM Quizon, MD (South Asia Field Epidemiology and Technology Network, Inc , Philippine), Dr. Khancit Limpakarnjanarat (WHO Indonesia Representative), and also Assist. Prof. Dr. Songpol Tornee (Srinakharinwirot University, Thailand). I really expect that this seminar will be beneficial for all of us and to the development of the Public Health and Education field.

Allow me to express my gratitude to the participants and audiences from Indonesia and other foreign countries who are enthusiastic in attending this seminar. I do hope that all audiences will gain important values and collaborate it into our own fields and make significant changes in the future. Besides that, I also convey my appreciation to all of organizing committee who has given their outstanding commitment for presenting this occasion.

Wassalamu'alaikum warrahmatullahi wabarakatuh

Sincerely yours

**Rudatin Windraswara**



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**ORAL  
PRESENTATIONS**

**THE ROLE OF COACH'S LEADERSHIP STYLE IN ACHIEVING THE SPORT ACHIEVEMENT****Komarudin**

Yogyakarta State University, Indonesia

Corresponding Author:

**Abstract**

Achieving an achievement in the field of sports is basically an accumulative result of various aspects / elements that support the realization of achievement. This paper highlighted some issues especially regarding the function of the coach as a leader, who led the athletes in order to achieve the highest achievement. The function of a coach as a leader is interesting to be studied and evaluated, because one of the main keys to the success of the athlete is the ability of a coach to lead his athletes.

Coach is a leader who gained the confidence to command or give instruction to the athletes who have given him credence to achieve certain goals that is the achievement. The role of the coach as a team leader in micro can affect morale, satisfaction and quality of life of the athletes, the athlete 's success ultimately will affect the macro-level team performance because the behavior of a team is strongly influenced by the behavior of each Individual in the team.

A leader or coach, as an Individual should have a high skill level in accordance with the duties which they are responsible. The rationale is that leadership is a situation or circumstance that is special and unique, for which he should be able to adjust to the circumstances / situation. A successful leader in a particular situation with his leadership style may not work in other situations, so he had to adjust his leadership style to the situation at hand (be flexible).

**Key words:** coach's leadership style, national sports, and achievement**Introduction**

In the reformation era nowadays, looking for an appropriate leader is not easy. It is due to the fact that most of professionals available now are not ready yet to be a wise leader. This also happens in the national sports world, in which most of the coach as the team leader may have high education, but they do not have enough experience, or on the contrary, they have lots of experiences without high education. Those imbalances, for a coach, can cause a very significant effect towards the harmony and performance or achievement of the team he leads.

Achieving an achievement in the field of sport is basically an accumulative result of various aspects / elements that support the realization of achievements. The main problem in this paper is about the function of a coach as a leader, who leads his athletes in the means of achieving the highest achievements. The function of a coach as a leader is interesting to be studied and evaluated, because one of the main keys in the athletes' success is on the ability of the coach in leading his athletes.

This case is reflected from the interaction happens in the field. Brooks and Fahey (1984) state that a coach has duties as a planner, leader, friend, advisor, and the controller of the rehearsal program. Whereas an athlete has a duty to do the rehearsal based on the program determined by the coach.



There are some approaches done by a coach in realizing the program arranged, such as through the *style* which is a way of working that is usually done as someone's special characteristics (Logman : 1987). This paper tries to evaluate the coaches' style in performing their duty as the team / athlete leader, in order to improve their achievements.

### **Leader, leadership and coach**

A leader is someone who guides and leads an individual, group, and organization (Logman: 1987). Whereas leadership is a process of influencing people to lead their efforts for achieving certain goals (Gibson and Hodgetts: 1986). Therefore, a leader is someone who does an activity or a process of influencing people in a certain situation, through communication process, which is led to achieve certain goals. A leader is also "*a person who occupies a central role or position of dominance and influence in a group*" (Modern Dictionary of Sociology). Then Forsyth (1983) states that leadership is a reciprocal process, in which an individual is allowed to influence and motivate others to ease the achievement that is satisfying for both the groups and the individual's goal.

Coach is a leader who gained the confidence to command or give instruction to the athletes who have given him credence to achieve certain goal that is achievement. The role of the coach as a team leader in micro can affect morale, satisfaction and quality of life of the athletes, the athlete's success ultimately will affect the macro-level team performance because the behavior of a team is strongly influenced by the behavior of each Individual in the team.

### **Approaches in the leadership**

Approach in leadership according to Chelladurai (1985) can be grouped into three main groups, namely: (1) the approach related to the characteristics of the leader, (2) the approach with regard to the behavior of the leader, and (3) the approach related to the characteristics and or behavior of the leader in the context of considering the characteristics of the members and the organization.

### **Leader's traits approach**

Leader's traits approach is to explain the performance differences of workers in terms of their leader's traits, which are essentially related to the identification of a set of characteristics of a person that would distinguish between a good or bad leader. Edwin Ghiselli in Handoko T (1991) suggested the important traits for effective leadership are as follows: ability in his capacity as supervisor (*supervisory ability*), namely with regard to the implementation of the basic functions of management, especially regarding the direction and supervision of the work of others, the need for achievement in work, which includes the issue of responsibility and desire to succeed, firmness (*decisiveness*), the ability to make decisions and solve problems with a skilled, thoughtful, and precise way, confidence, a view towards him which is able to deal with the problem, initiative, the ability to act, including developing a series of activities and finding new ways or innovation.



### **Leader's behavior approach**

Chelladurai (1985) identifies leader's behavior in sport coaching consists of five dimensions, namely: (1) training and instruction, (2) democratic behavior, (3) autocratic behavior, (4) the behavior of social support, and (5) behavioral feedback / positive *feedback* or rewards.

### **Situation contingency approach**

Leadership style behaviors depend on the situation factors or circumstances that are the main reason in the performance difference. From the perspective of leadership system this situation consists of leaders, members, and context-run organizations.

#### **Fiedler's Contingency Model of Leadership.**

Fiedler (1967: 36) pointed three important situational dimension factors that are believed to affect the need or effectiveness of leaders, namely: 1) relationship of Leader - Member: describe the influence and trust of the leader among his followers, 2) task Structure: describe the degrees, in which the leader's work is programmed and arranged in detail, 3) leader's Position Power: the authority given to the position of leader.

Situation is assessed in terms of favorable or not, when it is combined with task-oriented leadership style it will be effective. If the favorable or unfavorable situation is only moderate, leader type of human relationship or the tolerant and easy-going one will be very effective.

#### **Multidimensional Model of Leadership**

Various theories have been highlighted a lot about leadership, that is the leadership in terms of perspective or different point of view, but the review was limited to the number of variables that are considered relevant or appropriate. Leadership should be viewed from various perspectives that are systematic. It requires a combination or a combination of various perspectives or theoretical perspective in order to obtain a comprehensive insight in leadership. Chelladurai (1985: 158) in this case presents a multidimensional model of leadership or various dimensions, which tries to integrate or merge the existing leadership theories.

Basically leadership model focuses on three leader behaviors, namely: (1) the needed leader's behavior, (2) the preferred leader's behavior, and (3) the actual leader's behavior. These three types define leadership behaviors that are classified into: a) the characteristics of the situation, b) the characteristics of members, and c) the characteristics of the leader, and d) as a result of the process of leadership behavior in this model is the appearance of the group and member's satisfaction.

### **Coach's leadership style**

Coach is a professional whose job is to help athletes and sports teams to improve and enhance their performance. Because the coach is a professional, he is expected to provide professional services in accordance with existing standards (Pate, RB. Mc.Clenaghan and Rotella: 1984).

A coach should regularly adjust to the latest developments, able to change or modify his coaching practice. Such changes may occur if the coach: (1) have an understanding of the



principles established in each of the relevant science, (2) regularly seek new knowledge in sports science. The coach does not have to be a real scientist but to be a professional, he should be an active consumer of scientific information and apply it.

There are many styles of leadership with different ways in sport in order to realize or achieve something to be achieved in order to succeed, for example, there is a coach whose style is cold and indifferent to the athletes, some are warm and caring and some others are hard or soft.

The following will discuss the leadership style that is often done by coaches and leadership techniques that can support the coaching process.

#### **Authoriter style.**

Authoriter leadership style generally has some characteristics: using the authority or power to control athletes, ruling the athletes, acting in the ways influenced by inhumane feelings (impersonal), trying to do things according to the self-beliefs or desires, giving sanction (penalty) to the athletes who do not obey his orders, determine the distribution of tasks / work that should be done, assessing the strength or condition of his ideas.

Researches show that authoriter leadership style is advantageous in certain circumstances. Moreover, it also shows that this style is done especially if the speed and action are urgently needed. In other words, if in a large group involving complex tasks, requiring action and rapid decision making, the authoriter leadership style can also be used to make the athletes feel more safe and protected in distressed situations. However, this authoriter leadership style has some weaknesses, namely: There are more works to do, but it's lack in quality and The team members tend to show the lack of member's satisfaction.

#### **Democratic style.**

Coaches who have this style generally have characteristics: Acting in a way that is friendly and familiar, opening the team's opportunity as a unity in arranging plans, allowing the group or team members to interact with other team members without asking for permission to the coach, accepting suggestions and giving little instructions or commands to the team members.

Coaches who use the democratic leadership style particularly believe or sure that this style will give something that is very effective for the development of athletes in terms of providing independence to think and transfer / transfer the values of sport. The weakness of this style is in terms of effective use of time and is less effective in making a quick decision.

In various leadership studies, it is proven that a leader should not hold or always tend to use a particular leadership style that can be used in any levels in different situations. Many coaches show a combination between authoriter and democratic leadership style to complete the strengths and weaknesses possessed by these two styles.

#### **Style that gives more attention to athletes (people centered).**

Coaches who are focused more on the discovery of the athletes' personal need. In a pleasant situation, it would be more effective if the coach apply a leadership style which gives more attention to athletes. If the position of the ruler's power is strong enough, then the leader who is



concerned more on athletes would be more appropriate, that is in an effort to develop better relationships with his athletes.

The advantages of people centered leadership style are: can reduce tension and anxiety, although the task is not executed properly or lost in the match, can better communicate with the athletes who are falter, restless, and feeling uncertain and can be more effective in a pleasant situation for him, that is when the athletes need guidance in making decisions.

### **Style that emphasizes more on task (task-oriented)**

Coaches who emphasize more on the task in their leadership style, tend to focus on the achievement of victory in the competition. If the leader has the support of the group, the task is clear, and has a lot of power then the *task-oriented* leadership style is more suitable. Similarly, in a very unfavorable situation, as well as a leader who has a bad relationship with his members, the task is unclear, and he has little formal power, then the *task-oriented* leadership style can also be done. The strengths of *task-oriented* leadership style application are: more efficient, all efforts directed to the task that should be performed, do not spend much time for private communication with the athletes and among athletes, giving instructions quickly, decisively, and directly on the tasks that should be executed and effective in a favorable or unfavorable situation for the leader, for example, many athletes are stubborn, lack of discipline, and need decisive leadership.

Generally, the coaches who are very *people centered*, they too much emphasize on human relationships, and less concerned on the high morale or team's success. The coaches who are very *task-oriented*, they are negligent or failed to organize / solve interpersonal conflicts, because they too much emphasize on the winnings. Therefore, coaches need to learn and adjust themselves to the situations that fit between the style of *people-centered* and *task-oriented*.

### **Closing**

A leader or coach, as the individual should have a high skill level in accordance with the duties which they are responsible. The rationale is that leadership is a situation or specific and unique circumstances, for which he should be able to adjust himself to any circumstance / situation. A successful leader in a given situation with his leadership style may not work in other situations, so he had to adapt his leadership style to the situation at hand (must be flexible).

The relation to the application of leadership styles in the means to achieve the maximum achievement in sports, it can be concluded as follows: there is no coach's leadership style that can be generalized, and is suitable to be applied at all times or at various situations, each coach's leadership style will work well if it is done appropriately, in accordance with the needs and characteristics of the situation, do not rivet on a particular coach's leadership style, a good coach's leadership style is taking the positive things from each style, then combines and applies them to the appropriate situation, no need to hesitate to combine various coach's leadership styles and if the achievement does not work, it should be evaluated carefully and do not immediately blame the coach's leadership applied.



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