



Leadership, Decision Making: Mediating Role of Coaches Empowerment Toward Athlete Achievement

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Abstrak

Prestasi atlet dapat diraih melalui peran pelatih dalam menentukan program dan proses pelatihannya. Selama proses pelatihan, pelatih memiliki peran sebagai pemimpin dan pengambil keputusan. Kepemimpinan dan pengambilan keputusan yang tepat dari seorang pelatih akan mencetak atlet yang berprestasi. Tujuan dari penelitian ini adalah untuk menganalisis dampak kepemimpinan dan pengambilan keputusan dari pelatih terhadap prestasi atlet. Penelitian menggunakan metode survey dan wawancara, dengan desain cross sectional survey. Penelitian ini menggunakan sampel para pelatih. Pengambilan sampel dilakukan dengan cara purposive. Sampel yang digunakan berjumlah 53 orang. Instrumen penelitian menggunakan angket. Data dianalisis dengan menggunakan analisis variansi. Proses penghitungannya menggunakan SPSS versi 17. Kepemimpinan dan pembuatan keputusan merupakan hal yang sangat penting dalam rangka meningkatkan prestasi atlet.

Abstract

Athlete achievement can be achieved through the role of coach in determining the program and the training process. During the training process, the coach has a role as a leader and a decision maker. The right leadership and decision-making of a coach will produce talented athletes. The purpose of this study is to analyze the impact of leadership and decision making from the trainer on the performance of athletes. The research used survey and interview method, with cross sectional survey design. This study used a sample of coach. Sampling is done by purposive method. The sample used amounted to 53 people. The research instrument used questionnaire. Data were analyzed by using variance analysis. The process of calculation using SPSS version 17. Leadership and decision-making is very important in order to improve athletes achievement.

INTRODUCTION

Athlete achievement is an indicator of the success of the trainer in carrying out his duties. Duda & Nicholls, (1992) reported that athlete achievement can be generated after a long time and long process. Baker, Cote, & Abernethy, (2003) revealed that continuous and sustainable training is very important to do, as it enhances the skills in the sport that followed by the athlete. The training process will not be separated from the role of coach who involved directly in the field to oversee the implementation of training programs that have been made. This is to help the acceleration of the improvement of athletes achievement, which is inseparable from the use of technology. Gould et.al (1999) reported that the development of knowledge and technology is very dynamic. The coach's job in the field provides materials for athletes. Understanding the material by athletes is inseparable from the leadership and proper decision making of the coach.

Cotterill & Fransen, (2016) revealed that leadership is a complete trait for success. To determine the success of athletes it is necessary to have the firmness and the right decision. İhsan Sari, Fikret Soyer, & Mahmut Gülle, (2014) reported on the results of research that leadership behaviors have a firm relationship. The coach as a leader must be able to make quick and precise decisions when conducting the athlete training process. Appropriate leadership will be able to increase the performance of organizational productivity. Omar Rabeea Mahdi, Erzan Shafizan Bin Gulam Mohd, & Mahmoud Khalid Almsafir (2014) reported that leadership behavior affects organizational commitment. Achievement of the productivity of sports organizations one of them is with the achievements of athletes who achieved in sporting events. Kamble (2011) reports that: "Organization can stand to bear the challenges of change through only right managerial style & behavior". Leadership skills possessed by coach in athlete training become the backbone to be able to generate motivation and increase the confidence and empathy of every athlete associated with it. Surely as a leader must have a unique character. Elderton (2006) reports that good coaches will use different styles in different situations and conditions and use cooperative styles in appropriate situations

The intended character is to use a leadership style that is able to control subordinates in an effort to run the

process of coaching that goes well. Leadership style in sports ranging from authoritarian, democratic, easy going, etc. Linda Mayor (2004) reveals a leadership style situation in general consisting of four ways namely, notice, offer, participation and delegation. It also argues that the implementation of decision-making in sports, coaches must be ready and reflect the best leadership style. A leader has a very big role in determining the direction of achieving organizational goals. Kamble (2011) states that leadership style affects workers as long as managers act as mediators between caretakers and workers. The coach instructs the athlete to follow the direction he or she is directed towards achieving the objectives according to the target set. Coaches are leaders for athletes. How a trainer provides training materials for athletes to carry out every undertaken task or activity. The role of the coach as a leader is an integral part of an organization.

The coach who are involved in the coaching process other than as leaders they also can act as facilitators. When there are few complaints on the services provided in sports coaching then the coach is required to be able to facilitate the problems that arise during the coaching. Facilitation is meant whether as a conveyor of information to the authorities as well as athlete aides to be able to improve the ability and willingness to be patient and find solutions related to the problems faced by athletes and themselves. Joseph G. Johnson, (2006) reports that decision-making determined by coach in sports will be natural, the majority of decision-making is dynamic and made directly or under moderate conditions or with high pressure.

The duty of the coach in team building is his involvement to form cohesion among team members. The involvement of the coach in the team as a leader is not positioning himself as a superpower, thus making himself valuable in the eyes of the athletes to improve his performance. Sánchez, A.C.J. et.al, (2009) reported that athletes feel good walking practice when making decisions with the help of their coach. In addition, athletes will also be more open with the presence of coaches involved in the team. Thus all issues that arise can be anticipated as early as possible so that no big mistakes that make the goal is not achieved.

The coach as a leader must be able to make decisions, because every activity is inseparable from the de-

cision that must be taken by a leader. Important decision-making must be decided immediately. Nelson D, Quick J. (2003) reports that the results of organizational decision-making for leaders or managers of outcomes should be immediately recognized and addressed some of the criteria for success, election scope and risk and some solutions. However, there are also decisions that must be decided by considering the inputs of all parties. This is because a leader sometimes has a weakness, when willing to make a decision or when the decision must be taken through deliberation with the athlete. When there is a mutually agreed decision in the team then as a leader is in charge of giving consent to the agreed agreement.

The decisions that have been mutually agreed by all members must be implemented in earnest by all components who are involved in the coaching process. Langley (1995) reveals that decision-making is a commitment of action, has its own characteristics and phenomena are real and rationally controlled. Therefore, of course, for every component that executes the rules and decisions are given an adequate appreciation to motivate the human resources of sports that have not implemented it. In addition, for those who have not run or even violate the rules or decisions that have been established then it is necessary to maintain the conductivity and comfort of work to be given a punishment. The punishment is intended to provide a deterrent effect for the actors of coaching in the field in violation of the rules on which the agreed decision.

A coach in making decisions should pay attention to the various things that affect the decision. Nevertheless, a coach's decision-making is something that must be done urgently and some can be done with enough time. Therefore, the role of coach in solving the problem becomes the determinant to improve achievement of athletes achievement. The decision of a coach during training and also when athletes compete to be the determinant for athletes can achieve. Pomerol (2004), Langley (1995) reveals that decision-making is a firm action focused on what will be done in the face of a problem. Especially when competing, when the athlete is faced with a difficult situation then the role of the coach to take the right decision to overcome the situation that presses the athlete so that turning the athlete's circumstances backs pressing. High tension situations decrease the efficiency of time response, as well as decrease the efficiency of mental process skills. Christian Vater (2011) reports that decision-making under high (anxiety) pressure is necessary taking into account the

advantages and the worst when the decision is taken.

The skills of creating and making decisions become something that must be possessed by the empowered sportsmanship in the athlete coaching activities. Such skills include: a) Determining strategic decisions, b) Determination of routine decisions, c) Granting of responsibilities to athletes, d) Provision of delegation of authority to athletes. Strategic decisions must be decided immediately in an effort to avoid a fatal mistake in the process of athlete coaching that leads to athlete's failure to achieve. The existence of speeding of creating and decision making all possibilities that worse can be avoided. Comfort and Wukich, (2013) reported that decisions are not always optimal, and not always efficient but should be safe and controlled so that decision-making is effective.

Previous studies have revealed several factors that influence leadership decisions. Factors include previous experience, Juliusson EA, Karlsson N, Gärling T (2005), knowledge bias, Stanovich KE, West RF (2008), age and individual trust differences Acevedo M, Krueger JI (2004), and escalation and commitment as well as the effect of what choices people make. Conditions occurring in some Southeast Asian countries leadership and decision-making are influenced by policy makers. This has an impact on the inaccuracies of decision making and is at risk for failure of athlete performance. In addition, coaches on amateur sports are still very rare to get paid adequately. Based on this background, the purpose of this study is to analyze the leadership and decision-making of coaches to achieve athletes achievement.

METHOD

The method used in the research is double survey method. A double survey in this study was used because the research was conducted on five branches (volleyball, basketball, table tennis, soccer and martial arts) located in 10 cities located in West Java Indonesia. The research design was cross sectional survey. The research sample is the trainer from 10 cities by drawing the regencies / cities in West Java. Sampling of coach is done by taking into account the coaching licenses that have been done by the coach. The sample in this research is the coach who have attended advanced training.

Table 1. Population

Regency	Sport Branches				
	Volley Ball	Bascet Ball	Foot Ball	Silat	Table Tennis
A	2	2	2	2	2
B	2	2	2	2	2
C	2	2	2	3	2
D	2	4	2	2	2
E	3	2	2	2	2
F	2	3	3	2	2
G	2	2	2	2	2
H	2	2	2	3	3
I	2	2	2	2	2
J	2	2	2	2	2

The sample in this study amounted to 107 people. The sample of the research was taken by using purposive sampling technique, that is, the trainer's fitness personality that has characteristics 1) is available in all districts / cities where the research location, 2) has followed the training and development, and 3) is still active in the athlete coaching process. Questionnaires were distributed to all 107 respondents. Nevertheless, the return questionnaire only amounted to 53 respondents.

The research instrument used questionnaires, and interviews. Questionnaires are made by collecting materials related to leadership components, decision making and sporting achievements. After obtaining the material then the next is to make a statement for the questionnaire. The statement of leadership and decision-making is based on the opinion of Grand (1990) which reveals that: Empowerment means that management vest decision-making or approval authority in employees where, traditionally, such authority prerogative managerial. So in empowerment there is a component of decision making and leadership. As for the achievements based on Stoeber's opinion (2010) achievements measured from: 1) Best achievement, 2) Achievement of goals, and 3) Appearance in the championship. Questionnaires were obtained after a trial of the questionnaire. Questionnaire test results obtained 16 valid statements.

The interview conducted by way of coming to the respondents. Subsequently, the respondents were interviewed using a prepared interview format on leadership and decision making and athlete achievement that has been developed. Interviews were conducted to explore the statements in the inquiry more deeply. So obtained more in-depth results of studies in the variables studied. Interviews were conducted to each sample for + 30 minutes. Documentation study conducted by collecting

data of championship results, data of training result in the form of technical development and achievement result of improvement of physical condition of athlete. Other data collected are data on coach, among others, training that has been followed by coach, certificates (coach licenses), and experience of training. Data analysis using path analysis. The path model used in this study as shown in Figure 1. The calculation process using SPSS software ver.17.

RESULT

Based on the result of questionnaire and distribution of interview which is done to the samples, the following results are obtained:

The research findings show that respondents' perceptions of respondent leadership style are adjusted to the situation and environmental conditions, the most dominant in the category strongly agree. This indicates the style of leadership shown by the respondents is relatively adapted to the situation when they provide the material for the coaching of the athletes. Interviews conducted with coach reveal that leadership styles will change themselves in a changing coaching situation, thus there will be dynamism and harmonization between the coach and the athlete so that the atmosphere becomes harmonous, in other words the athletes do not feel any pressure from the force leadership of the coach.

The findings of the study indicate that the ability to facilitate peers is high. This is shown by the average score of respondents who are included in the high category. This indicates that respondents' ability to facilitate peer needs can be met well. The results of the interviews show that there is mutual assistance among peers in the process of coaching, thus will build good relationships among team members in the process of coaching. Mutual help in the coaching process will improve interpersonal relationships between colleagues and between coach with athletes.

The results showed that the placement of respondents in the group is in very high category. This is shown by the average score of respondents who are in the category strongly agree. These results indicate that the placement of the respondent as a team member in the coaching process becomes important to provide an opportunity for athletes to place themselves in the same position as the coach. The interview results revealed that when the coach puts himself in the group, it makes it easier for the trainer to know the problems that the athletes have, so comfort of the athletes will be maintained

and the performance shown by the athlete will improve. In addition, the athletes will be more comfortable when doing coaching because they feel there is protecting and nurturing himself.

The research findings show that the firmness of decision making is very high. This is shown by the average score of respondents who fall into the category strongly agree. This indicates that the decision made by the coach is firmly decided. The firmness of the decision making will make the team members involved in the coaching will be more disciplined to perform their duties and responsibilities respectively. Interviews conducted with the trainer reveal that the firmness of the decision-making will be as soon as possible to solve the problems that occur in the coaching process, thus prolonged conflict can be avoided, especially conflict between athletes with athletes, or between coach and athletes. Conditions like this are expected to help to achieve optimum performance for athletes involved in coaching.

The research findings show that respondents' perceptions of awarding athletes with achievement, the most dominant in the category strongly agree. This indicates that awarding is often done by the coach to the achievers. Interviews conducted on the coach reveal that the achievements produced by everyone should be given appreciation. Form of appreciation given to people who excel in various way. The way of appreciation is in the form of verbal expressions, in the form of gift giving, as well as in other forms that provide a pleasant feeling for the person.

The findings of the study indicate that punishment is very high. This is shown by the average score of respondents who fall into the category strongly agree. This indicates that punishment is given to those who have made a mistake. The interview results revealed that the punishment was intended to provide a deterrent effect for the athlete not to repeat his mistake, so he could introspect that the error would lead to a change of direction. The research findings show that the decision making done by the board is correct, the most dominant is in the category strongly agree. Interviews revealed that the accuracy of decision-making affected the conditions that would make the atmosphere of coaching relatively more stable. Not too many conflicts in the process of coaching. This also results in a coaching condition in the relationship between the individuals involved in coaching being more familiar and harmonious.

The research findings show that the decision-making speed is very high. This is shown by the average score of respondents who fall into the category strongly agree. The results of the interviews reveal that the decision making done by the trainer, implemented quickly, thus any activities or activities that must be taken immediately can run smoothly and quickly completed. In addition, the speed of decision making will encourage everyone involved in coaching to work quickly and appropriately, to solve problems and occur in every activity.

The research findings show that respondents' perceptions of the suitability of giving responsibility, the most dominant in the category strongly agree. The interview results revealed that responsibilities are tailored to their respective fields. This encourages coach to be more responsible in carrying out the tasks and responsibilities afforded to them. The responsibilities given to the respondents are relatively well suited to their area of expertise. So in making decisions respondents are very easy to make decisions quickly and precisely because the suitability of responsibilities with expertise is very appropriate.

The results show that the authorization when the leader is absent in the category is very high. This result is shown by the average score of respondents who are in very high category. The results of the interviews reveal that the granting of authority when they are absolute is surely for the respondent who is given the authority, thus the granting of authority from the employer is fully assumed by the person who is given the authority. This means that all responsibilities and authority to make decisions on all matters of both ordinary and essential matters are entirely the responsibility of the respective authorized respondent.

Achievement of athletes obtained from the guidance done with a long time. Associated with the achievement of athletes in the role of human resources in coaching becomes very crucial thing. Therefore the role of the coach is crucial to help the improvement of athlete performance. The research findings show that respondents' perceptions of the medal count, the most dominant are in the agreed category. This indicates that the acquisition of medals targeted by the organization is entirely not always achieved well. This is certainly an indicator that the role of coach involved in athlete coaching is important in achieving an optimal achievement. Interview results revealed that the practice factor that is sometimes only implemented ahead of the game

determines the inefficiency of the athlete in the medal. In addition there is also an athlete who increased his achievements rapidly from other areas or even an outside athlete who participated in competitions that are not predicted before.

The results showed that the increase in medals was in high category. This is indicated by the average score of respondents who are in the agreed category. This indicates that the increase in medal ranking is not always up. This is because the achievement of the medals is not always achieved, thus it is necessary that the achievement of this medal is evaluated. From the interviews it is known that the involvement of the coach involved in the training process is not optimally involved but also the lack of other human resources that are available for the benefit of the athlete training process. By empowering all human resources in sports can anticipate the shortcomings that occur in the process of coaching, especially the lack of athletes that can not be handled by other Human resources.

The research findings indicate that the achievement of targets set by the organization including the category is very high. This is shown by the average score of respondents who fall into the category strongly agree. This indicates that most of the targets set by the organization can be met well. Interview results reveal that the targets set by the organization are often provided with realistic targets as they see the situation and conditions in the athlete training process. Thus, the target set by the organization can almost be achieved.

The research findings show that the motion skills shown by athletes are of very high category. This is indicated by the average score of respondents included in the agreed category. This indicates that in the course of the game shows the athlete's movement skills are improving well. The interview results revealed that the improvement in motion skills stems from the athlete's ability to learn the movement's techniques over a long period of time. Because motion skills (techniques) will always be attached to the athlete's self when the athlete studied it for quite a long time. In addition, motion skills will remain or will not disappear when athletes have mastered the motion techniques.

The findings of the study showed that the responses of respondents to the performance of athletes including high category. This is indicated by the average score of respondents included in the agreed category. Interview results reveal that the appearance of athletes is not always consistent means fluctuating, sometimes good

sometimes not. This is because it is caused by different match situations. This means that the appearance of athletes when following the game in a relatively long time or compete with repeatedly, his appearance is inconsistent.

Research findings show that respondents' perceptions of athlete's physical condition, the most dominant in category strongly agree. This indicates that the physical condition of athletes displayed during the game is not always consistent or not always excellent. The results of interviews to the respondents revealed that there are times when athletes feel fatigue after a fairly tiring game. However, with the provision obtained during the exercise, the physical condition of the athlete can be maintained well.

Table 2. Analysis of the calculation result of Leadership, Decision Making toward Athletes Achievement

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.538 ^a	.289	.261	3.108	

a. Predictors: (Constant), decision, leadership

ANOVA ^b						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	196.753	2	98.376	10.18	.000 ^a
	Residual	483.059	50	9.661		
	Total	679.811	52			

a. Predictors: (Constant), decision, leadership
b. Dependent Variable: achievement

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	7.395	4.100		1.804	.077
	leadership	.328	.130	.592	2.525	.015
	Decision	-.117	.429	-.064	-.274	.786

a. Dependent Variable: achievement

Based on the results of data processing contained in the table above. it can be concluded as follows :

The results of the calculation of leadership style to the improvement of achievement resulted in a significance value of 0.000. While probability value equal to 0,05, hence if compare value significance smaller when compared with probability value. Based on that, H_0 is rejected, meaning that leadership style improves sports achievement significantly. The results of the calculation of actions by the leader to the improvement of achievement produce a significance value of 0.000. While probability value equal to 0,05, hence if compare value significance smaller when compared with probability value. Based on that, H_0 is rejected, meaning that the actions performed by leaders improve sports achievement significantly.

The result of reward and punishment count on the improvement of achievement resulted the significance value of 0.113. While the probability value of 0.05, then if the value of significance greater when compared with the value of probability. Based on that then H_0 accepted, meaning reward and punishment are not able to increase sport achievement significantly. The results of calculating the accuracy of decision making on the improvement of achievement resulted in a significance value of 0.000. While probability value equal to 0,05, hence if compare value significance smaller when compared with probability value. Based on that then H_0 is rejected, it means the accuracy of decision-making improve sports achievement significantly. The calculation of the speed of decision making on the improvement of achievement produce a significance value of 0.608. While the probability value of 0.05, then if the value of significance greater when compared with the value of probability. Based on that then H_0 accepted, meaning the decision-making speed is not able to improve sports achievement significantly.

Based on the results of the calculation of responsibility for achievement improvement resulted in a significance value of 0.037. While probability value equal to 0,05, hence if compare value significance smaller when compared with probability value. Based on that, H_0 is rejected, meaning that giving responsibility to athletes and assistant coach improve sports achievement significantly. In addition of the delegation of decision-making authority to the improvement of achievement resulted in a significance value of 0.274. While the probability value of 0.05, then if the value of significance greater when compared with the value of probability. Based on that, H_0 is accepted, meaning that the delegation of decision-

making authority is not able to improve sports achievement significantly.

To find out the value of determination correlation coefficient. The calculation results can be seen in the following table:

Tabel 3. Value of determination coefficient path 2

Influence between Variables	Coefficient path	Result F	Coefficient determination R square	Coefficient another variabels
X1 toward Y	0,592			
X2 toward Y	-0,064	10,18	0,289 or 28,9%	71,1 %

Based on the results of the calculation it can be concluded that: support from leadership and decision-making of coach to increase athletes achievement produces a value of 28.9%. While other factors that affect the achievement of athletes of 71.1%. Therefore, the need for research on other aspects.

DISCUSSION

Findings in the field resulted in leadership contributing to the improvement of athlete performance. Therefore, the efforts to improve athlete performance one of them depends on the leadership of the coach in carrying out coaching in the field as well as in assisting the athletes during the game or race. The role of the coach in guiding the athlete should be done by following a straightforward leadership style. This means that the coach should see the situation and condition of the athlete while practicing or competing. Prototyping leadership contributes significantly to the range of leadership outcomes that leader's honesty perceptions (Koivisto, Lipponen & Platow, 2013), leader approval (Ullrich, Christ, & van Dick, 2009), belief of leader (Giessner & van Knippenberg, 2008), and perceptions of leader charisma (Steffens, Haslam, & Reicher, 2014)

The situation when athletes are tense when practicing or competing, the coach are not justified to do something that might increase the tension experienced by athletes. As a leader, coach must be able to adapt to the situation and conditions that are being experienced by

the athletes. When athletes need calm while practicing or competing, the coach must position themselves as a pacifying parent for athletes. Those conditions can also help athletes able to make good decisions without experiencing pressure when making decisions (ACJ Sanchez, 2009)

Similarly, when athletes look lazy or no spirit when practicing or competing then the coach must be able to increase the motivation of athletes to be more excited again. Similarly, when athletes are playing games or not seriously then the coach must have the firmness when giving instructions or orders to his athletes so that athletes are able to run the training program and match well. İhsan Sarı, Fikret Soyer, & Mahmut Gülle, (2014) report on the results of research that leadership behaviors have a firm relationship. Therefore, the leadership of a coach is crucial to the achievement of an athlete's achievement in sports achievement. Yukl (2009) reveals that leadership is not only viewed from the perspective of individuals but as a role and leadership it is a process. Application of a coach's leadership style is determined by a variety of factors mainly determined by the carefulness of the trainer in reading the situation and condition of the athlete while conducting the training and when the athlete is following a match.

The skills of a coach as a leader will impact on the right decision-making when carrying out activities both while conducting the training process and while attending a match in the field. Appropriate decision making leads the athlete's risk to make mistakes can be minimized. However, the accuracy of decision making will depend on three things: time, context and resources. Parent, M.M., (2010). In addition, Rich (2014) also revealed that there are two kinds of decision-making for the coach that is technical decision making, and tactics. Decision-making by a trainer is controlled by four factors: the structural dimension (place and time) ;interaction between stakeholders ;information management (gathering as much information as to what is decided) ;

individual characteristics (skills, experience etc) Parent M.M., (2010).

Decision-making by the coach in the field both in during training and while attending a game sometimes must pay attention to various factors so that goals can be achieved. Things to be noted as reported by Thomas L. Saaty (2007) have at least six complex problems in making a decision, an individual, a group, a corporation, a government, and a government network. Conditions like this in the world of sport also often appear. When to decide what is behind the decision making interests. Whether the interests of individuals, groups, or other interests.

CONCLUSION

Leadership has an important role in improving the performance of athletes although it is still influenced by other factors. Therefore, more extensive research is needed to examine other factors that affect the improvement of athlete achievement. In addition, decision-making should be made by considering all aspects of the strengths and weaknesses of decisions that will be taken by the trainer so it can minimize the risk of decision-making.

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