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Style components of a coach's management as the effectiveness factor of sports team work

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Abstract: The article discusses the experience of studying the relationship between coaches and athletes in team sports. This process should take an important place in a sports team creation and formation. We studied the satisfaction of athletes with the relationship between the coach within their professional activities. The developed judgments made it possible to determine and evaluate in a point system the interrelationships between the style components of the coach's managerial activity and the relationship with the athlete. We revealed very favorable and quite favorable conditions for the athletes' satisfaction. **Research methods.** Information sources analysis and summarizing, pedagogical observation, modeling, questionnaire survey methods of mathematical statistics. The research was carried out in 27 youth sports teams of Yelabuga in the following kinds of sports: basketball, volleyball, badminton, table tennis, football. General sampling size was 290 athletes, who had categories. In order to identify the components management style coaches used judgments addressed to athletes. **Materials.** To identify the effectiveness of the sports team functioning in accordance with modern concepts, we estimated the effectiveness indices of teams and athletes' satisfaction with various aspects of life in the team. The effectiveness of teams was determined by their place in the championship. We created 12 variants of the coach's management style components, which can be met most often while working with the team. These components are distributed according to the importance presented in the respondents' answers. **Results.** On the basis of the pedagogical observations and the survey results we created a multi-component model of a coach's management style. The model includes 12 types of interaction between the coach and the athletes. They characterize the functional aspects of this role. At the same time, we took into consideration formed in psychology notion of management style as stably demonstrated features of interaction between a leader and the team in general and between its separate members. These peculiarities of interaction in "manager-team" system are seen, according to literary data, in the frequency of some functions realization by the manager. They are presented as the components of the coach's management style. It is assumed that the frequency of the corresponding management style components realization by the coach is an important condition for the effective sports team development. **Conclusions.** The sports team formation under the guidance of the coach goes through several stages of its formation. In our research work we studied the functioning stages of the existing teams. They reached a certain level of readiness. In order to solve his problem successfully it is necessary to consider all stages of a sports team development and the satisfaction of athletes at each stage of existence.

Keywords: coach's working style, sports team, satisfaction, interconnection.

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Collective creation should play an important role in training groups of athletes in team sports. Team should have the atmosphere of friendship, mutual help, mutual understanding. In this connection a coach and athlete interaction is extremely important in moral climate of a sports team formation. During trainings special interactions are created between a coach and an athlete. These interactions are based on one goal, which they have. Athletes impose great demands on professional competence of a coach and his management style.

Management style, chosen by the coach in his professional activity, is determined by his personal qualities and by a chosen kind of sport. A coach develops as a personality in the process of experience gaining. At the beginning of his professional activity each coach asks himself a question: How and what goals will I set for myself and the athlete? Some coaches create the conditions for effective training through collectivism, mutual help, mutual understanding. Others form good habits for regular trainings. Some coaches bring up sports, competitive spirit in the team. Some coaches think about sports team creation. For any goals achievement the following things are necessary: knowledge, experience, teachers and own abilities and drawbacks analysis and also the model of different technologies of training.

Scientific-methodical literature analysis concerning the questions of coach's activity and his management style showed that the work of a coach and a n athlete has different aims and objectives [4,5,11]. On the other hand, a trainer wants to bring up the athlete of the team, on the other hand, he should have the athlete, who has great desire to train with this coach for high results achievement.

There are a lot of cases in practice when athletes leave sport or go to another coach because of interactions with the coach.

On the other hand, it is necessary to set the following question: "What professional qualities should a coach have in order to realize the main aim of sports training- training highly-qualified athletes and a successful team?" in terms of the fact that a coach considers his work as an athlete's all necessary personal qualities formation, skills and abilities development, own knowledge transfer [2,6,7].

In this case the problem of a coach's management style and its correspondence with an athlete's satisfaction with collaboration in individual trainings and in team is very urgent.

Team sports are the base for the coach's management style roles study during an athlete or team training.

A sports team is the group of people. They form a sports collective, which includes the athletes, who go in for one kind of sport and who have special features, which characterize the effectiveness of team work inside and out.

The aim of the research work was to study the opportunity of a coach's management style components realization in connection with the features of sports team members' satisfaction.

Materials and methods

With the help of created by us ideas we studied interrelations between a coach and an athlete. They are presented in satisfaction with a coach's and team's work. The research was carried out in 27 youth sports teams of Yelabuga in the following kinds of sports: basketball, volleyball, badminton, table tennis, football. General sampling size was 290 athletes. They had categories. In order to identify the coaches' style components we used the following judgments addressed to athletes: 1. Before making an important decision, which concerns the whole team, a coach discusses it with the athletes. 2. A coach sets clear goals before the athletes. They have to achieve the goals. 3. Giving some tasks to the team members a coach checks each task fulfillment. 4. A coach tries to be close to team members, tries to avoid distance between himself and the athletes. 5. A coach tries to develop the athletes' initiative in sport and life in general. 6. A coach discusses each athlete's actions during the trainings sessions and competitions. 7. Making important decisions, which concern the whole team, a coach takes into consideration athletes' opinion. 8. A coach informs athletes about everything that happens in the team, sports school, in a chosen kind of sport. 9. A coach tries to know and understand his athletes better. 10. A coach sets goals before the team members. Goals sometimes seem unreachable. He motivates athletes to achieve the goals successfully. 11. The

athletes' successful actions during the trainings and competitions are encouraged by the coach. 12. Realizing his management functions in the team a coach delegates some of them to some players.

The used statements estimation was held according to 7-point system, taking into account the variants of athletes' answers (picture 1). With the

help of the rating scale we can see the peculiarities of interactions between the coach and the athletes.

Picture 1 presents the rating scale of statements fulfilled by the athletes. Each athlete got the blank of estimation and statement.

	Statements											
	1	2	3	4	5	6	7	8	9	10	11	12
POINTS	7	7	7	7	7	7	7	7	7	7	7	7
	6	6	6	6	6	6	6	6	6	6	6	6
	5	5	5	5	5	5	5	5	5	5	5	5
	4	4	4	4	4	4	4	4	4	4	4	4
	3	3	3	3	3	3	3	3	3	3	3	3
	2	2	2	2	2	2	2	2	2	2	2	2
	1	1	1	1	1	1	1	1	1	1	1	1

Picture 1 – Rating scale of the statements. They characterize management style of a coach

Each statement had 7 variants of answers: starting from "Always" (7 points) till "Never" (1 point). The respondent could choose only one of the answers. Under each statement a respondent encircled the answer from 1 to 7. During data handling on the basis of individual answers we revealed the average group (team) indices according to each statement.

Results and Discussion

Highly-qualified athletes training level increase in team sports is mainly conditioned by professional level of the coaching staff. Nowadays the level of team sports development demands the work of several coaches. They are responsible for different kinds of training. It conditions the necessity to consider multilevel system of coaching staff training.

A.R. Baymurzin, T.A. Baymurzina, S.D. Neverkovich (2018), considering methodical basis of the physical culture staff training conception, defined the time. It is necessary for the specialist's professional mastery development in the sphere of physical culture and sport. They mention the necessity of the graduate realization as a professional coach and write about the period of 5 to 10 years. In this connection the authors mentioned that the strategy of physical culture and sport development should be planned for the period of 10 - 15 years. Each specialist needs the definite time period in order to achieve the reproductive level of

professional mastery. During this time period he can finally choose his style of team management [1,2].

The questions of managerial character demand coaches' professional activity projection [3,4,6].

N.N. Laguseva (2006), developing the conception of training specialists in the sphere of tourism, mentions the necessity of scientific-pedagogical support for competitive specialist development, characterizing the necessity to improve pedagogical technologies of specialists training [3].

M.N. Tutaev, E.V. Tsarev (2004) considered the scientific problem of training teachers and created a multilevel acmeological model as the base for their formation in professional activity. They defined level-based approach to educational environment creation [3].

A coach is the main person in training athletes and an effective sports collective and team creation. In sports practice the following management styles among coaches are popular: authoritarian, liberal and democrat. These styles are often met in the work of a coach. We can't state that one style is successful and the other is not. The type of temperament also influences the style qualities of a coach. If a coach can estimate own abilities and orient himself in different professional situations, we can call him a professional not only in work, but also in interactions with colleagues and his team

[8,9,10].

On the basis of pedagogical observations and a questionnaire survey we created a multicomponent model of a coach's management style. It includes 12 types of a coach's interaction with the athletes. It characterizes functional aspects of this role. At the same time, we took into consideration set in psychology notion of management style as stably demonstrated peculiarities of interaction between the leader and the collective in general and with its separate members. These peculiarities of interaction in the system "manager-collective" are demonstrated, in accordance with the information in literature, in the frequency of some functions realization by the head. They are presented as the components of management style. We offered that the frequency of the corresponding management

style components realization by the coach is an important condition for the effective sports collective formation.

We judged the effectiveness of sports collective functioning (in accordance with modern notions) by the effectiveness indices of the teams and by the level of the athletes' satisfaction with different sides of team life. The effectiveness of the teams was defined according to their place in a Championship. The athletes' satisfaction was estimated by means of the methodology. It is described below.

Table 1 presents 12 variants of a coach's management style components. They are frequently met in the work with the team. They are divided according to the importance. It is presented in the respondents' answers.

Table 1 – The components of a coach's management style and their characteristic

№	Components of a coach's management style	Short characteristic	Ranking $M \pm \sigma$
1	Decisions discussion	The number of correctly made decisions	1,02±0,03
2	The definite aims setting	Aim and result correspondence	1,03±0,01
3	Tasks fulfillment check	The effectiveness of training and other tasks	1,05±0,02
4	Being close with the athletes	Relations in the team	1,07±0,05
5	Athletes' initiative development	Taking into account athletes' opinions	1,12±0,04
6	Playing actions of team members discussion	Trainings and competitions analysis	1,13±0,05
7	Taking into account athletes' opinions	Conversation	1,19±0,04
8	Informing team members	Meeting	1,23±0,05
9	Care for team members	Interests	1,24±0,05
10	Super-aims setting	Mindsets	1,31±0,06
11	Athletes encouragement	Results of the season	1,35±0,06
12	Delegation of powers	Independence	1,41±0,07

Then we defined the components of team members' satisfaction with the process of work and relations with coaches. The questionnaire survey helped to define 10 variants of the athletes' satisfaction with the coach's and team's work: satisfaction with the team's playing (A), with the relations between the athletes (B), the relations between the coach and the team (C), personal relations with the coach (D), emotional atmosphere in the team (E), trainings (F), own results (G), attitude of partners to sport (H), business atmosphere in the team (I), team is

"home" (J).

In order to reveal the connection between the management style of a coach and the effectiveness of team functioning 2 calculations were fulfilled. One was correlation according to Pearson method of the average group indices of a coach's management style and the average group satisfaction level. The results of correlation analysis are presented in table 2.

Table 2 – Correlational relationship between the average group indices of a coach's management style and the athletes' satisfaction

№	Parameters of the athletes' satisfaction									
	A	B	C	D	E	F	G	H	I	J
components of the coach's management style	1	0,403 ***	0,818*	0,809 *	0,526**	0,602 *	-	-	0,431 ***	
	2	0,653 *	0,541**	0,541 **	0,436 ***	0,499 **	0,609*	0,409 ***	-	0,497 ***
	3	0,463 ***	0,653 *	0,681	0,595 **	0,650 *	0,605*	-	0,408 ***	
	4	-	0,699 *	0,711 *	0,567 **	0,499 **	-	-	0,481 ***	-
	5	0,417 ***	0,677 *	0,702*	0,615	0,528 **	0,516 **	-	0,471 ***	0,391 ***
	6	0,504 **	0,576 **	0,523* *	0,450 ***	0,394 ***	0,439 ***	-	-	-
	7	0,390 ***	-	0,787 *	0,580 **	0,593 **	0,395 ***	-	-	0,399
	8	-	-	0,675 *	0,664* **	0,536 **	0,485 **	-	0,400 ***	-
	9	0,455 ***	-	0,794 *	0,811* *	0,687 *	0,674 *	0,466 ***	0,492 **	0,432 ***
	10	-	-	0,487 **	0,556* *	-	-	-	-	-
	11	-	-	0,674 *	0,696* *	0,652 *	0,655 *	-	0,518 **	-

Notes: * - $p < 0,001$; ** - $p < 0,001$; *** - $p < 0,05$

Table 2 includes only correlations, which increase significance level by 5%. Their number is great - 61,5% of general number of the received correlation indices. It proves considerable influence of the frequency rare of the definite ways of interaction realization by the coach (the components of management style) on the athletes' satisfaction level. According to the number of statistically valid correlations, different parts of management style have ambiguous influence on the athletes' satisfaction level. The following components of management style have the strongest influence: the definite aims setting, initiative development among athletes, care for team members. At the same time, for example, super-aims setting before team members doesn't have great influence on the athletes' satisfaction. These differences can be explained by the degree of these or that variants of the coach's management style correspondence with general aims, which the team has and with personal needs of the athletes.

A high level of satisfaction among the athletes proves positive estimation of the coach's management style. According to all indices of the athletes' satisfaction sufficiently favorable attitude of a coach to management was formed.

In addition we considered the characteristics of connection between the management style and the athletes' satisfaction in teams with different effectiveness level. All teams were divided into 2 groups according to the results of the Championship: strong (13 teams-champions of the Championship) and weak (14 teams, which took the 5th and lower places at the Championship). It turned out that the influence of these or that components on the level of athletes' satisfaction in strong and weak groups differs. In strong teams the following components have the greatest influence on the athletes' satisfaction level: initiative development among the athletes, care for team members, delegation of powers. In weak teams the greatest influence have the following components of the coach's management style: the definite aims setting, being close with the athletes, care for team members. It means that highly-qualifies athletes appreciate the opportunity to act independently and the attention of a coach, for less qualified athletes the following things are important: clear actions regulation and the attention of a coach.

Table 2 shows that almost according to all components of management style the received results prove the advantage of highly effective

teams. Moreover the most significant differences in the average indices between weak and strong teams are shown according to 4 components: the definite aims setting, being close with the athletes, initiative development among the athletes and delegation of powers. It is obvious that the frequency of these components realization by the coach and also discussion of the decisions, tasks fulfillment check, care for team members can be one of the conditions for the effective sports collective formation.

The connection between the components of the coach's management style and the athletes' satisfaction level characterizes a strong team. It is an effective functioning group and a real team, which is would succeed.

The interconnection between the components of management style and the satisfaction level of the athletes characterizes a weak team by the absence of the interaction rules and the average level of social-psychological maturity.

Conclusions

Thus, mentioned above materials prove our hypothesis concerning the connection between the management style of a coach and the effectiveness of a sports collective and show the accepted in the research notion of management style as a multilevel and functional education and its definite empiric realization help to reveal (in contrast to traditional approach) the peculiarities of interaction between a coach and the team, define more significant parameters of sports teacher's activity.

Sports collective formation under the direction of the coach undergoes several stages of its formation. In our example we studied the stages of teams functioning. It achieved the definite level of readiness. For this problem solution it is necessary to consider all stages of sports team development and the athletes' satisfaction at each stage of existence.

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