

**The relationship between coach leadership behavior  
and team success in sports:  
An empirical study of state universities in  
Western Province**

By

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**Declaration of student**

The work described in this thesis was carried out by me under the supervision of Dr. M.D.Pushpakumari and a report on this have not been submitted in whole or in part to any university or any other institute for another degree/diploma.

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Date: 01/06/2015

**Declaration of supervisor**

I certify that the above statement made by the candidate is true and that this thesis is suitable for submission to the University for the purpose of evaluation.

Dr. M.D.Pushpakumari

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Date: 01/06/2015

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## ABSTRACT

### **Relationship between coach leadership behavior and team success in sports:**

#### **An empirical study of state universities in Western Province**

By

**H P N Perera**

Leadership in sports has been studied mostly in terms of coach-leadership. The effect on coach leadership behavior affects players' performance. The purpose of this study was to understand the relationship between coach leadership behavior and team success in sports in state universities in Western Province, Sri Lanka during the inter university games held in 2014 from the events of basketball, netball, volleyball, and Elle. During the study it was intended to derive the factors affecting coach leadership behavior and to assess the moderating effects that affected the coach leadership behavior and team success. Two hundred and Ninety one athletes ( $n=291$ ) from Western Province state universities who have participated for the inter university games participated in this study. Data had been collected through a standard questionnaire which had been derived from leadership scale for sports (LSS) and revised leadership scale for sports (RLSS) were modified to suit the Sri Lankan context. Data collected was analyzed through mean, correlation and regression analysis. The results found show that the three characteristics (situational, leader, and team member) have moderate influence on coach leadership behavior. Results indicated that the training and instruction behavior, democratic behavior, and positive feedback behavior are the significant coach behaviors which may affect winning percentage, in this study. However the relationship of coach leadership behavior and winning percentage, significantly moderated by efficacy has an interaction with the training and instruction behavior. Further, the research on sports management is in primary stages in Sri Lanka. The findings of the present study may influence researchers to engage in further research and also will be helpful for coaches to make decisions on athletes.

# CHAPTER 1

## INTRODUCTION

### 1.1 Background of the study

Sports with no argument are important to a country in many ways. Sports can be used as a tool to make a better world, Olympic Museum Educational Kit-HOPE (2011). HOPE, (2011) identified main focusing areas which preserve advantages of sports and related activities which are categorized as human dimension, political dimension and societal dimension. Human dimension is mainly focused to satisfy the need for competition and encourage everyone to overcome their own limitations (social, physical or psychological “handicap”). Political dimension are considered as international media platform which can be used to highlight certain causes or become “alternative diplomatic tools”. This can lead to greater awareness by the public, draw attention to a conflict, serve as an example of peaceful combat, etc. In view of the Societal dimension, sport and Olympism are tools for civic education which help to develop important individual and social competences, and thus to know one another better and live together better, Olympic Museum Educational Kit-HOPE (2011). HOPE (2011) has paid more attention on Olympics. Yet Olympics also considered in sports domain can be generalized to other events such as Asian games, SAARC games, Common wealth games and so forth.

Sri Lanka was suffering from a civil war for more than 30 years and the government had prevailed war in year 2009. Central Bank Annual Report published in 2013, mentioned that “With the continuity of the peaceful environment in the country, expenditure on recreational, cultural and sporting activities has improved during 2013”.

The government investment within the period of 2013 – 2015 has been clustered under four main thrust areas namely Agrarian Economy, Infrastructure, Human Capital and Private Sector Development. Targeted total public investment during this period is around Rs.2 trillion. A major share of this investment accounting for nearly 60 percent will be directed towards the infrastructure development in roads, power and energy, irrigation, water, ports and transport.

The second largest share of total planned investment is for the development of human capital through public expenditure on education and health as well as for social protection, housing, sports and science and technology. The third area of investment is for developing and maintaining an agrarian economy which is based on agriculture, fisheries, livestock and environment. A share of investment will also be allocated in support of private sector development in plantation, promotion of industries and attracting investment for tourism industry and a range of related services (Central Bank Annual Report Sri Lanka 2012).

The government of Sri Lanka has understood the importance of sports. It has been proven from the budget allocations they have made on sports. Sports has been categorized under human capital and budget allocations made by the government was on construction of sports complexes at national and district level and develop sports facilities Island wide. During the year 2010-2012 allocation was Rs.1535Mn, in 2013 it amounted to Rs.2643Mn, and for 2014 it was Rs.2850Mn. The investment budgeted for 2015 is amounted to Rs.3100Mn. The total investment made for 2013 to 2015 has been amounted to Rs.8593Mn, (Ministry of Finance and Planning, Sri Lanka: Annual Report 2012).

Further the governing parities of Sri Lanka were able to confer priority to Sports and Physical Education which has been witnessed through the establishment of departments and degree programs in various state universities in Sri Lanka. The initiation has been made by the University of Sabaragamuwa by establishing a Department of Sports Science and Management under the faculty of Applied Sciences. Kelaniya University which is established in the Western Province also witnesses for recognition of the importance of sports science. In the Faculty of Art, students are given the ability of reading for the sports science and management degree program for their bachelors' degree. In the meantime University of Sri Jayewardenepura also has taken a step forward to establish a degree program in sports science and management under the Faculty of Applied Sciences in 2013. The curricula of each program have been designed to provide an overall in depth knowledge on sports and management whilst providing opportunity for the undergraduates to continue with their event (sports) which they are sound in.

National Institute of Sports Science (NISS) is a state owned organization and has been established under the provision of sports law No.25, 1973 and named "Sports School" with its inauguration in 1978 under the Ministry of Parliamentary Affairs and Sports. NISS also considered as a primer education center for sports. The Institute was attached to the Department of Sports Development in 1992. NISS has been functioning as a separate institute under the Ministry of Sports since 1st of January 2006. Numbers of courses are available at NISS to gain knowledge on sports science and coaching.

The government expects benefits with all the facilities provided for sports. A few main reasons will be to develop world class players/ athletes, world class coaches and the