



## The effect of managerial skills of futsal coaches on their efficiency

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Submitted: 27 March 2023; Accepted: 17 April 2023; Published: 01 May 2023

### ABSTRACT

The purpose of this study is investigating effect of managerial skills (human, perceptual and technical) of futsal coaches on their efficiency in Khuzestan province. Method of This research was descriptive-correlational the statistical population of this study was all of the active coaches (male and female) in futsal of Khuzestan province (N = 253). In order to determine the statistical sample of the research, the counting method was used. For data collection, Sedaghat Niya,s management skills questionnaire (2007) and coaching Efficacy scale (CES: Feltz et al ,1999) were used. The validity of the questionnaires was confirmed using the opinions of 9 sports management experts. Reliability was also obtained based on Cronbach's alpha for the questionnaires (0.93, 0.88), respectively. Pearson correlation, independent t-test and simple linear regression were used to analyze the data. Data analysis was performed using SPSS software. The results showed that the technical, human and perceptual skills of coaches had a positive and significant effect on efficiency as well as its four dimensions (motivation, strategy, skill training and personality building). Also, the technical and human skills of female coaches were significantly higher than male coaches. But there was no significant difference between the perceptual skills of male and female coaches. The efficiency skills of female trainers were significantly higher than male trainers. Also, the comparison of the dimensions of efficiency showed that the average motivation, strategy, skills training and personality building for female trainers were significantly higher than male trainers. Considering that human skills had a stronger role in the efficiency of coaches than other skills, it is suggested that these skills be given more attention in coaching and retraining courses.

**Keywords:** *Technical, Human, Perceptual, Efficiency, Coach, Futsal*

### INTRODUCTION

Futsal is an indoor sport with five players, which has no limit on the number of substitutions, and this dynamic in the game causes coaches to constantly change the behavior of their team based on the behavior of the opposing team. Futsal is an unpredictable and changeable game

and it is necessary to make every decision at the right time (1). Compared to novice coaches, expert coaches usually have the ability to recognize, select and analyze the previous and current performance of players in order to formulate a competition strategy or make appropriate decisions in unstable conditions.

In addition, expert coaches have the ability to establish dynamic relationships with different players, which can affect team performance variables from different aspects (2). Therefore, in addition to the ability to transfer technical and tactical skills, coaches need to have a correct knowledge and understanding of the physical and mental conditions of their players and the opposing team.

Coaches act like a powerful and powerful manager, and the responsibility of success and failure in competitions is primarily directed at them. Those coaches who don't have enough knowledge and skills or don't have accurate planning, will certainly not be able to provide the means for their own development and the athletes under their guidance (3). The coaching process identifies and fills the gap between the current performance level and the desired performance level of a person or group. This may be done in one session or during several sessions. As a coach, it is possible to help the individual through two-way evaluation of performance, discussion about the current situation, specifying achievable goals and providing the necessary support for the implementation of the practical plan. In addition to having special interactive skills (which are used both in everyday situations and in more formal meetings), coaching also requires encouragement for long-term learning (4).

Sports coaches at any level of coaching, be it the coach of the groups of infants and teenagers at the beginner level or at the professional level, need knowledge or skills, and these skills are divided into three general categories based on general agreement: technical skills, human skills. And perception (5). The meaning of technical skill; the ability to use the knowledge and tools needed to perform coaching duties is obtained through experience, education and training. Human skill means the ability to coach with or through the players, including the knowledge of the technique of encouragement and the use of effective leadership methods and effective communication by the coach with the players and members of his group. Perceptive skill means the ability to understand the general problems of the group and that each position and task is suitable for which part of the group and players. As the trainer progresses from lower to higher levels of

group management, the type of combination of management skills will differ (6).

In some previous researches, the influence of coaches' management skills on athletes' performance has been mentioned. Among others, Nazarian Madvani et al. (2009) found that the coaching behavior of a coach has an effect on his efficiency, and the efficiency of coaching has an effect on team dynamics. Sangari (2018) receiving the managerial skills of coaches has a significant effect on the performance of volleyball players. Kuranivan et al. (2021) also found that futsal coaches can have a significant impact on the growth of athletes by using management skills. However, Marilyn, and Gutierrez (2018) found that there is no positive relationship between perceived management skills and the performance level of female middle managers. Narguni (2017) also found no positive and significant relationship between the level of management skills and the attitude towards the success of football coaches. These contradictory results challenge the effect of sports coaches' management skills on their performance and efficiency.

The meaning of coaches' efficiency is defined as the level of the coach's belief in having an influence on the learning and performance of the athletes (7) The coaches' efficiency has four dimensions, which are: 1) The efficiency of the game strategy, which means the confidence of the coaches to have the ability to coach during Competing and leading the team successfully; 2) motivational efficiency, which means the confidence of coaches to have the ability to influence the mental skills and moods of athletes; 3) the effectiveness of teaching sports skills and techniques, which is defined as the coaches' belief about the effectiveness of teaching educational and diagnostic skills during training on the performance of athletes; and 4) the effectiveness of character building, which is defined as the confidence of coaches to have the ability to influence the development of the players' personality and the development of a positive attitude in the athletes of their sports field (8). In sports psychology research, the feeling of efficacy in coaches is known as one of the most important factors affecting performance (9). If Kurdestani (2015) received the efficiency

components (except motivational efficiency) of female coaches in the sitting volleyball league, they significantly increase the group cohesion of the team players. Villalon and Martin (2020) also found that although the efficiency of female coaches is significantly lower than that of male coaches, training in sports psychology and frequent contact with sports psychologists leads to greater efficiency of coaches.

Futsal in Iran is one of the attractive and spectator-friendly sports that draws thousands of spectators to the hall where the matches are held or to the television. Most Iranian teenagers start playing football with this sport. On the other hand, men's futsal along with beach soccer are the only team disciplines in Iran that are among the top four groups in the world (10).

In recent years, the field of futsal has been overshadowed by scientific developments and new sports technologies, and the special attractions of this field attract many enthusiasts every day as players, spectators, etc. They take it and turn it. Futsal coaches are one of the pillars that influence the growth of this sport. One of the subjects that is always taken into consideration in the evaluation of coaches by athletes and officials is the level of management skills (technical, human and perceptible) of coaches. But can the amount of these skills affect the coach's attitude towards his performance? In other words, is the coaches' belief in having an influence on the players' learning and performance affected by their management skills? Considering that this issue has received less attention in previous researches, therefore, the present research intends to answer the question of whether the management skills (perceptual, technical and human) of futsal coaches have an effect on their efficiency.

## METHODOLOGY

This research was applied in terms of purpose and descriptive-correlation in terms of data

collection. The statistical population of this research included all active futsal coaches (men and women) of Khuzestan province in 2018-2019, numbering 253 people. The total number sampling method was used for sampling. To collect data, two management skills questionnaires of Sedaghatnia (2007) and efficiency of Feltz et al. (1999) were used. The honesty questionnaire of Sedaghatnia (2007) has three dimensions (perceptual skills, human skills and technical skills) and 41 items, and the coaching efficiency questionnaire of Felts et al. (1999) also has four dimensions (motivation, strategy, skills training and character building) and 24 items. Was. Both questionnaires are scored based on a five-point Likert scale (1=very little to 5=very much). The face validity and content of the questionnaire were checked and confirmed by 9 sports management experts. In order to determine the reliability of the research tool, a number of 30 questionnaires were obtained among a part of the statistical population, and Cronbach's alpha coefficient was obtained for the management skills questionnaire (0.93) and for the self-efficacy questionnaire (0.87). Pearson's correlation coefficient test, linear regression and independent t test were used to analyze the data. Data analysis was done using SPSS version 22 software.

## RESULTS

225 futsal coaches of Khuzestan province participated in this research, more than 73% of the respondents were between 31 and 50 years old. 61.3% were women and 38.7% were men. More than 59% of the respondents had bachelors and higher education. About 46% of the respondents had coaching certificate A of Asia and level 1 of Iran, also 37.3% of the respondents had 6 to 10 years of coaching experience. 35.6% of the respondents also had the experience of playing in the Premier League of Futsal. In Table No. 1, the effect of management skills of trainers on their efficiency has been examined.

**TABLE 1:** The effect of the trainers' three skills on their efficiency

predictor variable	Criterion variable	Beta	R <sup>2</sup>	R <sup>2</sup> justified	SE	F	Sig
Technical skills	Motivation	0.364	0.132	0.129	2.440	34.050	0.001
	Strategy	0.554	0.307	0.304	2.056	98.272	0.001
	Skill training	0.627	0.393	0.390	5.887	143.734	0.001
	Character building	0.469	0.220	0.216	6.700	62.791	0.001
	Efficiency	0.575	0.331	0.328	6.186	109.427	0.001
Human skill	Motivation	0.515	0.265	0.262	6.276	80.558	0.001
	Strategy	0.587	0.344	0.341	5.935	116.486	0.001
	Skill training	0.597	0.357	0.354	5.877	123.160	0.001
	Character building	0.608	0.369	0.366	5.816	130.525	0.001
	Efficiency	0.655	0.429	0.426	5.544	165.790	0.001
Perceptual skill	Motivation	0.274	0.075	0.071	5.280	18.134	0.001
	Strategy	0.479	0.229	0.226	4.813	66.076	0.001
	Skill training	0.442	0.195	0.192	4.912	53.863	0.001
	Character building	0.434	0.189	0.185	4.94534.	51.883	0.001
	Efficiency	0.461	0.212	0.209	4.853	59.507	0.001

The results of the regression analysis in Table No. 1 showed that the technical, human and perceptive skills of the trainers have a positive and significant effect on the efficiency as well as its four dimensions (motivation, strategy, skill training and personality development). Also, according to the value of R the adjusted R square (R<sup>2</sup>), technical skills explain 32% of the variance of coaches' efficiency. Among the four dimensions of efficiency, technical skill has more power to explain skill training than other dimensions, which explains 39% of its changes. In other words, futsal coaches who have higher technical skills have more ability to teach skills to athletes. On the other hand, according to the value of R the adjusted R square (R<sup>2</sup>), human

skills explain 42% of the variance of the coaches' efficiency. Among the four dimensions of efficiency, human skill has more power to explain personality development than other dimensions and explains 36% of its changes. In other words, futsal coaches who have higher human skills have more ability to build athletes' personalities. According to the value of R the adjusted R square (R<sup>2</sup>), perceptual skills explain 20% of the variance of the coaches' efficiency. Among the four dimensions of efficiency, perceptual skill has more power than other dimensions to develop a strategy for competition, which explains 22% of its changes. In other words, futsal coaches who have higher cognitive skills have more ability to design tournament strategies.

**TABLE 2:** Comparison of management skills of male and female coaches

	Average female coaches	Average male coaches	Difference of means	t	Df	Sig (2-tailed)
Technical skills	63.311± 4.481	60.977± 7.528	2.334	2.274	223	0.024
Human skill	64.710± 7.385	62.620± 7.033	2.089	2.105	223	0.036
Perceptual skill	48.471± 5.484	47.448± 5.442	1.022	1.366	223	0.173

According to the results of Table No. 2, the technical and human skills of female coaches are significantly higher than male coaches (P < 0.05).

But there is no significant difference between the cognitive skills of male and female coaches (P<0.05).

**TABLE 3:** Comparison of managerial efficiency of male and female coaches

	Average female coaches	Average male coaches	Difference of means	t	Df	Sig (2-tailed)
Motivation	25.898± 2.763	24.666± 2.165	1.231	3.529	223	0.001
Strategy	26.467± 2.558	25.057± 2.042	1.409	4.336	223	0.001
Skill training	26.357± 2.667	24.678± 2.621	1.679	4.624	223	0.001
Character building	26.550± 2.630	25.172± 2.041	1.378	4.160	223	0.001
Efficiency	105.360± 9.352	99.574± 7.535	5.785	4.849	223	0.001

According to the results of Table No. 3, the efficiency skill of female coaches is significantly higher than that of male coaches ( $P < 0.05$ ). The comparison of efficiency dimensions also indicates that the mean of motivation, strategy, skill training and personality development for female coaches is significantly higher than that of male coaches ( $P < 0.05$ ).

#### DISCUSSION AND CONCLUSION

The purpose of this research was to investigate the effect of management skills (human, cognitive and technical) of futsal coaches in Khuzestan province on their efficiency. The results showed that the technical skill of futsal coaches in Khuzestan province has an effect on their efficiency. The results of the regression analysis showed that the technical skill of the trainers has a positive and significant effect on the efficiency as well as its four dimensions (motivation, strategy, skill training and character building). In other words, the higher the technical skill of the trainers, the more motivation, effort to design competitive strategy, training skills and character building in them, and technical skills explain 32% of the variance of the trainers' efficiency. Among the four dimensions of efficiency, technical skill has more power to explain skill training than other dimensions, which explains 39% of its changes. In other words, futsal coaches who have higher technical skills have more ability to teach skills to athletes. These findings are consistent with the results of Sadeghi (2013) that the need of handball coaches for indicators of all three perceptual, technical and human skills is higher than the average level. It is also consistent with the findings of Tik-e Ain and Wares (2016), who found that there is a positive and significant relationship between

managers' three management skills (technical, human and perceptive) and the evaluation of human resources performance; And it is consistent with the research of Askarzadeh (2011), Nazari (2018), Narguni (2017), Sanjeri (2018), Bornay-Barrachina (2019), Merlin and Gutierrez (2018) (16-11). Technical skill is the ability to use tools, procedures and specialized knowledge and techniques in the field of doing work. These abilities include competence in futsal sports techniques. It also helps them to use different methods and techniques; therefore, the coach needs technical skills to effectively manage the team. The distinctive feature of technical skill is that the highest degree of competence and expertise can be achieved in it; because this type of skill is accurate, specific, objective and measurable. Therefore, it is easy to control and evaluate it, both during training and in the application stage (17). The technical competence of trainers is related to the application of specific knowledge, methods and skills for the separation of tasks. Technical competence at the supervisory level and training of players and day-to-day activities are likely to be needed more in actual team performance. The human skill of futsal coaches in Khuzestan province has an effect on their efficiency. The results of the regression analysis indicate that the human skill of futsal coaches has a positive and significant effect on efficiency as well as its four dimensions (motivation, strategy, skill training and personality development). In other words, the higher the human skill of the trainers, the more motivation, effort to design a competitive strategy, training skills and character building, and the human skills explain 42% of the variance of the efficiency of the trainers. Among the four dimensions of efficiency, human skill has the power to explain personality more than other

dimensions, which explains 36% of its changes. In other words, futsal coaches who have higher human skills have more ability to build the character of athletes. These findings are in agreement with the results of Sanjari (2018), Akbari Demirchi Darsi Olya and Beigzadeh (2019), Zeinabi et al (2017) Tik-e Ain and Wares (2016), Amini (2015), Bilohur et al. (2020), Foulds et al. (2019) are consistent (15, 18-23).

Human skills are the ability to understand oneself, work with others, understand and motivate others. This includes developing self-awareness, managing personal stress, coaching, and counseling, motivating, managing and empowering others. Human relations skills are also called interpersonal skills. It helps futsal coaches understand, communicate and collaborate with team members. It also helps to guide the spirit of the team and develop their motivation. Human relations skills are needed by the coach as a team manager. Having human skills requires the coach to know himself first, to be aware of his strengths and weaknesses, to be clear about himself, to have self-confidence, to trust others, and to respect their opinions, values and feelings. Let him understand them, be aware of the effect of his words and actions on the team and be able to provide a safe and acceptable environment to attract players. Human skills are not easily acquired and do not have specific techniques and methods. Today, scientific knowledge in the field of psychology, social psychology, and anthropology, and experience and work in group and social conditions, indirectly provide the basis for achieving human skills (17). Therefore, like managers, futsal coaches need human skills. Coaches who have human skills can establish a proper relationship with their athletes. This relationship makes the work environment full of peace and security and definitely the trainers can work easily in such an environment. The perceptive skill of futsal coaches in Khuzestan province has an effect on their efficiency. The results of the regression analysis indicate that the perceptive skill of futsal coaches has a positive and significant effect on efficiency and its four dimensions (motivation, strategy, skill training, and personality development). In other words, the higher the perceptive skill of the coaches, the more

motivation, efforts to design a competitive strategy, training skills and character building in them, and the perceptive skills explain 20% of the variance of the efficiency of the coaches. Among the four dimensions of efficiency, perceptual skill has more power than other dimensions to develop a strategy for competition, which explains 22% of its changes. In other words, futsal coaches who have higher perceptual skills have more ability to design tournament strategy. These findings are consistent with the results of theoretical research (2016) which found that although technical knowledge and human and political skills play a significant role, perceptual skills play the most effective role in human resource management. It is also consistent with the results of Tik-e Ain and Wares (2016), Askarzadeh (2011), Villalon and Martin (2020), Fernandez et al. (2017), Ratiu et al. (2016) and Hoffman et al. (2014) (11, 22, 24-27).

Perceptive skill includes analytical, creative and innovative skills. Kamble (2010) considers perceptive skills as the ability to understand the complexities of the whole organization, the ability to think in summary, analyze and analyze the work situation, and the ability to be innovative in accessing the environment (28), while Latif (2002) Perceptive skills help the coach identify the causes of problems and solve problems for the benefit of the whole team. It helps to set goals for the whole team and plan for each situation (29). This skill includes awareness of the proper position of each person in the whole team and how the position of the team fits in the society and among the competitors (17). In all organizations, the most important pillar that is effective in achieving goals is management. As the official representative of the organization, the manager is placed at its head in order to create coordination and increase its effectiveness, and the success of the organization in achieving its goals depends on how he manages. In team management, the coach is considered as a strong organizer and the basis of any progress. Undoubtedly, past experiences have shown that coaching is a field different from other fields and requires a wide range of skills. Coaching is a professional that helps athletes to develop their physical, mental and psychological dimensions and their personal and social abilities to the

maximum extent of their talents. Among these skills, we can mention three managerial skills: technical, human and perceptive. Having these coaching skills makes coaches efficient and effective (8); Because researchers have shown that the players of successful teams have often reached the highest level of self-confidence, motivation, self-belief and feeling capable of winning through the careful guidance of an efficient coach (30). Sudden or continuous ups and downs in the performance of athletes and sports teams in the first stage are accompanied by changes in the team's coaching position, and managers, officials and sports fans in the process point to the first reaction to the performance of the coaches' club. Whereas, if we consider sustainable management to be affected by the effective and efficient use of material, financial and human resources in planning, organizing, directing and controlling to achieve, and if we consider human resources as the most important element in the success of trainers' performance. Because the roles adopted by sports coaches are extensive due to the need to positively influence the performance and well-being of athletes. Coaches play an important role in the learning and development of athletes. Sports coaches show their special ability by using a behavioral model that is effective in improving the learning and performance of athletes. For example, by understanding the processes involved in athletes' development, coaches can implement behaviors that are favorable for athletes to achieve psychosocial improvements and optimal performance; therefore, effective coaches must develop athletes in all aspects of their psychosocial development and performance.

#### ACKNOWLEDGEMENTS

In the end, I would like to express my gratitude to the futsal coaches who graduated from Khuzestan University's physical education and sports sciences field, for their sincere cooperation in answering the questions of the questionnaire.

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