

DOI: <https://doi.org/10.54702/4xfb2182>**The role of the coach in the organizational health of the team from the point of view of football players in the Iraqi Premier League**Ziad Jalal Khudair <sup>(1)</sup> ✉, Ammar Nasser Younis <sup>(2)</sup> ✉, Abdul Halim Jabr Nazzal <sup>(3)</sup> ✉

1,2&amp;3 College of Physical Education and Sports Sciences / University of Basrah

**Received: 17/01/2024, Accepted: 21/02/2024, Published: 30/04/2024**This work is licensed under a [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/), © Modern Sport**Abstract**

The importance of the research is that the role of the coach is to work on developing self-esteem among the players. The players need the support of their teammates. The coach setting specific goals that challenge the team members leads to a positive impact on the performance of the individual and the group and on the health of the team. The goals set a high standard for achievement. It makes the team focus on completing what it needs. The research problem is that the ability of the organization (team) to work effectively to achieve positive performance in the long term, adapt appropriately, change appropriately, and grow from within, by reconciling strategic goals. As important as this is, many coaches ignore organizational health because they often lack a clear way to measure, diagnose, and improve it. One of the objectives of the research is to build a measure of the role of the coach in the organizational health of the team from the point of view of the football players. To establish standard levels for the measure of the role of the coach in the organizational health of the team from the point of view of the football players. To identify the role of the coach in the organizational health of the team from the point of view of the football players. The researchers used the descriptive approach was used by the survey method to suit the nature of the research. The research community consists of all sports clubs participating in the Iraqi league for the season (2021-2022), and the sample was chosen intentionally and consisted of players from the league clubs, numbering (663) players, as the total number of those who underwent the experiment reached (345) players (02.52%) and (15) players for the exploratory experiment. As a result of this, the sample was divided into two parts, the first for the procedures for designing and building the scale and the second for the purpose of applying the scale, as follows: First: - The sample for building the scale: It included a number of players from Iraqi Premier League clubs. In (open) football, the number of players was (210), and their percentage reached (60.86%) of the research community. Second: The sample for applying the scale: It included (120) players, with a percentage of (34.78%) players from the research community. The researchers concluded that organizational health is distinct when players clearly have the identity to which they belong, and feel a sense of belonging and attraction. The most important recommendations of the researchers are that the coach must possess this skill and manage it with high efficiency, as the availability of organizational health is an essential technique in successful training, especially when using different training techniques activities the successful coach must manage the team with high efficiency.

**Keywords****the role of the coach, the team, organizational health.****Introduction:**

The organizational health of the team reflects the ability of the sports institution to provide an appropriate, healthy, and creative work environment free of conflicts that encourages adaptation, integration, and cohesion among all

members of the sports institution, from the administrative body, the coach, and the players, in an atmosphere of harmony and clarity of goals, mutual trust, and clarity of the essence of the systems and instructions. The organization is deeply influenced by the behavior of individuals,

and is keen to ensure that all of them, at various levels, are united and cohesive, through which the nature of the climate prevailing in the team can be identified. The sports institution builds policies that enhance the positive aspects, diagnose the negative aspects, and improve the players and their morale, which reflects positively. To achieve team goals and satisfy individual and collective needs and desires. The components of a football player: physical, skill and tactical preparation. The methods and means of developing these aspects are linked to the psychological aspect of the player, especially in sports competitions filled with emotional situations characterized by strength, intensity and excitement. This is accompanied by physiological changes that have a significant impact on the body's functional systems. We must not ignore them. The psychological aspect is It represents the nervous pressures that the player is exposed to during training and competition situations to achieve a goal. Therefore, the coach must take into account the value of the team's psychological preparation and its impact on the players' level of performance. This is one of the necessary and inevitable components, and without it it is impossible to achieve successes. The player's psychological state may be positive and support performance, or it may be negative. It hinders him, so psychological preparation based on scientific foundations and principles contributes to producing the player at the best physical, skill and tactical level. Here comes the role of the coach in working to develop self-esteem among the players. The players need the support of their teammates, and the coach setting specific goals raises a challenge for the team members. It leads to a positive impact on the performance of the individual and the group and on the health of the team. The goals set a high standard for achievement and make the team focus on completing what it needs. Here lies the problem of the research. The coach's adoption of an appropriate method of work provides the opportunity for the athlete to feel able to deal with and understand him better. When the coach knows the players' fears and problems, this leads to avoiding division in the team and leads to its cohesion. This type of leadership provides the coach with the opportunity for the athlete to take

Sometimes he has the initiative in his hand, so he gains independence and becomes less dependent on the coach in difficult situations characterized by psychological pressure. By providing the coach with the opportunity for his players to participate in decision-making and granting them a kind of authority at times, he develops mature emotional behavior in them, so the coach's leadership is an achievement and influence on the players towards achieving The desired and desired goals, and that achievement is an administrative dimension for the coach and influence is a leadership and psychological dimension. This is the secret of the coach's leadership and its excellence, and that ambiguity and conflict are in the lack of clarity of the image for the coaches and that the team's ability to work effectively to achieve positive performance in the long term, adapt appropriately, change appropriately, and grow from within. By reconciling strategic objectives. As important as this is, many coaches ignore organizational health because they often lack a clear way to measure, diagnose, and improve it.

#### **Research objective:**

- Building a measure of the coach's role in the organizational health of the team from the point of view of football players
- Establishing standard levels to measure the role of the coach in the organizational health of the team from the point of view of football players.
- Identify the role of the coach in the organizational health of the team from the point of view of football players.

#### **Research fields:**

- Human field: Iraqi Premier League club players for the 2021-2022 season
- Time field: (1/11/2021) to (1/3/2022)
- Spatial field: Stadiums of the Iraqi Premier League clubs

#### **Research methodology and field procedures:**

##### **Research Methodology:**

Research methodology: The researchers used the descriptive method using the survey method in order to suit the objectives of the research and the nature of the problem. (Adnan) "The main purpose of descriptive research is to describe the

variable as it exists at the present time without interference from the researcher” (2).

### **Community and sample research:**

(Abdul Majeed) indicated, “The sample is part of the population and is selected according to special rules in order to correctly represent the population” (1). (Raysan) pointed out, “The goals the researcher sets for his research and the procedures he uses will determine the nature of the sample he will choose” (6). Therefore, the research sample was selected in the (deliberate) manner from the players of sports clubs participating in the Premier League in Iraq for the football season (2021-2022), amounting to (663) players, as the total number of those who underwent the experiment reached (345) players, with a percentage of (71.79%) and (15) A player for the exploratory experiment. As a result of this, the sample was divided into two parts, the first for the procedures for designing and building the scale, and the second for the purpose of applying the scale, as follows:

First: The sample for building the scale: It included a number of players from the Iraqi Premier League in football, numbering (210) players, with their percentage reaching (60.86%).

Second: The sample for applying the scale: It included 120 players, their percentage reaching (34.78%).

### **Research tools:**

(Fayez) “The researcher needs different data to complete his research, and he must choose the appropriate tools for collecting data, whether secondary or primary, knowing that there are many data collection tools from which the researcher can choose what suits his research” (8).

The researchers used the following methods and tools: Arabic and foreign sources and references, the International Information Network (the Internet), and observation through the researchers’ observation and follow-up of the clubs. They identified the problem of the current study and the interview: “Bilal” is a conversation conducted by a person in a conversational style about an event or issue, with the aim of arriving at a conviction. Certain” (4) the researchers conducted a series of personal interviews with a number of experts and specialists to collect information related to the

current study and the questionnaire: The researchers prepared a questionnaire form related to the subject of their research and a portable computer (HP).

### **Building scale:**

(Muhammad and Radwan) defined it as “a set of basic steps that can be followed when building a test or scale and how to link the scale units to measure the overall aspects of a skill, trait, attribute, or ability” (9), and to achieve the objectives of the study, the researchers followed the procedures and steps next:

### **Determine the phenomenon to be studied:**

The phenomenon to be measured must be defined and its concept and boundaries must be completely clear. The phenomenon that the researcher aims to measure is the role of the coach in the organizational health of the team from the point of view of football players in the Iraqi Premier League.

### **The purpose of building the scale:**

Before building the research tool (scale), the purpose of building this tool must be clearly defined and what is the need for this tool. One of the goals of the study is to build a measure of the role of the coach in the organizational health of the team from the point of view of football players in the Iraqi Premier League, and then prepare a comprehensive measure and accuracy.

### **Preparing the initial formula for the scale:**

To build the initial version of the scale, the researchers relied on personal interviews with experts and specialists in this field to get their opinions and obtain the largest possible amount of information that helps the researcher in formulating the scale’s items, as well as reviewing some scales closely related to the research topic in the field of sports management and identifying the nature of the situations. What it includes and the way in which the paragraphs are formulated. After that, the researchers formulated the paragraphs of the scale. The researchers tried to take into account the ease and clarity of its content and that individuals do not differ in their interpretation and brevity. Thus, the number of paragraphs in its

initial form for the supply and support chain scale reached (30) proposed paragraphs.

### Determine the style and principles of drafting paragraphs:

In formulating the paragraphs, the researchers relied on the Likert method, as it is considered one of the common methods of measurement because this method is distinguished by the following (Khairuddin and Essam) (5).

- Ease of use.
- The scale's high degree of reliability and validity.
- Reduces the degree of guesswork and chance factor.

(Shaker Mubarak) points out: "The Likert method is considered one of the best methods for predicting behavior and phenomena" (7).

### Presenting the scale items to the arbitrators: After preparing the scale in its initial form, the researchers did the following:

- First: Presenting the supply and support chain scale, which consists of (30) proposed items, to a group of experts and arbitrators numbering (20) arbitrators with experience and specialization in the field of sports and administrative sciences, in order to identify the validity of the items and their suitability for

measuring what they were designed for. In addition to evaluating, amending, and judging paragraphs in terms of wording and accuracy of content.

- Second: After the arbitrators expressed their opinions and observations about the items, the researchers analyzed the results of the questionnaire, using the percentage as a criterion for accepting or excluding the items of the scale. The agreed upon items (75%) or more were accepted by the arbitrators as valid and appropriate for the scale, and this is what (Bloom) indicates. To "the researcher must obtain agreement with a percentage of (75%) or more from the opinions of the arbitrators," and the researcher obtained the percentage of agreement in terms of (chi-square), as he showed that a percentage of (75%) or more is acceptable when the paragraph obtains it, noting that the value of (chi-square (calculated at a significance level of (0.05) and a degree of freedom (1) equal to (4.26), which is greater than its tabular value of (3.84), which indicates the significance of this ratio, which represents (15) experts out of (20) experts, and it was agreed to return 8 ( Paragraphs) Thus, the scale became (22) paragraphs, and Table (1) shows the sequence of excluded paragraphs.

**Table .1** shows the percentage and chi-2 calculated for the experts' answers to each item of the scale in its initial form.

Time management:														
No.	Percentage	Chi-2	No.	Percentage	Chi-2	No.	Percentage	Chi-2	No.	Percentage	Chi-2	No.	Percentage	Chi-2
1	٪80	7.2	7	*٪65	*1.8	13	*٪70	*3.2	19	٪80	7.2	25	٪85	9.8
2	٪85	9.8	8	*٪70	*3.2	14	٪100	20	20	*٪60	*0.8	26	٪80	7.2
3	٪80	7.2	9	*٪65	*1.8	15	٪95	16.2	21	٪80	7.2	27	٪100	20
4	*٪70	2*3	10	٪85	9.8	16	*٪60	*0.8	22	٪100	20	28	٪95	16.2
5	٪85	9.8	11	٪100	20	17	٪95	16.2	23	*٪65	*1.8	29	٪85	9.8
6	٪80	7.2	12	*٪60	*0.8	18	٪85	9.8	24	٪80	7.2	30	٪95	16.2

Correcting the scale items: Correcting the scale items means obtaining the individual's total score, which is calculated by summing the grades he obtains on the rating scale (from 5 to 1).

### Indicators of validity and reliability of the scale:

#### Validity of the scale:

(Maan) defined the concept of validity as "one of the most important basic concepts in the field of tests and measurement. The validity of a test is

defined as the extent to which a measurement tool is useful for a specific goal" (10).

There are several types of validity, and researchers have sought to verify the validity of the scale through:

#### Honesty of the arbitrators:

(Khairuddin and Essam) This honesty is calculated after presenting it to a number of specialists and experts in the field in which the test is being conducted. If the experts acknowledge that this test measures the behavior it was designed to measure, then the researcher can rely on the experts' judgment (5). This type of validity was achieved when the researchers presented the scale to a group of experts to confirm its validity and estimate the extent to which each item measured the components of each field. Thus, the items that obtained the approval of the experts were accepted and the untruthful items were deleted.

#### Scale stability:

What is meant by the stability of a scale or test is the extent of accuracy, perfection, and consistency with which it measures the phenomenon (Ahmed) "with a high degree of accuracy, mastery, consistency, and objectivity in what it was designed to measure. Calculating reliability is one of the characteristics of a good scale because it indicates the consistency of the scale's items in

**Table .2** shows the theoretical mean, the arithmetic mean, the standard deviation, the calculated (t) value, and the error percentage for the measure of the coach's role in the team's organizational health.

Number of dimension paragraphs	Theoretical mean	Arithmetic mean	Standard deviation	T value Calculated	Level sig
22	66	87.12	13.27	43.66	0.000

#### Discussion:

Table (2) shows that the number of items in the scale is (22) items, and the theoretical mean is (66), while the arithmetic mean for the research sample was (87.12) and with a standard deviation (13.27), as the (calculated t) was between the theoretical mean and the arithmetic mean for the research sample (43.66). With an error rate of (0.00), which indicates its significance at the level of significance (0.01), it was found that the theoretical mean is smaller than the calculated mean, meaning that there are differences in favor of the arithmetic mean. The researcher attributes this to the fact that sports institutions seek continuity and survival in the shadow of a changing and renewed environment. Which requires addressing any weak aspects in its internal environment, and strengthening these

measuring what the scale is supposed to measure (3).

#### Final application of the scale:

After completing all the requirements and procedures for designing the scale, the scale became ready for application and consisted of (22) items. The researchers applied the scale in its final form to the application sample, which numbered (120) players. After analyzing the responses of the research sample, the data was collected in a special form, so that each A player of his own class.

#### Result:

**Presentation of the results of the measure of the role of the coach in the organizational health of the team from the point of view of football players in the Iraqi Premier League and its analysis and results:**

**Presenting the results of the measure of the coach's role in the team's organizational health from the players' point of view:**

aspects if they represent its strengths. Organizational health is a state that the sports institution experiences, in accordance with its duties and responsibilities, and makes it ready to continue to exist appropriately in the midst of different environments and situations. It must be paid attention to, which enhances The level of performance in the long term, at a time when performance and its improvement have become a major focus of attention that seeks to develop and raise it to levels of outstanding performance, the coach is the essential element in the training process to bring about the required changes in the team, and there is no doubt that his role is constantly increasing. His job has become more complex and important due to the difficulty of competition, and the success of training depends on the skilled and experienced coach who is able

to train in light of the technological and scientific revolution. His role is no longer the role of a source and transmitter of knowledge, but rather his role has become organized and prepared for the circumstances, conditions, atmosphere and environment of training, and training is not just information given to the players because this Information has methods of output that require methods of evaluation, presentation, arrangement, and monitoring at the same time. This information requires an influential personality with depth who fully understands many matters and a number of conditions in order for the training to be successful. The trainer is the person who possesses knowledge, skill, or experience and works on Transferring it to others through organized training programs or while performing work. He must have the ability to communicate information to others. In fact, the main determinant of what is accomplished in the training program are the decisions related to the program objectives, the use of training materials and multiple training methods, the organization and management of the training hall, and the training methods. Here (Abdel Halim) points out: "As much as the coach is interested in raising the level of the team's physical, skill, and tactical performance, he must care about the team, their interests and goals, meet their needs, provide security for them, raise their morale, take into account their feelings and circumstances, contribute to solving their problems, establish a good relationship and channels for effective two-way communication, and establish an emotional network between him and them.( Abdul Halim Jabr Nazzal) " The team and among the team members. The success of the coach is estimated by success in the training process, which requires that attention be paid equally to both dimensions because the coach here represents a dynamic situation that keeps pace with the change taking place in the external environment, and he must be strategic by the nature of his integrated role, as he carries out a programmed linking process for both dimensions to create the process of change. In addition, the development necessary for the success of the team) (12). In addition, his effectiveness in his leadership, accepting his leadership, being satisfied with him, rallying around him, cooperating with him, gaining their

trust, and achieving common goals. This is what was confirmed by (Abdel Halim and Muhammad) (that coaches work to involve the players in making some decisions that concern the team, whether in terms of matters related to the training process or with regard to matches, out of their belief that the players have reached a stage of mental maturity and readiness that qualifies them to assume responsibility. (11). The training program applied had a positive effect on the development of physical abilities in the football goalkeepers of the sample.(13) One of the most important recommendations is the necessity of using modern training methods and the emphasis on the aspect of developing the speed of movement response and rapid ability of the goalkeeper (14).

#### **Conclusions:**

- It was achieved to build a measure of the role of the coach in the organizational health of the team from the point of view of football players
- Organizational health is achieved when information is available and free from distortion and ambiguity.
- Organizational health is distinguished when players clearly have the identity to which they belong, and feel a sense of belonging and attraction.
- When players feel that they are active and cohesive members of the team, they have a desire to stay in the team and continue working with the team.
- Organizational health plays a major role in players being creative and helping others to innovate, diversify and create.

#### **Recommendations:**

- The coach must establish a successful professional relationship with all players and convince each individual of the importance of his participation and role, regardless of his background and personality type, and that the success of training begins with the success of the individual and then the success of the group.
- The coach must possess this skill and manage it with high efficiency, as the availability of organizational health is an essential technique in successful training, especially when using various training techniques activities. The

successful coach must manage the team with high efficiency,

- Managing the training program, training units, activities, and even break times, each according to the time planned in the trainer's training program, requires special skills, including time management.
- The coach must have the skill of managing diversity with high efficiency, as professional players often come from diverse cultural, social and economic backgrounds and have diverse styles, which must be taken into account.
- Due to the lack of special studies in this field and its novelty in Iraqi sports, researchers recommend conducting other studies.

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دور المدرب في الصحة التنظيمية للفريق من وجهة نظر اللاعبين بكرة القدم في الدوري الممتاز العراقي  
 زياد جلال خضير<sup>1</sup> ، عمار ناصر بونس<sup>2</sup> ، عبد الحليم جبر نزال<sup>3</sup>  
 3&2&1 جامعة البصرة / كلية التربية البدنية وعلوم الرياضة

البحث  
 مختصر

تتلخص أهمية البحث في أن يأتي دور المدرب في العمل على تنمية الاعتزاز بالنفس لدى اللاعبين ويحتاج اللاعبون على تأييد زملائهم في الفريق وإن قيام المدرب بوضع أهداف معينة تثير تحدى أعضاء الفريق يؤدي إلى حدوث تأثير إيجابي على أداء الفرد والجماعة وعلى صحة الفريق وتحدد الأهداف معيار عال للإنجاز وتجعل الفريق يركز على استكمال ما يحتاج إليه. مشكلة البحث أن وان قدرة المنظمة (الفريق) على العمل بفعالية لتحقيق أداء إيجابي على المدى الطويل، والتكيف بشكل مناسب، والتغيير بشكل مناسب، والنمو من الداخل، بالتوفيق بين الأهداف الاستراتيجية. ومع أهمية ذلك، فإن العديد من المدربين يتجاهلون الصحة التنظيمية لأنهم في الغالب يفتقرون إلى وسيلة واضحة لقياسها وتشخيصها وتحسينها. ومن أهداف البحث هو بناء مقياس دور المدرب في صحة التنظيمية للفريق من وجهة نظر اللاعبين بكرة القدم وضع مستويات معيارية لمقياس دور المدرب في صحة التنظيمية للفريق من وجهة نظر اللاعبين بكرة القدم التعرف على دور المدرب في صحة التنظيمية للفريق من وجهة نظر اللاعبين بكرة القدم وأستخدم الباحثون المنهج الوصفي بالأسلوب المسحي لملائمته طبيعة البحث، ويتكون مجتمع البحث من جميع الأندية الرياضية المشاركة في الدوري العراقي للموسم (2021-2022)، وتم اختيار العينة بالطريقة العمدية وتكونت من لاعبي اندية الدوري والبالغ عددهم (663) لاعباً، اذ بلغ إجمالي الذين خضعوا للتجربة (345) لاعب بنسبة (52.02%) و(15) لاعباً للتجربة الاستطلاعية ونتيجة لهذا قسمت العينة إلى قسمين الأولى لإجراءات تصميم وبناء المقياس والثانية لغرض تطبيق المقياس وكما يلي: أولاً:- عينة بناء المقياس: وشملت عدداً من لاعبي أندية الدوري العراقي الممتاز بكرة القدم (المفتوحة) والبالغ عددهم (210) لاعب حيث بلغت نسبتهم (60.86%) من مجتمع البحث. ثانياً:- عينة تطبيق المقياس: وشملت (120) لاعبا حيث بلغت نسبتهم (34.78%) لاعب من مجتمع البحث. واستنتج الباحثون إن ان الصحة التنظيمية تكون متميزة عندما يتحلى اللاعبون بالهوية التي ينتمون إليها بشكل واضح، ويشعرون بالانتماء والجاذبية. اما اهم توصيات الباحثون فهي ان يمتلك المدرب هذه المهارة ويديرها بكفاءة عالية، حيث أن توفر الصحة التنظيمية هو تكنيك أساسي في التدريب الناجح خصوصاً عند استخدام نشاطات تقنيات التدريب المختلفة، فالمدرب الناجح عليه أن يدير الفريق بكفاءة عالية.

دور المدرب ، الفريق ، الصحة التنظيمية.

الكلمات المفتاحية