

## The Influence of Organizational Leadership and Coaches on Indonesian Athletes' Adversity Quotient (Intelligence)

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### Abstract

The primary purpose of this study was to examine the relationship between adversity quotient and trust in coaches, self-efficacy of coaches, team emotional intelligence, and leadership. This study also assessed the mediatory function of leadership. Using convenience sampling, data were obtained from the athletes of Indonesian sports teams for this purpose. The information was gathered using questionnaires adapted from previous studies. The study's usable response rate was 61.80 percent. Leadership favorably affects the adversity quotient, according to the study's results. Additionally, effectiveness, trust in coaches, and emotional intelligence have a favorable impact on leadership. Further, the leadership's mediation impact is also supported. The study's findings will aid academics in their future research endeavors.

**Keywords:** Coaches efficacy, emotional intelligence, leadership, adversity quotient, Indonesia

### Introduction

The capacity of a person to manage the adversities of one's life is known as the adversity quotient. Researchers have related this concept to the science linked with human resilience. It shows the ability of a person to resist the capacity and achieve triumph despite the problems. By understanding this concept, one can better understand how a person has overcome adversities and challenges in their professional careers. The idea of adversity quotient is crucial to examining the ability of a person to gauge adversities. This concept includes several different factors like learning, productivity, creativity, empowerment, motivation, and performance. Using it can easily be equipped with tools to improve professional effectiveness. The life of professionals is also affected by the adversity quotient. Sports team players face several challenges and issues in their life. These team players need to use adversity to overcome these challenges. The sports team player can easily overcome their challenges, achieve their goals, and overcome and face the adversities (Sarmidi et al., 2020). Conclusion: a person should have the ability to overcome adversity in more than one way to succeed in life. This ability is vital for the sports team players to solve their professional issues. Several aspects play an important role in developing this ability among players. Among these factors, the esteem of the coaching staff is the crucial one (Wiradendi Wolor, 2020).

Researchers have mentioned that coaching efficacy is an important factor that affects the coaching leadership and the coaches' behavior. As a result, the outcomes of the sports players are affected as well (Das & Chatterjee, 2018).

It plays a very important role to alter the effectiveness of the sports team players. Resources claim that the consistency among the players depends on the factor of efficacy. But if the coaches have less self-evaluation and pay less attention to the perception of athletes for their to overcome these challenges. The sports team player can easily overcome their challenges, achieve their goals, and improve the coaches' leadership style (Gomes, 2020). This perspective is also critical to improve the factors that are creating a negative effect on the performance of athletes. to overcome these challenges. The sports team player can easily overcome their challenges, achieve their goals, and the players. Scholars have also reported that sometimes coaches rate their self-efficacy and performance significantly higher than the ratings of athletes on the factors of coaching efficacy. Overall, researchers believe that leadership style plays a crucial role in influencing the performance and behaviour of the players, which is affected by the belief in coaches efficacy (Das & Chatterjee, 2018).

In sports coaching studies, trust is one of the important issues discussed in studies. Researchers argued that trust is one of the factors that shows the close relationship between athletes and coaches. Some researchers believe that trust shows the typical leader servant characteristics in sports (Iancheva & Prodanov, 2018; Li et al., 2021). Whereas, scholars also view that the relationship of trust between the athletes and coaches can be better explained from the perspective of social exchange theory (Chernyak-Hai & Rabenu, 2018).

The coaches' leadership stylecoaches' leadership style also plays a very important role in improving their

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performance and level of competency. For instance, the coaches play a handful of roles to solve the problems of the athletes and achieve their goals. Moreover, the leaders in performance and level of competency. For instance, the coaches play a handful of roles to solve the problems of the goals and objectives (Malloy & Kavussanu, 2021). Indonesia is an important country of ASEAN. In this country, people like to be a part of sports. Therefore, the players to understand their adversity quotient to improve their performance. For this purpose, they need to identify the factors that can help identify the adversity quotient. So, this study examined the effect of coach efficacy, emotional intelligence, and trust in coach on adversity quotient with mediating role of team leadership.

## Literature Review

### Team Leadership

their professional careers. The idea of adversity quotient is crucial to examining the ability of a person to gauge adversities. This concept includes several different factors like learning, productivity, creativity, empowerment, first assumption is that leadership is a skill possessed by exceptional individuals who are extremely capable of managing and altering history. The second idea relates to the characteristics of the leaders (Saragih et al., 2020; Soomro et al., 2018). According to this theory, leadership skills are innate and handed from generation to generation. Literature defines leadership as the manner of dealing with a society in which leaders have a great deal of influence over the behavior and decision-making of their followers. Consequently, the performance of the followers is negatively impacted (Eliyana & Ma'arif, 2019). Additionally, researchers defined leadership as an emotional process in which the leader evokes, controls, and recognizes followers' feelings. Andriani et al. (2018); Danilwan et al. (2020) country, people like to be a part of sports. Therefore, the players to understand their adversity quotient to improve their performance. For this purpose, they need to identify and motivate others so that they can contribute to the team's overall effectiveness and success.

The two main concepts in leadership are the transactional style leadership and the transformational style leadership. MacGregor (1978) was the first scientist who distinguished between the transformational and transactional leadership styles. According to scholars, followers are motivated by appealing to their self-interest under the transactional leadership style. On the other hand, followers and leaders their professional careers. The idea of adversity quotient is crucial to examining the ability of a person to gauge adversities. This concept includes several different factors like learning, productivity, creativity, empowerment,

leader following the transformational leadership style lets followers feels loyalty, trust, and admiration (Ma & Jiang, 2018). Therefore, they are motivated to perform better equipped with tools to improve professional effectiveness. The life of professionals is also affected by the adversity quotient. Sports team players face several challenges and Therefore, in most settings, the transformational leadership style is desired because it has a higher effect on the follower's commitment, trust, and satisfaction. Thus, several scholars have discussed that the transformational leadership style has more impact on the performance of the sports teams (Maamari & Majdalani, 2017).

In the realm of athletics, leadership also plays a crucial role. According to researchers, a trainer has professional skills that enable athletes to quickly disclose their potential and utilize their skills to achieve their aims. The trainer is one of the most significant human resources in sports, as they are crucial to the training and success of the athletes (Zakinuddin & Ghazali, 2019). The trainer must be familiar with the proper training techniques. These procedures encompass the methods and theories related to player training that can be employed to undertake training activities (Keathletswe & Malete, 2019). According to scientists, coach leadership is the process or activity through which a person uses political, wise, intelligent, and Conclusion: a person should have the ability to overcome adversity in more than one way to succeed in life. This ability is vital for the sports team players to solve their professional issues. Several aspects play an important role essential role in fostering discipline among the athletes, which is crucial for achieving specific goals (Preston, 2020).

### Emotional Intelligence

The historical roots of emotional intelligence go back to the 19<sup>th</sup> century when researchers noticed two kinds of researchers defined leadership as an emotional process in which the leader evokes, controls, and recognizes followers' intelligence 1<sup>st</sup> time in 1920. Later, scholars also explained this concept as multiple intelligences in which two are mainly involved, namely interpersonal intelligence and intrapersonal intelligence (Kharbanda et al., 2021).

The term emotional intelligence was used 1<sup>st</sup> time by scholars in 1990 to understand a person's emotions and the factors that can improve emotional thinking. For scholars, equipped with tools to improve professional effectiveness. The life of professionals is also affected by the adversity quotient. Sports team players face several challenges and defines that two different processes, namely feeling and thinking, work together (Chopra & Kanji, 2010). In this context, researchers proposed a model regarded as a key and acknowledged by the academic community. It includes four distinct talents, including controlling

emotions, understanding emotions, using emotions to facilitate thought, and the capacity to facilitate emotions. However, the concept of emotional intelligence gained popularity when the book "*EI why it can matter more than IQ*" was published (Alam & Ahmad, 2018).

It plays a very important role to alter the effectiveness of the sports team players. Resources claim that the consistency among the players depends on the factor of efficacy. But if the coaches have less self evaluation and pay dependent upon five skills: social skills, empathy, motivation, self-regulation, and self-awareness. The last three skills relate to the personal competency of the individual, whereas the previous two have a linkage with the social ones. This model is known as Goleman's model. Later another model was presented, known as Bar-On's model. This model is also known as the social-emotional intelligence model. Five broader aspects of competencies are covered in it, namely general mood, adaptability, stress management, and interpersonal skills (Bunyaan et al., 2015). Another vital model presented in academia is known as the trait approach. It is the method of self-knowledge and The capacity of a person to manage the adversities of one's life-is known as the adversity quotient. Researchers have related this concept to the science linked with human resilience. It shows the ability of a person to resist the capacity and achieve triumph despite the problems. By understanding this concept, one can better understand emotional intelligence is defined through reports and self-assessments on the behavior of emotional intelligence.

performance and level of competency. For instance, the coaches play a handful of roles to solve the problems of the the management of emotions (Maamari & Majdalani, 2017). In the past, much attention was given to emotional intelligence. According to scholars, there is a need to study emotional intelligence so the performance and commitments of the individuals can be improved (Bhalerao & Kumar, 2016).

Researchers believe that individuals who have a high level of emotional intelligence have better performance than those who have a low level of emotional intelligence. People with emotional intelligence can understand themselves and better communicate and socialize with other people. On the other hand, such individuals can handle difficult situations relatively easily. The individual's work performance, academic performance, and psychological and physical health improve when emotional intelligence is high. At the same time, a negative relationship exists between stress and emotional intelligence. Thus, emotional performance and level of competency. For instance, the coaches play a handful of roles to solve the problems of the

the competency and performance of leaders (MacCann et al., 2020).

#### **Coaching Efficacy**

their professional careers. The idea of adversity quotient is crucial to examining the ability of a person to gauge adversities. This concept includes several different factors like learning, productivity, creativity, empowerment, regarding their capacity so the performance and learning of equipped with tools to improve professional effectiveness. The life of professionals is also affected by the adversity quotient. Sports team players face several challenges and strategy, and learning technique (Jowett, 2017). Scholars equipped with tools to improve professional effectiveness. The life of professionals is also affected by the adversity quotient. Sports team players face several challenges and coaching are supported by past studies. Researchers in the past also kept a positive relationship between leadership styles and effectiveness (Keattholetswe & Malete, 2019).

An empirical study was conducted regarding the Botswana premier league to examine the effect of coaches' efficacy. This league has a significant amateur structure of sports management. Moreover, this league can attract the most with the proper training techniques. These procedures encompass the methods and theories related to player training that can be employed to undertake training coaches are the main priority for the teams. The salaries of the players and coaches are very competitive. At the same time, the rest of the league teams are community-owned and run like socially run clubs. The reliance of these clubs is mainly on the sales of the tickets for the revenue. This income is not enough to pay the salaries of the management country, people like to be a part of sports. Therefore, the players to understand their adversity quotient to improve their performance. For this purpose, they need to identify trainers. In the absence of coaching efficacy, the players' performance is affected (Mysirlaki & Paraskeva, 2020).

#### **Adversity quotient (AQ)**

It plays a very important role to alter the effectiveness of the sports team players. Resources claim that the consistency among the players depends on the factor of efficacy. But if the coaches have less self evaluation and pay an individual's tenacity and skills are enhanced. Individual accomplishments have altered the adversity index (Tabachnick et al., 2007). AQ has a significant impact on to overcome these challenges. The sports team player can easily overcome their challenges, achieve their goals, and (Runtu et al., 2019). The concept of AQ relates to a person's capacity to respond to and cope with life's challenges, such as stress (Sujiyanto, 2020). It also refers to the individual's capacity to exert effort to overcome obstacles in



exceptional individuals who are extremely capable of managing and altering history. The second idea relates to the Control refers to the individual's capacity to favorably impact the circumstance. At the same time, origin ownership is the individual's capacity to comprehend the problem-solving circumstance. Reach refers to the individual's ability to minimize the challenges. In conclusion, endurance is the individual's capacity to discern strengths and obstacles while overcoming obstacles (Hutagalung et al., 2018).

#### **Trust in Coaches**

equipped with tools to improve professional effectiveness. The life of professionals is also affected by the adversity quotient. Sports team players face several challenges and based on the expectations that others will achieve a specific that enable athletes to quickly disclose their potential and utilize their skills to achieve their aims. The trainer is one of the most significant human resources in sports, as they are In the context of repeated and direct interaction among this study examined the effect of coach efficacy, emotional intelligence, and trust in coach on adversity quotient with be able to develop more trust in the coach (Bandura et al., 2019).

The sports team's performance is positively affected by the trust in the coach. It also can moderate different relationships as well. Researchers proposed that the trustworthy character of the coach affects the level of trust an athlete has in the trustee (Sedrine et al., 2020).

#### **Hypotheses building**

##### ***Team Leadership and Adversity Quotient***

It plays a very important role to alter the effectiveness of the sports team players. Resources claim that the consistency among the players depends on the factor of efficacy. But if the coaches have less self evaluation and pay managers are not different from other peers around the globe. They are also exposed to various challenges. As a result, they have to face several different challenges in the business world. The combined effects of these challenges are unpredictable, bewildering, and powerful. Therefore, there is a need for leaders to be aware of the leadership style to improve the adversity quotient. As a result, they will be better able to deal with challenges and strengthen resilience (Tigchelaar & Bekhet, 2015). Hence, there is a positive relationship between the adversity quotient and team leadership (Zakinuddin & Ghazali, 2019).

##### ***Coach efficacy and Team Leadership***

with the proper training techniques. These procedures encompass the methods and theories related to player training that can be employed to undertake training

confidence in accomplishing coaching duties during competition. In consequence, victory is achieved. The effectiveness of the coach has a considerable impact on leadership behavior. These leaders provide instructive training and constructive comments. Researchers have discovered that varied leadership approaches involving positive feedback and social support will significantly impact fostering employee effectiveness (Hobbs, 2019). Coaches are more confident in terms of their roles as performance and level of competency. For instance, the coaches play a handful of roles to solve the problems of the training and use positive feedback (Iancheva & Prodanov, 2018). Past research has found a positive effect of collective efficacy on leadership. On the other hand, the empirical studies also proved that coaching efficacy was a strong predictor of leadership (Iancheva & Prodanov, 2018).

##### ***Trust in Coaches and Team Leadership***

this study examined the effect of coach efficacy, emotional intelligence, and trust in coach on adversity quotient with developed among the leaders and followers, leading to the development of trust. The athletes evaluate the trustworthiness of the coach. The proposition regarding the long-term experience in a team leads to developing trust for the person known as a leader. It is also possible that this person is already playing a vital role in the success of team sports (Gulak-liPka, 2016). Trust is the outcome of judgment regarding members of the team. Athletes in the team gather essential information regarding the leaders' credibility before trusting the leaders. They also verify the leader's current opinion, which is developed by trust (Dirks et al., 2021).

##### ***Team Emotional Intelligence and Team Leadership***

the players and coaches are very competitive. At the same time, the rest of the league teams are community owned and run like socially run clubs. The reliance of these clubs is mainly on the sales of the tickets for the revenue. This can also motivate and stimulate the employees because their professional careers. The idea of adversity quotient is crucial to examining the ability of a person to gauge adversities. This concept includes several different factors like learning, productivity, creativity, empowerment, Scholars have explained leadership as the process of leadership. Therefore, emotional intelligence is the key to effective leadership (Mysirlaki & Paraskeva, 2020). As leadership is the process in which emotions are involved, it is the leader's responsibility to understand the emotional state of the followers and attempt to create feelings among the followers. Later, they seek to manage the emotional state of the followers as well (Maamari & Majdalani, 2017).

H1: CE significantly affects TL

H2: TC significantly affects TL  
 H3: TEI significantly affects TL  
 H4: TL significantly affects AQ

HS: TL mediates the relationship between CE and AQ  
 H6: TL mediates the relationship between TC and AQ  
 H7: TL mediates the relationship between TEI and AQ

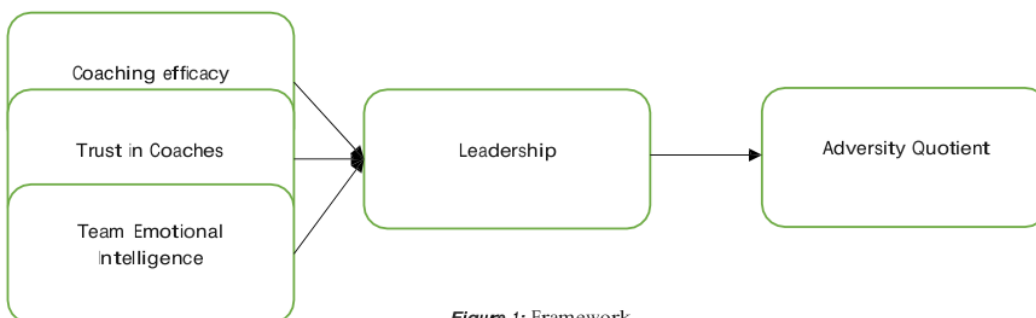


Figure 1: Framework

## Methodology

This study is the research of causal relationships. The primary purpose of causal research is to determine the relationship among various variables. This kind of study helps control, forecast and explain the symptoms that can quickly be developed. The causal relationship is the study that examines the cause and effect relationship in which an independent variable influences the dependent variable. This study aimed to determine the relationship between coaches' factors, leadership, and adversity quotient among Indonesia's sports teams players. For this purpose, data was collected from the 210 sports athletes of Indonesia in a questionnaire. The usable response rate was 61.80%. The questionnaire was developed on Likert 7 point scale in which 1 refers to disagree strongly, 7 refers to strongly agreed, and 4 indicates the neutral opinion of the respondents.

The data was collected by using convenience sampling. The questionnaire was developed using the literature of

past studies. The items of AQ were adapted from Aryani et al. (2021), and the items of emotional intelligence were adapted from Shepherd et al. (2011). The trust items in coaches were adapted from Everard and Galletta (2005). The items of coaching efficacy were adapted from Kcattholtswe and Malctc (2019), and the items of leadership were adapted from Kulkarni et al. (2006). The gathered data was analyzed using smart PLS 3.3.2.

## Results and Analysis

Data analysis using PLS is divided through structural and measurement models (Joseph F Hair Jr et al., 2017). The beginning step is the measurement model based on the reliability and internal consistency of the items. It also included an assessment of convergent validity and discriminant validity. At the same time, the proposed hypothesis of the study is assessed in the later stage of analysis known as the structural model. This stage also sets the values of Q squared as well.

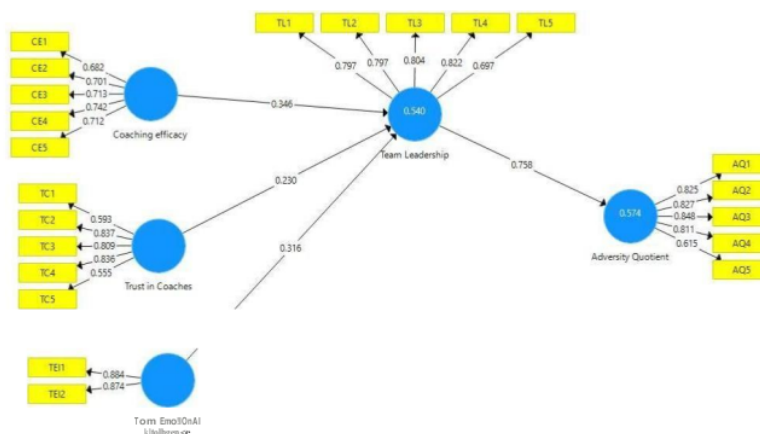


Figure 2: Measurement Model

Note: TEI= team emotional intelligence, TC= trust in coaches, CE= coaching, TL= team leadership, AE= adversity Quotient

Researchers are of the view that assessment of multicollinearity before the measurement model performance and level of competency. For instance, the coaches play a handful of roles to solve the problems of the among the variables (Tabachnick et al., 2007). In this exceptional individuals who are extremely capable of managing and altering history. The second idea relates to the 5 in normal conditions. The values mentioned in table 1 demonstrate that this is achieved in the present study.

Table 1

VIF		
	AE	TL
AE		
CE		1.603
TC		1.512
TEI		1.471
TL	1.000	

Note: TEI= team emotional intelligence. TC= trust in coaches, CE= coaching, TL= team leadership, AE= adversity Quotient

the players and coaches are very competitive. At the same time, the rest of the league teams are community owned and run like socially run clubs. The reliance of these clubs is mainly on the sales of the tickets for the revenue. This According to Joe F Hair Jr et al. (2014), the acceptable value of factor loading is 0.50. The factor loading values mentioned in table 2 demonstrate that all acceptable items have values more than 0.60.

Table 2

Factor Loading					
	AQ	CE	TC	TEI	TL
AQ1	0.825				
AQ2	0.827				
AQ3	0.848				
AQ4	0.811				
AQ5	0.615				
CE1		0.825			
CE2		0.827			
CE3		0.848			
CE4		0.811			
CE5		0.615			
TC1			0.825		
TC2			0.827		
TC3			0.848		
TC4			0.811		
TC5			0.615		
TEI1				0.884	
TEI2				0.874	
TL1					0.825
TL2					0.827
TL3					0.848
TL4					0.811
TL5					0.615

Note: TEI= team emotional intelligence. TC= trust in coaches, CE= coaching, TL= team leadership, AE= adversity Quotient

Later, this study calculated the value of AVE for which the criteria (Joseph F Hair Jr et al., 2017) were followed to Conclusion: a person should have the ability to overcome adversity in more than one way to succeed in life. This ability is vital for the sports team players to solve their professional issues. Several aspects play an important role consistency is the next phase of the measurement model analysis. The values of Cronbach Alpha and CR are assessed to confirm internal consistency. According to (Mallery & George, 2000), the value of CR and Cronbach Alpha of more than 0.90 is considered excellent, 0.80 is deemed good, and 0.70 is acceptable. In this case, the benchmark value is 0.70, as mentioned in table 3.

Table 3

#### Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
AQ	0.845	0.845	0.845
CE	0.754	0.754	0.754
TC	0.779	0.779	0.779
TEI	0.705	0.705	0.705
TL	0.844	0.844	0.844

Note: TEI= team emotional intelligence. TC= trust in coaches, CE= coaching, TL= team leadership, AQ= adversity Quotient

In this study, the Heterotrait-Monotrait ratio of correlation (HTMT) technique was adopted to confirm discriminant validity. HTMT is the new method developed under PLS. It supersedes the past technique of Fornell and Larcker. The values of HTMT must be less than 0.90 to confirm discriminant validity.

Table 4

HTMT					
	AQ	CE	TC	TEI	TL
AQ					
CE	0.863				
TC	0.734	0.688			
TEI	0.806	0.708	0.619		
TL	0.894	0.783	0.689	0.774	

Note: TEI= team emotional intelligence. TC= trust in coaches, CE= coaching, TL= team leadership, AQ= adversity Quotient

to overcome these challenges. The sports team player can easily overcome their challenges, achieve their goals, and hypotheses through the structural model. Joe F Hair Jr et al. (2014); Jowett (2017) revealed that relationships are assessed through the structural model. Therefore, the criteria of Chin (2010) were adopted while using bootstrapping, for which 5000 bootstrap samples were used. The proposed hypothesis of the study is one-tailed. Therefore, the minimum value of t for accepting the hypothesis is 1.645 (Joe F Hair Jr et al., 2014). The values of Table 5 below show the results of the direct hypothesis proposed earlier.

Table 5

Direct Results

	Original Sample (O)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
CE-> TL	0.346	0.057	6.049	0.000
TC-> TL	0.230	0.057	4.052	0.000
TEI-> TL	0.316	0.055	5.715	0.000
TL-> AQ	0.758	0.025	30.533	0.000

Note: TEI= team emotional intelligence, TC= trust in coaches, CE= coaching, TL= team leadership, AQ= adversity Quotient. The direct hypothesis mentioned in table 4 reveals that CE significantly affects TL (Beta=0.346, t=6.586), supporting H1. The results also support H2 showing a significant positive relationship between TC and TL (Beta=0.230, t=4.159). Furthermore, TEI also significantly affects TL (Beta= 0.316, t=5.759) accepting H3. In the end, H4 is also supported, revealing a significant effect of TL on AQ (Beta= 0.758, t=30.859). In the end, this study examined the mediating hypothesis. The results show that all mediating hypothesis is supported statistically, accepting H5, H6, and H7.

Table 6

Indirect Results

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	p Values
CE-> TL-> AQ	0.262	0.264	0.046	5.699	0.000
TC->TL->AQ	0.174	0.177	0.043	4.026	0.000
TEI -> TL-> AQ	0.239	0.236	0.043	5.624	0.000

Note: TEI= team emotional intelligence, TC= trust in coaches, CE= coaching, TL= team leadership, AQ= adversity Quotient. It is also essential to evaluate the value of R square, which predicts the value of the proposed model (Chin, 2010). According to Cohen (1992), the value of R square 0.02 is considered weak, 0.15 is moderate, and 0.35 is

significant. The values of R square in the present study are substantial as they are more than 0.35, as mentioned

Table 7

R square	R Square
AQ	0.574
TL	0.540

in table 7 below.

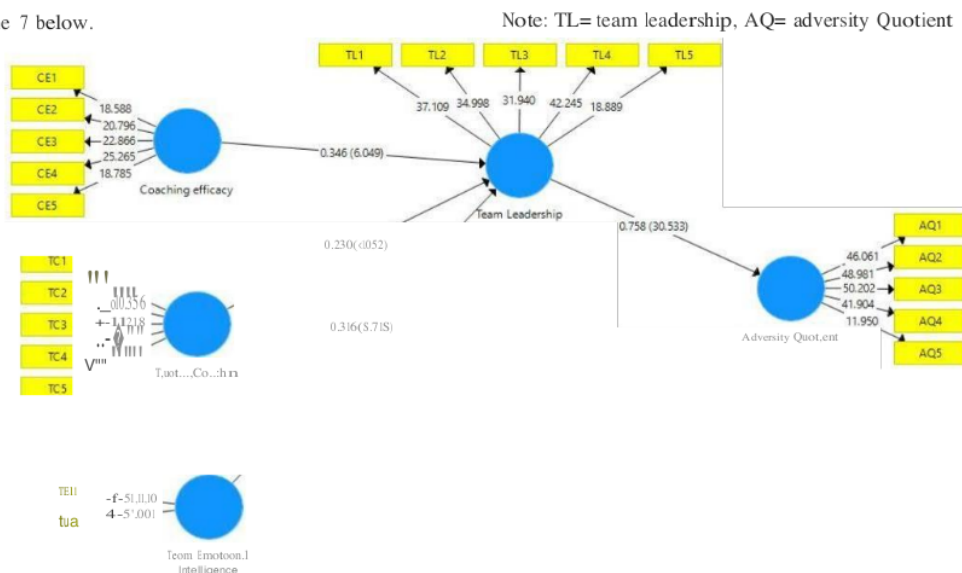


Figure 3: Structural Model





## Discussion and Conclusion

Conclusion: a person should have the ability to overcome adversity in more than one way to succeed in life. This ability is vital for the sports team players to solve their professional issues. Several aspects play an important role coach's efficacy, leadership, and adversity quotient. For this purpose, data was conducted from athletes of the Indonesian sports team. The study results statistically reveal that there must be team emotional intelligence for better results of leadership styles in sports. These results align with the findings of Mysirlaki and Paraskeva (2020).

The study's statistical findings further support the thesis that there is a substantial positive correlation between trust in coaches and team leadership. These data indicate that the success of sports leaders is contingent on the trust of their team members. These outcomes are comparable to the statistical results of Dirks et al. (2021).

The study's statistical findings also indicate that coaching effectiveness substantially affects leadership style, similar to Iancheva & Prodanov, 2018. The study's results also suggest that leadership style is a significant predictor of adversity quotient. It implies that leaders play a crucial part in developing players' talents to comprehend themselves better. This study contributes to the literature by bridging the gap between the limited studies examining the adversity quotient through coaches and leaders in the context of sports. Additionally, the present research has certain drawbacks. The information was collected from Indonesian athletes. Future research can collect data from other ASEAN nations from a different perspective. In addition, moderators can be added to the current theoretical model to reinforce it. Researchers in sports studies can use the study's findings to manage team members better and enhance teams' performance.

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