Original Article

What variables shape player's performance in professional teams/clubs

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Abstract:

Purpose: Player performance may determine significantly by manager, salary and training in professional teams/clubs. Focal focus of study was manager, salary, training and player performance.

Methodology & Participants: Hypotheses theoretically developed and practically tested. Data collected through a structured questionnaire from monthly paid players (n=70) of different Government Departments/Organizations. Statistical tool SPSS used to analyze the relationship among variables and the findings support the developed hypotheses.

Results & Future Research: The results verified the positive relationship between the independent variables; manager, salary, training and dependant variable, player's performance with 0.329, 0.318 and .453 at $p \leq 0.01$. For future research broader model can be adopted with the addition of more variables.

Key Words: Manager, Salary, Training, Performance, Sports

Introduction

The Business of sports has flourished in the last few years worldwide. Sports business plays a very important role in the economic development & healthy activities. Now sports are considered as an industry as it provides employment directly and indirectly, generate income, develop good will for organizations and provide fun & joy to sports fans. Sports industry's performance and team performance largely depend on players' performance. If players' performance is consistently up to the mark, it leaves a positive impact on the all stakeholders including players, teams, fans, owners and coaches. In Past studies examined the relationship of training, manager/coach and pay/salary to player's performances separately – Pay/Salary to performance examined by Torgler, Benno and Schmidt, (2007), Manager to performance examined by Smith (2009) and Training to Performance by Lyons (2009).

The Main purpose of this work is to assist major stakeholders (players, managers, owners, fans) to understand certain constructs shaping the players' performance so that they may chalk out their strategies for development and expansion of their business keeping in view the variables identified by this research.

This Paper will be very supportive in the field of sports to make effective decisions to correct or maintain the player performance. This study may increase the knowledge of major stakeholders (Owners, Managers, Players, Sponsors and Fans) about the players' performance in the field of sports. The current study is identifying worth of player performance in professional teams/clubs.

Literature Review

Trainers of sports teams are managers/coaches. Different researches on management acknowledged that they carry out four functions of Planning; Organizing; Leading; Controlling Henri Fayol's (1916): Managers/coaches do formation of teams; finalize tactics and training programs (Planning). The selection of team players for each match and assignment of roles to players for the match (Organizing) is also done by the supervisor/managers/coaches. They further inspire players through communication (Leading). Managers/coaches set performance goals, monitor players' performance and take remedial measures if performance is inconsistent/poor (Controlling). The After studying National Football League management Scholars suggest that the NFL is the perfect model for studying the job description (e.g. Manager/Coaches) and performance (Groysberg et al., 2008). The Managers are a source of wisdom & intelligence for performers (Rouleau, 2005). Management is surrounded in the organizational environment where the structure, performers, traditions and organizational practices influence individuals' (Grint, 2005; Osborn, Hunt, & Jauch, 2002). Management and its success are usually dependent upon the circumstances (Alvesson & Sveningsson, 2003;

Grint, 2005; Osborn, Hunt, & Jauch, 2002). Past studies show that a manager can be a leader. Leaders can have a deep influence on individuals in cluster and leaders' capability to organize and influence followers (Chemers, 2001; Yukl, 1998). There is a connection between leader and workers influence the workers mind-set and performance (Martin et al., 2005; Rafferty and Griffin, 2004). The association between boss and followers reduce the harmful incidents of followers (Erdogan, Kraimer and Liden, 2004; O'Driscoll et al., 2003).

Hypothesis 1: The relationship between Manager/coach and player's performance positively related.

Cash pay & gross pay (including bonuses, grants, and allowances) are optimistically associated with performance (Jensen & Murphy, 1990a). Package based pay is optimistically associated with various actions of team and individual performance (Bloom, 1999). There is a negative correlation among pay dissimilarity and performance (Siegel & Hambrick, 2005). Fairness in pay is particularly useful to resolve the group dilemma (Haugen & Senbet, 1981). The correlation between salary and player performance is almost not present at the microeconomic level, because in most states/nations individual players' income information is not released (Dobson & Goddard, 2001). In Past studies salary was used as the dependent variable (Idson & Kahane, 2000; Kahane, 2001) and performance were used as dependent variable (Torgler, 2007b). Earlier soccer studies examine the player's salary as dependent variable and look for certain aspects which shape it (Lehmann & Weigand, 1999; Hubl & Swieter, 2002; Lucifora & Simmons, 2003; Eschweiler & Vieth, 2004; Garcia-Del-Barrio & Pujol, 2004). According to earlier soccer studies particular aspects of the team/club (e.g. Income from sponsorship) or particular aspects (e.g. Age, origin, repute, form and player spot in the team) manipulate player salaries. There is an optimistic association between pay & performance (Hubl & Swieter, 2002; Eschweiler & Vieth, 2004; Lehmann & Weigand, 1999). The relationship between pay and performance is vital (Szymanski & Kuypers, 1999; Forrest & Simmons, 2002). A suitable pay structure can inspire an administrative for safe & sound modernization and improve the performance. (Makri, Lane, & Gomez-Mejia, 2006). Pay for performance enhance the overall performance of the workforce (Jenkins, Mitra, Gupta, & Shaw, 1998; Mitchell, Lewin, & Lawler, 1989; Lazear, 2000; Prendergast, 1999).

Hypothesis 2: The relationship between Pay/salary and player's performance positively related.

Training leads to performance and productivity, and payoffs the knowledge and skill augmentation. Training increases the temperament toward expansion and transform as a performer to individuals plus groups and teams (Worrall & Cooper, 2001). Training offers a workplace to a group of people to carry out; association intended at individual and/or team improvement (Wenger, 2000). Athletes mostly exercise the mental imagery training for improving the excellence and/or maintain the performance (Ding, 1986; Li, Liu, & Xu, 1986; Orlick, 1990a; Orlick & Partington, 1986, 1988; Yang & Ding, 1986). Team training is vital to retaining competitive edge (Hollenbeck, 2004; Sumanksi et al., 2007). AFL & AFL – Player association spends more than \$1.5 million per annum on a variety of learning and training programs for players (AFL-PA, 2004; Burgan, 2002; Brereton, 2003). There are feasible outcomes of mental training for young players' (Orlick, 1990b, 1992; Orlick & McCaffrey, 1991). Mental imagery training optimistically affects the performance of young players' (Partington, 1990). In Sports including football, hockey, and baseball etc. injuries can be decreased by implementing different training programs including: warm-up, running and stretching and tactics including: proper medication; suitable recovery means and time; proper cool-down; use of protecting equipment; superior playing conditions (Berbig, 1997; Blaser and Aeschlimann, 1992; Caraffa et al., 1996; Dvorak et al., 2000; Ekstrand et al., 1983; Hawkins and Fuller, 1999). Physical training is helpful in the prevention of injuries for adult players' (Caraffa et al., 1996). A number of up-and-coming challenges, including high performance globally and economically need modern training (Bell and Kozlowski, 2007). The relationship is important between training and performance (Russell, Terborg, & Powers, 1985). There is a practical correlation between training and recruitment, and performance (Delaney & Huselid, 1996). Continued Learning is to assist experts to improve their awareness, skills, or performance (Cervero, 2001). Higher training can have an optimistic effect on performance (Molina & Ortega, 2003). Training and development are necessary for knowledge and skills to attain targets and build a competitive edge (Peteraf, 1993). There are links between diverse training & development practices and performance (Delery & Doty, 1996; Becker & Huselid, 1998). There is a major influence of training on performance (Apospori, Nikandrou, Panayotopoulou, Papalexandris, & Stavrou, 2008).

Hypothesis 3: The relationship between Training and player's performance positively related.

Individual performance is the assessment of an individual's action in the direction of the finishing point of a job. (Kanfer, 1990). Individual performance is a vital outcome variable, especially when individuals work in teams (Olivera & Strauss, 2004). Considerable differences in education and sports performance may due to dissimilarity in the growth and development of young individuals (Rummenich & Rogol, 1995). Individual performance is dependent on Individual-level and team-level (Chen and Kanfer, 2006). There are two dimensions of performance; Task performance: related to a particular job like duties & responsibilities and

Contextual performance: non-related to a particular job like socialism (Conway, 1999; Motowidlo & Van Scotter, 1994). Performance means evaluation of numerous tasks over a lengthy period of time (Wood & Locke, 1987). Performance is dependent variable (March & Sutton, 1997). Performance is a major issue (Rumelt, 1991; McGahan & Porter, 1997, 2002, 2003). There are different aspects of performance including economic performance, company performance & individual performance (Luft & Shields, 2003).

Figure. 1

Methods:

In this research pay/ salary, manager and training are independent variables and the performance of player's is dependent variable. Data was composed with the help of instrument. The instrument contains the questions about manager, training, pay, performance and demographics including age, gender marital status accomplished on the population of different teams/clubs of including football, cricket, volleyball, tennis, squash, hockey, athletics, table tennis and basketball of Government Departments/Organizations from Islamabad city. The sample size was (n=70). Structured Questionnaire used to collect the data and instrument contains the questions about the variables and demographics including age, gender and marital status. Spearman correlation utilized to test the hypothesis and SPSS software used to test the data.

Results:

Both male and female were represented in the sample, male (45, 64.29%), and female (25, 35.71%) (see the table. 1). The output of test supports the all three hypotheses. The output of hypothesis one was (.329 at $p \leq .005$) (see the table. 5), hypothesis two was (.318 at $\leq .007$) and hypothesis three was (.453 at .000) so results show that there is positive relationship between independent variables manager/coach, pay/salary and training and dependent variable player performance.

Table 1. Frequency and Percentage According to Gender

Gender	Frequency	%
Male	45	64.30
Female	25	35.70

Table 2. Frequency and Percentage According to Marital Status

Marital Status	Frequency	%
Married	38	54.30
Unmarried	32	45.70

Table 3. Frequency and Percentage According to Age

Age	Frequency	%
Below 25	15	21.40
Above 25	55	78.60

Table 4. Mean and Standard Deviation of Subjects

Variable	Mean	S.D
Gender	1.36	0.483
Marital Status	1.46	0.502
Age	1.79	0.413
Manager/Coach	2.03	0.739
Pay/Salary	2.43	0.809
Training	2.89	0.936
Performance	3.30	1.207

Table 5. Correlation and Significance Level of Subjects

Variable	Spearman Correlation	Sig (2-tailed)
Manager/Coach	0.329*	0.005
Pay/Salary	0.318*	0.007
Training	0.453*	0.000

Discussion:

The findings of the study support the model (see the figure. 1) and answer the question that what variables shape the performance of player in professional teams/clubs. The results of the study show that dependent construct player performance and independent constructs including manager/coach; pay/salary and training are positively related. Past studies confirmed that independent variable manager/coach (Smith, 2009), pay/salary (Torgler, Benno and Schmidt, 2007), training (Chen, Chang and Lee, 2008; Lyons, 2009) has a positive relationship with performance.

Conclusions, Limitations and Future Research:

The findings suggest that manager/coach, pay/salary and training are important for player's performance. Owners of teams/clubs should offer handsome salary packages to players; owners should appoint experienced and high qualified manager/coach for better performance of players. Duty of manager/coach is to design effective training structure, schedule and should coordinate with players for their needs and wants.

The limitations of the study relate to concepts and sample. The focal point of the study was restricted to certain concepts (pay/salary, manager/coach and training) which are vital for the performance of a player but did not consider other concepts which are vital for player performance. Due to limited Sample, authors selected only a few teams from only one department and did not select the other professional teams around the country.

Opportunities for future research can be considered. Broader model can be adopted with the addition of more variables such as facilities, team mates, weather conditions, and ambitions of the teams/clubs.

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