

## **IMPACT OF MANAGERIAL COMPETENCY SKILLS ON TEAM PERFORMANCE AMONG UNIVERSITY COACHES**

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### **ABSTRACT:**

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*The present study has focused on the effect of managerial competency skills on the team performance of university coaches with the assistance of six basic skills to be specific: visual, critical thinking, group building, reasoning, refereeing and human resource skills. All of these skills assumed to be important to develop managerial competency abilities and improved group performance at any level. The investigation used quantitative research method and a close-ended questionnaire was developed for data collection. A simple random sampling technique was used through random number generating. Data was collected from seven universities of different areas of Lahore to get a diverted opinion with the idea to get reliable results. Multiple Regression Model was used for data analysis. On the basis of the findings all the null hypotheses were rejected. So, it can be concluded that there is huge impact of managerial competency skills on team performance among university coaches; this has been proven through the selected study variables. This clearly means that all these variables have positive impact on the overall team performance, which should be practiced by the managerial coaches employed at various universities.*

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**Keywords:** Managerial, Competency, Skills, Team Performance, Coaches

### **Introduction:**

As a rule, competitors see their mentor as a powerful segment of the serious experience. In the Sport in America review, it was discovered that mentors are a conspicuous positive motivation on the youthful competitors.

In a similar report, mentors earned the main spot as having

the best effect on youth over every segment bunch who partook in the examination. The explanation thereof is very glaring.

Mentors help in the improvement of their players' aptitudes and push them to achieve to the best of their ability, gain certainty and create character.

Mentors expand the estimation of the game and upgrade their players' inspiration to play the equivalent. Then again, mentors who put an excessive amount of accentuation on winning over all others will in all likelihood develop a situation where reasonable play and great sportsmanship is missing. In any case, overseeing sports and diversion office can be a troublesome and tedious errand.

The mentor assumes a similar job in a games group that a chief plays in a business association, an office, or a production line. Along these lines, much the same as in the domain of business and different types of business exercises, the need of a successful and able mentor with preeminent administrative competency aptitudes is something that is fundamental in the present dynamic and profoundly serious world.

Consequently, it is exceptionally basic to distinguish, create, and hold gifted individuals (Shields et al., 2015). Each fruitful and powerful chief should essentially have the necessary skills to clear route for better group results.

It is said that the command or wantonness of associations and groups is weaved inside the particular aspects in their directors or mentors in driving mechanical ventures, yet additionally in the area of pro athletics like Manchester United and Barcelona.

Considering the prior, it is basic to initially characterize, on the off chance that not, delimit what competency is and afterward check the effect of its quality in college mentors, on the exhibition of sports groups.

A competency basically is a blend of information, aptitudes, practices, and mentalities that add to individual viability and region set of information, abilities, practices, and perspectives that an individual should be powerful in a wide scope of positions and different sorts of associations.

Boyatzis (1982) characterized capabilities as "the basic qualities of an individual that lead to or cause compelling and extraordinary execution."

It likewise alludes to individual situated and undertaking fo-

cused abilities that are related with powerful administration and the board.

Niesten & Jolink (2015) recommended that the reason for characterizing skills is to improve human execution busy working and three fundamental results for example discernible execution, the standard or nature of the result of the individual's presentation, and the hidden traits of an individual to a great extent envelops the idea.

The idea of competency depends on the hypothesis of execution. The executive execution is the degree and nature of directors' commitment in understanding the destinations of the association or a group.

A competency is considered as a quantifiable attribute of an individual that is identified with successful execution in a particular activity, association or culture. These qualities are characterized as far as conduct.

Cockerill (1989) recommended that administration execution is identified with supervisors themselves than to their positions

and authority inside the associations. Subsequently, execution of the supervisors relies on the experience and the skills they bring to their employments.

Capabilities are characterized as the subjective (for example abilities and information), full of feeling (for example qualities and mentality), conduct and persuasive attributes and attitudes of an individual to perform well in a particular circumstances.

Lievenset.al (2010) contends that the exhibition of a chief (yield capabilities) is affected by their activity related information and experience (input abilities), and character qualities (process skills).

Most extreme execution is accepted to happen when the individual's capacity or ability is reliable with the necessities of the activity requests and the hierarchical condition.

House and Mitchell (1974) found that the associations are eager to recognize a lot of administrative abilities that depict the fruitful directors.

In any case, these associations are not paying due worry to these skills in their exhibition evaluation framework. They prescribed that to be a superior association, an association ought to recognize the most basic administrative capabilities and join them in the exhibition examination framework.

House & Dessler (1974) made an endeavour to evoke competency prerequisites of directors working in various useful territories of a similar association that they thought were fundamental for viable execution.

Niesten & Jolink (2015) found that both social and passionate skills and character characteristics are the important indicator of employment execution and furthermore focused on that capabilities are all the more impressive indicator of execution when contrasted with worldwide character qualities.

The utilization of skills serves to upgrade an association's presentation and subsequently an upper hand. Business contextual analyses have demonstrated numerous advantages related with

competency utilization including expanded worker profitability, decreased preparing costs, and diminished staff turnover.

Niesten & Jolink (2015) proposed that the motivation behind characterizing skills is to improve human execution grinding away and three principle results for example detectable execution, the standard or nature of the result of the individual's exhibition and the fundamental traits of an individual to a great extent incorporates the idea.

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Numerous meanings of the expression "skills" have emerged over the previous decade. Ensley and Hmieleski (2005) characterized competency as 'capabilities are attributes of a supervisor that lead to the show of aptitudes and capacities, which bring about viable execution inside a word related region.

Competency likewise epitomizes the ability to move aptitudes and capacities starting with one region then onto the next.'

Another definition given by Klemp (1980) which is generally acknowledged among human asset masters in the professional workplace is 'a basic quality of an individual which brings about viable as well as predominant execution at work.

A hidden trademark implies the skill is a genuinely profound and suffering piece of an individual's character and can foresee conduct in a wide assortment of circumstances and employment errands.

One more increasingly itemized definition given by House and Mitchell (1974) characterizes competency as 'a bunch of related information, abilities and mentalities that influences a significant aspect of one's responsibilities (a job or obligation), that connected with execution at work, that can be estimated against very much acknowledged gauges and that can be improved by means of preparing and advancement'.

There are five kinds of competency qualities that rise up out of these changed definitions. These are information, abilities, inten-

tions, self-ideas and qualities, and characteristics.

The expression "Competency" was at first authored by Lievens et al., (2010) who characterized competency as a fundamental quality of an individual, which brings about successful and additionally prevalent execution in an occupation.

There are various sorts and levels of capabilities, and they are grouped in various ways. They can likewise be subdivided over and over again, and all the time are, yet are oftentimes assembled as either authoritative or person.

Inside the class of individual skills, there are various kinds of abilities, for example, specialized and individual working. A few specialists basically make the differentiation among specialized and nontechnical abilities: Technical skills are explicit to specific jobs, and nontechnical capabilities are progressively conventional in nature (Rothwell, Hohne, and King, 2012).

Competency is a generally utilized term for individuals is

attesting of their working potential in genuine exercises.

At present, there are numerous meanings of this term. On a fundamental level, there are two principle implications on which singular meanings of skills are commonly based. The first portrays abilities as a force and an extent of power related with someone in particular or body.

The second significance of capabilities alludes to the limit or capacities to play out certain action, to have certain general and explicit attributes and aptitudes, to be qualified in the given zone.

For the most part it tends to be said that it is a lot of explicit information, capacities, abilities, characteristics, thought processes, mentalities and qualities fundamental for the self-awareness and fruitful cooperation of every individual in an association. That in truth implies conduct important for accomplishing the necessary degree of execution (Inoue et.al, 2013).

This alludes to the exhibition part of a competency controlled by the degree of information

sources (information, capacities, aptitudes, attributes, thought processes, mentalities and values) and estimated by the investigation of yields (genuine conduct and results).

As indicated by its advancement, it is conceivable to partition capabilities into three fundamental improvement stages. The principal stage comprises of individual skills.

The subsequent stage depends on the chance of overseeing capabilities in an association by methods for competency models (Mansfield, 1996; McLagan, 1997; Rothwell and Lindholm, (1999).

The third stage is the distinguishing proof of centre of skills, an entirety of association key authoritative abilities that might be abused to increase upper hand.

Execution is characterized as the achievement of a given assignment estimated against present known models of exactness, fulfilment and speed.

Execution takes a gander at the real yield or consequences of

an individual or an association as estimated against its planned yields, objectives or targets.

Sports execution then again can be characterized as the execution of explicit physical schedules or methods by one who is prepared or gifted in physical action. (Armstrong 2004).

The SME Financing Data Initiative (2009) looks at the job of involvement with SME development utilizing the Managerial Capacity Index (MCI).

The MCI presents a composite proportion of administrative experience and action. The investigation finds that a high score in the administrative limit list is decidedly connected with both vital arranging works on (arranging refinement, capacity to impart business expectations) and high firm execution and development.

Lefebvre and Lefebvre (1992) detailed that creative capacities of the supervisory group for example capacity to embrace innovative work, information force and one of a kind skill) are unequivocally connected with send out execution and firm development.

Eventually, the thought of competency relies on the hypothesis of execution with competency saw as a quantifiable device or normal for a person that is identified with solid execution in an association, culture, occupation or group.

Cockerill (1989) accepts that there is this relationship between directors' presentation and the ownership of experience and significant skills.

It is likewise proposes that the reason for delimiting the meaning of abilities is to promote human execution grinding away through the accompanying principle results: 1) perceptible execution; 2) the quality or standard of the result with regards to the individual's presentation; and 3) the fundamental individual properties of the individual concerned.

Remembering these viewpoints, this paper will endeavour to pinpoint the fundamental administrative abilities generally found in powerful and fruitful administrators.



The present study intended to examine the role of managerial competency skills of coaches on team performance with the aim that the university coaches would be able to know the true worth of managerial competency skills, and how it could improve the team performance.

### **Literature Review**

The current age is observing fast advancements on the affordable, modern, mechanical and human levels, and because of these progressions, the world has been influenced significantly just as associations and groups' exhibitions.

These progressions toward improvement forced different approaches and guidelines in hierarchical territory that thusly require a viable capabilities model to be tended to well to keep up associations crucial procedures.

Associations in any part endeavour to utilize well-gifted representatives who can fit with the associations' abilities model under the shadow of the exceptional seriousness.

Since associations on the planet are taking a stab at success, they ought to have a capabilities model, which is viewed as a productive asset that empowers representatives to perform proficiently and adequately in alternate administrative levels to abstain from blundering issues.

This work could be just done through legitimate arranging, which upgrades worker's mindfulness, for example, strengthening and contact them with more duties to enhance their insight and manufacture their capacities and skills.

Tiraieyari, (2011) indicated that deciding the necessary administrative skills are the hotspots for associations' upper hands for arriving at the alluring degree of execution, since this arrangement of capacity permits representatives and association to accomplish predominant execution.

Boyatzis, (1982) likewise characterized expanding on McClelland's (1973) see, competency terms a hidden trademark that the individuals have to lead to

the accomplishment of remarkable execution.

It is a blend of information and aptitudes that are required for a compelling group execution, (Bhardwaj and Punia, 2013).

Numerous investigations demonstrated that abilities are a bunch of the related information, aptitudes qualities and perspectives that connects with viable presentation and can be estimated assessed and reinforced through preparing and advancement programs it is considered as a typical term for representatives to declare their working and show the genuine exercises.

Not with standing, there are a few definitions for competency, however fundamentally, there are two meanings of skills, the first portrays capabilities, which is the force that is connected and related to a person's body. The second meaning of capabilities is the individual limit (e.g.) the capacities, aptitudes, practices, and information to do a specific movement.

By and large, competency is a blend of the people's information,

aptitudes, capacity, and how representatives carry on in the workplace; these angles are a result that mirrors an association's execution level.

Boyatzis (1982) is of conviction that abilities and information are social perspectives that generally anticipate achievement, and considered these practices are significant for any association thinking deliberately and looking for flourishing.

He accepts that it is the contribution of the people's (information, capacities, aptitudes, perspectives and values) and is estimated by the investigation of yields (genuine conduct and results), which consequently reflects association level in the market and awards an upper hand, it is considered as a significant marker of associations thriving.

Administrative Competencies Model as per McClelland 1980s, administrative skills help associations to be progressively bound together and permit associations to apply a planned methodology in structuring upgrades to representatives and authoritative

learning just as a vocation the executives in various parts, for example, private and open segments to superior coordination and joining.

It as an incorporated methodology that is connected with an individual's information and practices to depict the execution system in the association just as it shows administrators' abilities, information, and qualities (Lievens et.al, 2010).

Cooper and Graham (2001) demonstrated 57 centre abilities remembering sharing individuals for programs arranging, train workers dynamic aptitudes, create administration competency, relational abilities, and being a cooperative person.

Numerous investigations Bhardwaj and Punia (2013) referenced (e.g.) for the 50 administrative abilities models contended that administrative capabilities incorporate complete aptitudes.

From the previously mentioned skills, we inferred that capabilities have numerous angles identified with compelling execution, as indicated by (Smart, 2005)

approach, these abilities better foresee effective association's execution over the association's level.

Rick &William (2006) explained that group chief competency alludes to the collaboration conduct, it is the social methodology that shows and checking the capacity to overseeing assignments by impacting others and it is the capacity to move and to watch the errand in a legitimate manner.

This competency is a hazard taking, and watching the outside and the inside condition. A few specialists demonstrated that authority competency showed up in circumstances that need hard choices, dealing with dangers, fast reaction and when tolerating changes, move decidedly towards accomplishments, improving information by instructing and spur representatives.

It can impact workers' exhibition and empower giving past the desires to great outcomes, by setting the necessary assignments and demonstrating the positive returns (House and Dessler, 1974).

The means in critical thinking and dynamic are very comparative, being progressively significant relying upon the people administrative level since at whatever point the administrative level become higher the competency should be improved further (Tiraieyar, 2011).

This competency is a legitimate methodology like McCarthy and Milner (2013) when actualizing steps beginning from characterizing the issue of taking the correct choice.

There are two methodologies for critical thinking choice-making, the first relies upon the intelligent methodology, and the investigation and the assessment between the other options, and this methodology are laying on the data believability, information and the examination strategies.

The second is the instinct choice, which is relying upon the individual's understanding and the condition of the individual specialists by doing alternate routes for certain means (Inoue et.al, 2013).

Key competency connected to association strategic it is exceptionally executed in the administrative level; those are the methodology that is anticipating and decide the shortcoming and the most grounded viewpoints in both inside and outside condition, such SAWT examination to assess the quality, shortcomings, openings, and dangers.

This competency distinguishing the interior and the outer elements that are ideal and troublesome to accomplish association goals, directors here is to concentrate on the associations' assets and ensure that every one of their representatives is progressing in the direction of the arranged destinations; it is a competency that constantly working comprises a methodological term.

Regardless of the volume of research movement right now study; scientists have focused on the significance of steady assessment of the effect of sports mentors' administrative capabilities on youthful competitors, because of the quickly changing social condition.

Besides, various scientists have revealed noteworthy discernment holes between sports administrators and hierarchical directors about those abilities, which are basic to the fruitful execution of a game supervisor's activity.

In this way, with the quickly developing game action in the nation, there is a requirement for an examination that discussions explicitly about game mentors.

In addition, it very well may be contended that most past investigations have experienced two principle confinements.

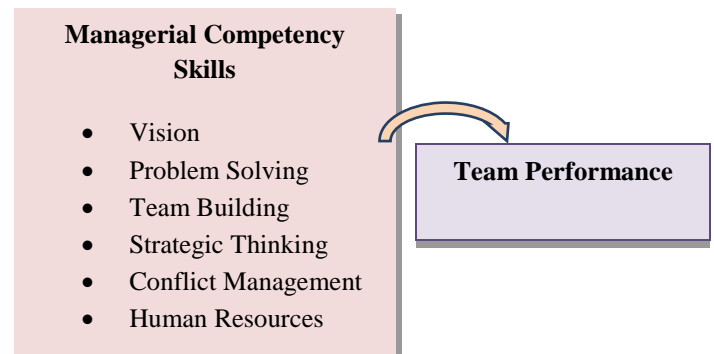
To begin with, such investigations, for the most part, cantered around specific industry settings disregarding a comprehension of generalizable abilities to play out a game administration job over a wide scope of settings, for example, sports clubs of colleges, sport focuses, sport office settings, and game occasions.

Despite the fact that Barcelona and Ross (2004) contended that sport the executives' experts working in various settings frequently require various aptitudes

and information, different scientists have contended that sport directors must have summed up abilities to have the option to adjust such a large number of sorts of settings.

### **Theoretical Framework**

With reference to the topic, "Impact of Managerial competency skills on team performance among university coaches," the framework of the study is as follows:



Limited number of scholars has merged the research studies in the field of administrative training courses; meanwhile this field of administrative training courses is yet developing parts of this study and training.

However, the main expansions in the administrative training courses require a deep con-

sideration, the submission of the investigation study.

In this hypothetical framework, the realistic approach for the on-going research study talks about it.

Initially, this theory employs to detect and border the possible results in the form of variables in the field of administrative training courses in the on-going research: the uncertainty in the role of worker, level of contentment in the assigned task, fulfilment in association with administration, and the quality of work presentation.

## **Methodology**

The study intended to measure the impact of managerial competency skills of coaches on team performance and the null hypothesis was stated as “managerial competency skills of coaches will have a negative relationship with team performance”.

This study used two scales including, Adopted Scale of Management Competency Skills by Dierdorff, (2009) and “The

Coach Rating Scale of Athletic Performance by (Wolanins, 2005).

The data was collected from the university coaches of seven universities from different parts of Lahore to get the diverse opinion related to the topic of the research, which include Lahore College University (LCU), Punjab University (PU), Government College University Lahore (GCUL), University of Central Punjab (UCP), COMSATS University (CU), Lahore Garrison University (LGU), and Forman Christian College University respectively (FCCU).

The Total 80 coaches from all these seven universities to fulfil the criteria set for the study.

## **Results**

To investigate the empirical relationship between the number of dependent and independent variables of interest, the multiple regression models was used to calculate the level of relationship.

### ***Results of Regression Analysis***

Coefficients <sup>a</sup>							
Variables	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	22.166	1.973		11.232	.000		
Strategic Thinking	.009	.203	.007	.044	.965	.418	2.394
Vision	.073	.171	.065	.427	.671	.411	2.433
Conflict Management	.026	.147	.27	.177	.860	.405	2.471
Team Building	-.010	.111	-.015	-.094	.925	.367	2.725
Problem Solving	.077	.169	.086	.456	.650	.269	3.716
Human resources	.366	.139	.424	2.624	.011	.369	2.711

In the regression model performance of team and independent variables are vision, strategic thinking, conflict management, team building, problem solving, and human resource.

The results of the regression analysis shows that variable of strategic thinking are insignificant it did not cause any variation in dependent variable. The variables of vision, conflict management, team building, and problem solving are insignificant.

These variables did not cause any variations in the dependent

variable. The variable of human resource is significant as it values is greater than 2, and its p-value is less than 0.05 that is the evidence of its significance.

This variable has significant and positive relation with the dependent variable. It means that 1 unit increase in the human resource leads to 0.424 unit increase in the dependent variables.

The columns of tolerance and VIF used to check the presence of multi-co-linearity. All the variables have VIF less than 5 so it

provides evidence of no multi-collinearity.

## **Conclusion**

Through this research it can be concluded that there is a huge impact of managerial competency skills on team performance among university coaches and this has been proven through the selected study variables, which were strategic thinking, vision, conflict management, team build-

ing, problem solving, human resource, and athletic performance.

Keeping in view all the seven hypotheses for the study and the data analysis conducted on the selected universities, all the null hypotheses are rejected.

This clearly means that all these variables have positive impact on the overall team performance, which should be owned by the managerial coaches employed at various universities.

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