

# Personal and Team Factors as Determinant of Team Performance Satisfaction of El-Kanemi Warriors Football Club in Nigeria Premier League

**Bulus Tikon<sup>1</sup>,**

bulustikon@gmail.com

**Adebiyi Oyekunle Olusegun<sup>2</sup>,**

adebiyioyekunle@gmail.com

**Dr. Nahshon Hannaniah, Likki<sup>3</sup>,**

nahshonlikki@gmail.com

**Prof. Stephen Sana'ah, Hamafyelto<sup>4</sup>**

hamafyelto@gmail.com

**Physical and Health Education Department**

**<sup>1 & 2</sup> College of Education, Zing, Taraba State**

**<sup>3 & 4</sup> University of Maiduguri, Borno State**

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## Abstract

*This study determined cohesion (Personal and Team) factors as determinant of team performance satisfaction of El-Kanemi Warriors Football Club in Nigeria Premier League in 2017/2018 season. To achieve this, the study was guided by two hypotheses. A correlational research design was used for this study and the population for the study was made up of all the registered players of El-Kanemi Warriors football club in Nigeria premier league in 2017/2018 season. Comprehensive sampling technique was used for the study. Thirty- five (35) players were used for the study. A modified 52- item questionnaire and 17- item Self – Developed scale on team Performance Satisfaction Questionnaire (TPSQ) were used to collect information from the respondent with a reliability coefficient of 0.856. A modified 4 point Likert Type Scale was used. The Response Mode of Strongly Agree, Agree, Disagree and Strongly Disagree was used. Data were analysed using Pearson Product Moment Correlation Coefficient (PPMC) to test the null hypotheses at 0.05 level of significance. The results showed that there is significant correlation between cohesion (Personal and Team) factors and team performance satisfaction in the El-Kanemi Warriors Football Club in Nigeria Premier League. This showed that there is team performance satisfaction in El-Kanemi Warriors Football Club in Nigeria in 2017/2018 premier league. It was recommended among other things that Players and managers should endeavour to identify team and personal factors and create conducive atmosphere for these factors to enhance better team performance satisfaction*

Key Words: Personal, Team Factor, Performance Satisfaction

## Introduction

Personal factors refer to the individual characteristics of group members. Although situational factors are fairly constant and usually apply to all teams within a given league a great deal of variation occurs in this factor. For ease of investigation, Carron and Hausenblas (1998) classified these personal factors into three categories: a) demographic attributes (e.g. member similarity, gender) b) cognitions and motives (e.g. attributions for responsibility, anxiety) and c) behaviour (e.g. adherence, social loafing).

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When individual sacrifices are made by team members, the goal of the team becomes paramount and performance will be geared towards that goal.

Carron and Dennis (2001) suggested that the most important personal factors associated with the development of both task and social cohesion on sport teams is individual satisfaction. For example, Widmeyer and William (1991) found that member satisfaction was the best predictor of both social and task cohesion in the sport of golf. Another factor often cited as a correlate of cohesiveness is similarity (a demographic attributes) – similarity in attitudes, aspirations, commitments, and expectations. Although there might be differences in such areas as ethnicity, economic back ground, and ability, it would seem more crucial that athletes be similar in such areas as goal expectations, codes of conduct for the games or competitions, and expectations about individual behaviour (Weinberg & Gould, 2010).

Personal factors include individuals' beliefs towards how they relate to the team, and what role they personally feel they play within the team setting another personal factor that contributes to team cohesion is seen when an athlete shows loyalty and commitment through a sacrifice for the success of the team (Prapavessis & Carron, 1997), from <https://psych.hanover.edu/research/>

A reasonable generalisation is that team cohesion is related to individual cognitions. For example, in task cohesive teams, members are more egalitarian in accepting responsibility for unfavourable results. Brawley, Carron, and Widmeyer (1987) had athletes from a wide cross section of sports use their teammates as a benchmark to estimate degree of personal responsibility for the team's win or loss. The athletes rating their team high in task cohesiveness assumed a level of personal responsibility that was equal to that of average team member regardless of outcome (i.e. winning or losing). However, those athletes rating their team low in task cohesion showed a self- protective pattern of attribution by accepting less responsibility for the loss than the average team member.

Another reasonable generalisation supported by research is that the presence of cohesion is associated with member behaviour. The interrelationships among sacrifice behaviour, team cohesion and conformity to group norm in sport teams were examined by Prapavessis and Carron, (1997) with state- level cricket teams. They found that sacrifice behaviour was positively associated with task and social cohesion (Jowett & Lavalle, 2007).

Personality factors include individual orientation – cognitions and motives. It is considered that the connection of cognitions and motives with cohesion is most probably two – way: similarity of cognitions and motives of group contributes to cohesion, and vice – versa, cohesion contributes to similarity of cognitions and motives (Carron, eys, & Burke 2007). One of the cognition personality factors linked cohesion is efficacy beliefs.

Construct of efficacy is a key point in (Bandura, 1997) Social Cognition Theory. According to Social Cognition Theory the focus of studying lies on possibilities of development of those abilities of the person, which enable him/her to take active role in personal development, adaptation and reproduction. For that purpose, a person plans activities, sets goals, expressing thus resources for creating and generativity. Monitoring of progress, therefore, efficacy assessment is the key point for conformation or for revising of efficacy belief. It is considered that perception of efficacy fundamentally controls behaviour. It is based on development of expectations on the results of activities in achievement of goals pursuant personal rules and standards of behaviour (Bandura, 2001 in Veskovic, Valdevitz & Illic 2008).from <http://www.fizickakultura.com/fk/>

Real efficacy includes ability, knowledge, qualifications and is essential for adaption. Although it is unavoidable, it is not sufficient for a person to successful perform an activity (Veskovic, Valdevit, & Ilic, 2008). Specificity of efficacy in sports abilities beside the level of mastery of sport abilities. Means that athletes must learn how to manage activities during competitive tactics to activities of the opponent team, to focus their attention to a task in situations when playing under pressure and when facing numerous stressors and various sources of disturbance, for example, banning from the game or loosing of the points, physical pain (Ayiku, 2005). In a study by Fadoju (2011) on personal and environmental factors as correlates of team sports using 2720 amateur soccer players in Oyo State, it was reported that personal factors, correlates with team cohesion and environmental factors which are contracts, scholarship, family expectation and peer influence correlates with team cohesion. This means that both factors contributed significantly to team cohesion among players of soccer clubs.

Team factors refer to group task characteristics, group productivity norms, and desire for group success, group roles, group position and team stability (Carron 1982). Team factors tend to be the bedrock of virtually all the other factors because when group norms, desire for success and stability are entrenched in a team, performance will definitely be positive. Studies in the domain of sport psychology, acknowledge the importance of collective efficacy and cohesion to ensure successful collective outcome (Carron, Bray, & Eys, 2002, Heuze, Raimbault, & Fontayne, 2006; Myers, Payment, & Feltz, 2004).

In team sports, understanding the impact that different factors have on a team's performance can be used to increase the likelihood of a successful outing and better performance. Furthermore, understanding the relationship among key factors should increase the ability to successfully utilize team strength and offset weaknesses, ultimately better impacting whether a team succeeds or fails. From <https://psych.hanover.edu/research/>

All human beings have an innate desire to be part of a group or to be associated with a group of individuals (Baumeister & Leary, 1995). Team sports provide an opportunity for humans to fulfil a fundamental drive to belong in a group (Spink, 1998). It is suggested that sports teams help to fulfil this need to belong by providing a forum in which athletes can develop characteristics such as leadership skills, focusing on and working with others to achieve a common goal (Drew & Braun, 2008). Anonymous (2006) in the article Being an Athlete, it is suggested that sports teams help to fulfil this need to belong by providing

a forum in which athletes can develop characteristics such as leadership skills, focusing on and working with others to achieve a common goal. From <https://psych.hanover.edu/research/> On 21<sup>st</sup> Dec. 2018

Teammates must learn to trust and assist one another in order to succeed on the field, forming a unique camaraderie. The need to belong to a group, along with the elements of competitions and status are often associated with various sports, which may be why sports draw so many participants. Groups that satisfy the need to belong can become cohesion. On the athletic field or court, team cohesion is one of the factors that have been found to be associated with positive outcomes. Highly cohesive teams are more likely to succeed in achieving group goal (Carron, & Hausenblas, 1998).

Team factors refer to group task characteristics (individual vs. team sports), group productivity norms, desired for group success, group roles, group position and team stability. Carron (1982) argued that teams that stay together a long time and have a strong desire for group success also exhibit high levels of group cohesion. In addition, shared experiences, such as a series of successes or failures, are important in developing and maintaining cohesion because they unify a team to counter the threat of opposing teams (Brawley, 1990). Some suggest that the collective efficacy is positively related to perceptions of team cohesion (Carron & Brawley, 2008; Paskevich, Estabrooks, Brawley & Carron, 2001)

Team/group cohesion is a dynamic process where the group tends to remain together and united in the pursuit of its goal for the satisfaction of the affective needs of group members (Paskevich, Estabrooks, and Brawley & Carron, 2001; Veach & May, 2005). It is multidimensional, dynamic, instrumental, and effective. Individual and group aspects of cohesion are based on the beliefs and perceptions of individual group members. Group integration concerns the beliefs that individual members hold about the team. Individual attractions to the group relates to the member's beliefs about what attracted him to the team. These two categories are each subdivided into task and social orientations. These things together create an individual and group sense of team cohesion. A high cohesive group is more likely to be united and committed to success than a group with low cohesion (Jarvis, 2006 in Kebaila, Zanina & Arfa, 2015)

Team cohesion exists where players can united in a common purpose (Cashmore, 2002). Athletes often spend time together or share common interests outside of their chosen sport. This is known as social cohesion. Similar to group cohesion is task cohesion, where players are united to accomplish a specific task. A challenge to any team is the maintenance of the team, rather than focusing on the individual. If a team is composed of outstanding individuals, the focus may be too heavily on the contributions and performance of those individuals, and as such the collective team will underperform (Hall, 2007). Team composed of modest members are more likely to exceed all expectations. An example is the high school football team, where the quarterback is popular and is the coach's son. The focus is always on him and how many great long passes he can throw. The focus on the other players and the collective performance gets lost. It may be advantageous for coaches to focus not on stars but on building a team that will perform well as interdependent members. However, some teams have assembled star players, and

their coaches brought them together as a team in a spirit of oneness. It is the assembly of individuals into a cohesive unit where each uses their individual strengths into a team where each individual is a part of something larger than the individual. Four factors affect team cohesion; a clear role for team members, willingness to make personal sacrifices for the team, the quality of communication between team members, and shared goals for the team (Jarvis, 2006). Numerous studies have shown a positive correlation between team cohesion and success.

Team cohesion is the ingredient that moulds a collection of individuals into a team (Cox, 2007). Team factors that support cohesion include the clarity with which each member understands and accepts his role with the team success in competitive sports increases team cohesion. Cohesion is construct that is used to describe the strength of a social bond within a social unit or group such as a team (Carron, 1982). Common goals and objectives tend to lead to an increase in motivation and coordination which, in turn leads to a better and more successful performance (Beal, Cohen, Burke & McLendo, 2003 in Drew & Braun 2008). From <https://psych.hanover.edu/research/>

Team factors also influence the perceived cohesiveness of a team, and include maintaining membership of a team's engagement in pro – social behaviours (Prapavessis & Carron, 1997). How well team members get along and how much effort they put into the team as a whole can influence the perceived cohesiveness of a team.

## Hypotheses

**Ho1:** There is no Significant Relationship between Personal Factors and Team Performance Satisfaction of El – Kanemi Warriors Football Club in Nigeria Premier League

**Ho2:** There is no Significant Relationship between Team Factors and Team Performance Satisfaction of El – Kanemi Warriors Football Club in Nigeria Premier League

## METHODOLOGY

The design that was used for this study was the correlational research method. This design was adopted because it seeks to determine the existence of relationship and the extent of the relationship between two or more variables. The target population for this study was made up of all registered players of El –Kanemi Warriors Football Club for the 2017/2018 Nigeria Premier League season. Comprehensive sampling technique was used, because the sampling technique is used when every unit is included in the sample and when the number of units is small (Abe, 1997). The research instrument was the Group Environment Questionnaire (GEQ) which was adopted from Carron, Brawley, and Widmeyer (1985) and modified and self- developed items on performance satisfaction. A 4 Point Likert Scale Type response mode; Strongly Agree, Agree, Disagree and Strongly Disagree was used. To establish the reliability of the instrument for this study, the instrument was administered on 20 soccer players of Taraba Female team prior to the actual study. The data was subjected to Cronbach alpha for local reliability; it

produced an alpha reliability co-efficient of 0.856, which means the instrument has high reliability. The inferential statistics of Correlation Coefficient of Pearson Product Moment Coefficient, (PPMC) was used to test the hypotheses at 0.05 level of significance.

**Ho1:** There is no Significant Relationship between Personal Factors and Team Performance Satisfaction of El – Kanemi Warriors Football Club in Nigeria Premier League

**Table 1: Correlation between Personal Factors and Team Performance Satisfaction**

N = 35

Variables	$\bar{x}$	SD	DF	R	P - value
Personal Factors	26.6000	3.75108	33	0.562**	0.000
Sport Performance	52.0857	3.63295			

Table1 is a summary of Pearson Product Moment Correlation Coefficient on personal factors and team performance. The table shows that the mean and standard deviation for personal factors (26.6000, ±3.75108) and team performance, (52.0857; ±3.63295) yielded an r value 0.562 at p. value 0.000. Therefore, null hypothesis is rejected. This implies that significant relationship exists between personal factors and team performance. This means that personal factors have effect on team performance during competition.

**Ho2:** There is no Significant Relationship between Team Factors and Team Performance Satisfaction of El – Kanemi Warriors Football Club in Nigeria Premier League

**Table 2: Correlation between Team Factors and Team Performance Satisfaction**

N = 35

Variables	$\bar{x}$	SD	DF	R	P – value
Team Factors	14.0286	2.00713	33	0.368**	0.000
Sport Performance	52.0857	3.63295			

Table 2 is a summary of Pearson Correlation on the relationship between team factors and team performance. The results revealed that the mean and standard deviation for team factors (14.0286; ±2.00713) and team performance (52.0857; ±3.63295) produce an r. value of 0.368 at p. value 0.007. This means that the null hypothesis is rejected. This implies that significant relationship exists between team factors and team performance. This indicates that team factor is significant in team performance satisfaction especially during competition.

**Discussion**

The result of this study on hypothesis 1 reveals significant relationship between Personal Factor and Team Performance. This is consistent with Prapavesis and Carron's (1997) findings which showed that task cohesion was positively related to individual work output. Their report has also shown that individual work output is another factor positively related to increases in team cohesion. Prapavesis and Carron (1997) put it that personal factor include sacrifice behaviour, work output, self-handicapping and mood. Sacrifice behaviour is seen as the behaviour whereby an individual voluntarily initiates an action or give up a privilege for the sake of another individual or individuals without regard to reciprocity. Fadoju (2011) studied personal and environmental factors as correlates of team sports and reported that personal factors correlate with team cohesion. This means that these factors contributed significantly to team cohesion among players of soccer clubs. It has also been established in the research that team members' personal characteristics are crucial to the overall success of any team. Also in his investigation on correlative relationship between personal factors and team cohesion, Fadoju (2011) found that personal factors, that is, socio economic background, personality, team role perception and participation motives correlates with team cohesion significantly.

Examining the results of hypothesis 2, it was found that significant relationship exists between Team Factor and Team Performance. This is consistent with Research conducted by Patterson, Carron and Loughead (2005) on cohesion and group norms which yielded a positive relationship, the results showed that athletes give greatest effort when on team possessing stronger norms for social interactions and higher team social cohesion. Henchen and Cook (2003) states that team factors consist of group norms and roles. Roles are patterns of behaviours that are expected of a person in a social situation. Group norms reflect what the team considers to be an acceptable individual behaviour. Ronayne (2004) found that higher perceptions of social cohesion are related to individual's decisions to continue with an activity and thus prolong their participation. Team factors also influence the perceived cohesiveness of a team, and include maintaining membership of a team's engagement in pro – social behaviours (Prapavessis & Carron, 1997). How well team members get along and how much effort they put into the team as a whole can influence the perceived cohesiveness of a team.

## **Conclusion**

Based on the findings of this study, it was concluded that cohesion factors (personal and team factors) are significant correlates of team performance Satisfaction of El – Kanemi Warriors football club in Nigeria premier league 2017/2018 season.

## **Recommendations**

Based on the conclusion of this study, the following recommendations were made;

1. El – Kanemi Warriors Football Club should employ the services of sport psychologists to help build desirable atmosphere for wholesome interaction among players for team cohesion

2. Coaches should create a conducive atmosphere or environment to enhance team performance satisfaction
3. Players and managers should endeavour to identify team and personal factors and create conducive atmosphere for these factors to enhance better team performance satisfaction

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