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**EXTENDED  
ABSTRACT**

# Exploring Leadership Behaviors and Their Influence on Team Cohesion in Majlis Bandaraya Seremban Sports Teams

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## I. INTRODUCTION

Understanding how athletes' leadership behaviors influence team cohesion is critical for enhancing team performance in sports settings. This study explores key leadership behaviors among athletes at Majlis Bandaraya Seremban and examines their relationship with team cohesion in both formal and informal team structures. It seeks to reveal athletes' perceptions and the behavioral dynamics that contribute to group harmony and collective unity in sports environments [1].

## II. METHODS

This study employed a survey design involving 297 athlete workers from Majlis Bandaraya Seremban. Data were collected using structured questionnaires focused on leadership behaviors and team cohesion. Responses were analyzed quantitatively to identify patterns and relationships within both formal and informal team structures. The approach enabled the assessment of perceived leadership dynamics and their impact on group cohesion in various sporting contexts [2].

## III. RESULTS AND DISCUSSION

### A. Key Leadership Behaviours

Athletes consistently identified social support and positive feedback as the most impactful leadership behaviors. These behaviors were uniformly present across teams and were perceived as crucial to promoting a cohesive team environment. Participants expressed high satisfaction with how these behaviors fostered unity, morale, and mutual encouragement within their respective sports teams.

TABLE I  
KEY LEADER BEHAVIOURS

	Mean	SD	Rank
Social Support & Positive Feedback	3.52	0.403	1
Democratic Behavior	3.49	0.443	2
Instructional Behavior	3.38	0.495	3
Autocratic Behavior	3.31	0.676	4

### B. Measure Athletes' Perceptions

Athletes consistently identified social support and positive feedback as the most impactful leadership behaviors. These behaviors were uniformly present across teams and were

perceived as crucial to promoting a cohesive team environment. Participants expressed high satisfaction with how these behaviors fostered unity, morale, and mutual encouragement within their respective sports teams [3].

TABLE II  
ATHLETE'S PERCEPTION

	Mean	SD
Cohesion	3.58	0.548

### C. Athletes' Leadership Behaviors and Team Cohesion

A positive correlation was observed between leadership behaviors and team cohesion scores. Formal leaders were reported to have a more substantial influence on cohesion than informal leaders. Participants highlighted that leadership style significantly affects group unity, suggesting that structured leadership strategies can be instrumental in enhancing overall team cohesion.

TABLE III  
ATHLETES' LEADERSHIP BEHAVIORS AND TEAM COHESION

Assessment	r	p	n
Athlete's Leadership Behavior	0.239	<0.001	297
Cohesion	0.239	<0.001	297

## IV. CONCLUSIONS

Athletes' leadership behaviors, particularly social support and positive feedback, strongly influence team cohesion. Cohesion levels were moderate to high across teams, regardless of leadership structure. Formal leaders had a greater impact on unity, emphasizing the importance of leadership style in fostering communication, trust, and collective team identity.

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