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## The Influence of Leadership and Communication on Student Teamwork in Sports

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**Abstract:** Literature Review analysis of the influence of leadership and communication on teamwork is a scientific article with the aim of analyzing whether teamwork is influenced by leadership and communication. Qualitative approach method with literature study method (literature review) to explore and analyze the relationship between leadership, communication and teamwork. The results of this article are: 1) Leadership influences Teamwork; 2) Communication influences Teamwork. Apart from these 2 exogenous variables that influence the endogenous variable of Teamwork, there are many other factors including responsibility, trust, behavior.

**Keywords:** Leadership, Communication, Teamwork.

### INTRODUCTION

Sports education not only aims to improve students' physical abilities, but also to form social values such as cooperation, discipline, and leadership. In the context of team games or team sports activities, cooperation is one of the main components that determines the success of the group. Therefore, the success of learning in physical education is not only determined by individual skills, but also by the extent to which students are able to work together in a team.

Leadership in the context of students, especially when participating in sports activities, plays an important role in forming solid team dynamics. A student who has leadership skills can influence the motivation, enthusiasm, and focus of the team towards common goals. According to Nizar et al. (2020), leadership in sports group activities can improve coordination and effectiveness of cooperation, especially when facing competitive pressure. Good leadership can also create a harmonious and organized atmosphere of cooperation in the team.

Communication also plays a major role in building effective teamwork. Open, clear, and two-way communication allows team members to understand their respective roles and responsibilities, while minimizing conflict or misunderstanding. According to Pramono and Handoyo (2019), communication between sports team members greatly affects the level of trust and cohesion in completing joint tasks. In physical education, students' ability to communicate effectively greatly supports the formation of team synergy.

Therefore, the role of leadership and communication in sports needs to be taken seriously in the physical education learning process. By strengthening these two aspects, students not only learn game techniques, but also develop social and cooperation skills that are important in real life. In line with that, Prasetyo and Nugroho (2021) stated that sports learning that integrates leadership and communication values can improve the quality of interactions between team members and strengthen a sense of collective responsibility. This is an important basis for forming the character of students who are competent both physically and socially.

This study aims to determine whether leadership and communication affect teamwork. Based on references from the problems that have been explained previously. The questions of the scientific article Literature Review are as follows:

1. Does Leadership Affect Teamwork?
2. Does Communication Affect Teamwork?

## **METHOD**

This study uses a qualitative approach with a literature review method to explore and analyze in depth the influence of leadership and communication on teamwork. Literature review is conducted by reviewing various trusted scientific sources, including journals, books, articles, and research reports that are relevant to the topic.

## **RESULTS AND DISCUSSION**

### **Results**

The results of this article based on the background of the problem, objectives and methods are as follows:

### **Teamwork**

According to (Anggraeni & Saragih, 2019: 1164) teamwork is a group of people who have the ability to complete their work together and organize each achievement to achieve better results. According to (Panggiki et al., 2017) teamwork is a team of people with different skills and who are organized to collaborate with management. Leaders can form a team with members with different expertise so that it can facilitate the process of completing a job.

Teamwork is a grouping of two or more people who are related and harmonize about an activity and effort to achieve specific goals. Teams can make work between members better so that organizational goals will be achieved. Work can be completed more easily by communicating and complementing each other. (Lawasi and Triatmanto, 2017).

According to (Hamiruddin et al., 2019) there are 4 indicators in teamwork, namely: 1) Focus on team goals; 2) Motivate each other in completing tasks; 3) Establish cooperation with team members; 4) Coordination in the process of completing tasks.

Teamwork has been widely studied by previous researchers, including: (Jatmiko, W. T., & Silvianita, A., 2021), (Rusandi, D., Juliantine, T., Sucipto, S., & Yulianto, A. G., 2025), (Rialdi, M., Sutisna, N., & Ropi, U. A., 2023), (Iskandar, I., 2018).

### **Leadership**

According to Simarmata et al., (2021) Leadership is defined as a process of influencing both thoughts, feelings, and behavior and directing all facilities to achieve common goals that have been set together. Leadership can be defined as the ability to influence a group towards achieving goals or an effort to influence or not force to motivate individuals in achieving goals (Rachmawati., 2019).

Leadership is one of the determining factors for whether an organization is good or not, the success of an organization is also greatly determined by the leadership factor, in leadership there are leaders and followers (Supariani et al., 2022)

According to (Samsul Arifin., 2019) There are five indicators of leadership, including the following: 1) Ability to foster good cooperation and relationships; 2) Effective ability; 3) Participatory leadership; 4) Ability to delegate tasks or time; 5) Ability to delegate tasks or authority.

Leadership has been widely studied by previous researchers, including: (Reka, W., Burhanuddin, B., & Sunandar, A., 2020), (Ali, M. M., & Ali, H., 2023), (Putri, B. A., & Ali, H., 2025), (Poernamasari, I. O., Muhajirin, A., & Ali, H., 2023), (Mailina, S., & Ali, H., 2024).

## **Communication**

According to (Putri & Sariyathi., 2017) communication is a tool by which statements can be conveyed or approved to or from other parties. Inappropriate delivery can lead to detrimental results and result in failure to meet business goals. Communication is the delivery of messages to different individuals, verbally and not simultaneously using devices, in order to express or change beliefs, thoughts, or characters. Messages previously sent to the recipient will contain a response to the message received (Sugeng et al., 2016)

According to (Wasiman., 2018) communication is an effective way to share or provide information to third parties. Feedback is received when the recipient understands the meaning of the message conveyed by the sender. With good communication, the message addressed to the recipient can be conveyed so that the recipient of the message will respond. In this case, it can be said that communication continues and runs effectively.

According to (Hamiruddin et al., 2019) contains 4 communication indicators, namely: 1) Wise and polite; 2) Accepting feedback; 3) Sharing information; 4) Providing explanations.

Communication has been widely studied by previous researchers, including: (Hindra, F., & Ali, H., 2023), (Sarini, L., & Ali, H., 2025), (Rosiy, A., & Ali, H., 2025), (Ali, H., 2024).

## **Discussion**

### **a) Leadership towards Teamwork**

Leadership is a person's ability to influence, direct, and motivate group members to achieve common goals. In the context of sports, leadership plays an important role in building positive team dynamics, maintaining collective spirit, and directing game strategies effectively. Leaders in sports teams, be they coaches or players who have informal leadership positions, are tasked with creating optimal conditions for cooperation between team members. According to Syaifuddin, Soegiyanto, & Sulaiman (2019), effective leadership in sports is able to build good communication, foster trust, and strengthen solidarity within the group.

Leadership in sports is not only about the ability to give instructions, but also about how a leader is able to be a role model and maintain social cohesion among team members. A leader who has empathy, is able to listen, and is fair in decision-making tends to be more respected and followed by the team. This is important because trust and a sense of security in the group are the basis for strong cooperation. According to Ramadani et al. (2020), transformative leadership that prioritizes emotional relationships and personal development of team members contributes directly to increasing cooperation in sports teams.

Furthermore, leadership also influences how teams respond to pressure in competitive situations. In sports competitions, stressful situations can reduce individual performance if not balanced with support from team leaders. The presence of a leader who is able to maintain focus, provide encouragement, and unify the direction of the game will strengthen the emotional stability of the team. This is in accordance with the view of Kusumawardani and Suharjana (2018) who stated that strong leadership in sports can maintain the fighting spirit and consistency of team member performance through a persuasive and strategic approach.

Thus, leadership has a significant influence on teamwork in sports. Effective leaders not only encourage the achievement of technical goals but also create social relationships that

support close cooperation between team members. Therefore, leadership development, both from coaches and from students themselves, is an important aspect in the physical education process that aims to shape character and sportsmanship values.

This research is in line with research conducted by: (Lestari, P., & Wahyuni, D. U., 2020), (Rahmat, A., Priadana, S., & Setiawan, H., 2018), (Widyaswari, R. U., Utami, H. N., & Ruhana, I., 2016), (Kusumawati, N., 2024).

#### **b) Communication towards Teamwork**

Communication is an important element in creating effective interactions within a sports team. Through communication, each team member can share information, strategies, and provide the emotional support needed to achieve common goals. In the context of sports, communication does not only occur verbally, but also nonverbally, such as body language, eye contact, and expression. According to Setyawan and Nurcahyo (2020), good communication in a sports team contributes directly to improving coordination and efficiency during training and matches.

Effective teamwork is highly dependent on the extent to which communication can be built openly and two-way. Clear communication and mutual understanding between team members will minimize misunderstandings, increase trust, and strengthen group cohesion. As expressed by Supriyadi and Ramadhan (2018), intensive communication between sports team members can build mutual trust, strengthen social relationships, and increase overall team synergy. This is especially important in team sports, where team success is largely determined by the harmony between individuals in acting and making decisions.

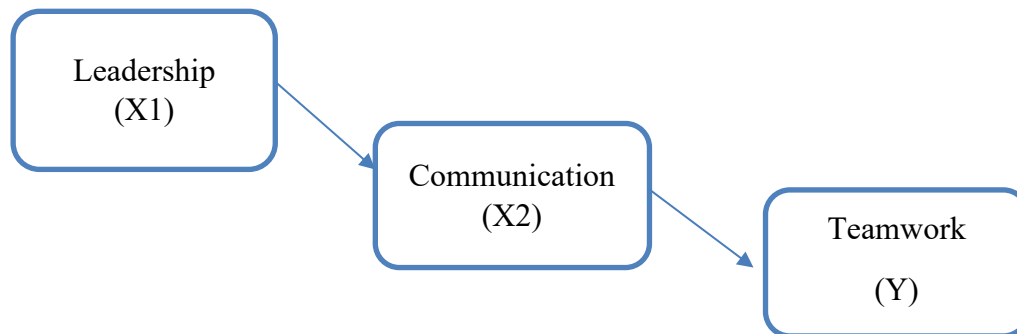
In competitive situations, communication also functions as a morale booster and emotional regulator. Players who provide each other with positive feedback and clear instructions during the game will find it easier to maintain focus and cooperation. Good communication also allows the team to respond quickly to changes in the game situation and make effective strategic adjustments. According to Maulana and Firmansyah (2021), strategic and adaptive communication in sports can accelerate collective decision-making, which ultimately improves team performance.

Communication plays a very important role in supporting the success of teamwork in sports. Open, respectful, and constructive communication will create a collaborative climate that allows the team to function optimally. Therefore, in the process of learning physical education, it is important to train students not only physically, but also in communication aspects in order to form a solid and effective team.

This research is in line with research conducted by: (Rialdi, M., Sutisna, N., & Ropi, U. A. (2023), (Lestari, N. K., Sunanto, S., Mariati, P., & Akhwani, A. (2024), (Rihatno, T. (2017), (Widya, W. G. M et al., 2024).

### Conceptual Framework

Based on the formulation of the problem, theoretical studies, relevant previous research and discussion of the influence between variables, then obtained the framework of thinking articles such as below.



**Picture 1. Conceptual Framework**

And there are many other factors that influence Team Cooperation (Y), including:

- a) Responsibility: (Hayati, R. K., & Utomo, A. C., 2022), (Syifa, U. Z., Ardianti, S. D., & Masfuah, S., 2022), (Wulandari, A. I., & Radia, E. H., 2021), (Handoko, Y. H. Y., 2023), (Rosita, D., Sutisnawati, A., & Uswatun, D. A., 2022).
- b) Trust: (Safitri, E., Setiawan, A., & Darmayanti, R., 2023), (Yenni, R., Modestus, D., & Ayu, S. A., 2022), (Mudjijanti, F., & Susilaningsih, C. Y., 2024), (Novita, L., 2021), (Gori, Y., Fau, S., & Laia, B., 2023).
- c) Behavior: (Supriatna, U., & Rahayu, P., 2021), (Gani, R. A., 2022), (Azizah, W., & Atang, A., 2023), (Zulkifli, M., & Wahida, W. A., 2022), (Anwar, M. A., Faisal, M., & Zaim, M., 2023).

### CONCLUSION

This study aims to determine whether leadership and communication affect teamwork. Based on the article's questions, the following conclusions can be drawn from this study: 1) Leadership affects Teamwork; 2) Communication affects Teamwork.

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