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**Submission date:** 23-Dec-2025 01:57PM (UTC+0800)

**Submission ID:** 2850811182

**File name:** Article\_Andrian.docx (47.41K)

**Word count:** 5004

**Character count:** 31395

## THE PATTERN AND ROLE OF ORGANIZATIONAL COMMUNICATION IN INCREASING THE ACHIEVEMENT MOTIVATION OF BADMINTON ATHLETES

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### Abstract

*This study examines the pattern and role of organizational communication in increasing the achievement motivation of Central Java Pelatda badminton athletes. The background of this research is based on the importance of motivation as the main factor in achieving athlete achievement, which is influenced by communication between athletes, coaches, and sports organization administrators. This research aims to understand organizational communication patterns in athlete development, explore the role of communication in increasing motivation, and identify challenges and obstacles faced. The method used is qualitative research with a descriptive approach. Data were collected through interviews, observations. Where informants include PBSI Central Java administrators, Central Java Badminton Pelatda trainers, Central Java Badminton Pelatda Athletes. And the data was analyzed with a qualitative descriptive approach. The results showed that the communication patterns used included linear, interactive, and transactional models, with the coach as the key actor in delivering instructions while building a two-way dialog. Effective communication attitudes such as openness, empathy, moral support, positive atmosphere, and equality have encouraged the creation of high intrinsic motivation in athletes. However, some communication barriers are still encountered, whether physical (such as limited facilities), physiological (fatigue and injury), psychological (competition stress), or semantic (discrepancies in technical terms). Track record of achievement and realistic target setting also proved to be important drivers in maintaining sustained motivation. The conclusion of this study states that organizational communication that is carried out effectively, adaptively, and participatively is able to build a positive training climate and increase athlete motivation in achieving achievement. These findings provide important implications for administrators and coaches to continue to strengthen the communication system and strategically manage obstacles in the athlete development process.*

**Keywords:** Organizational Communication; Achievement Motivation; Badminton Athletes

### INTRODUCTION

Sports achievement does not only depend on technical sports skills and physical health, but also depends on the psychological state and mental health of the athlete concerned. Wahyudi & Donie (2019) explain that one of the psychological problems of student athletes in achieving success is achievement motivation. Achievement motivation of an athlete is needed to achieve achievements in each sport followed by athletes who want to excel. Sports achievement motivation is a goal that athletes have to achieve. Athletes will try to

increase various efforts and persevere in training in order to excel to get various awards that can increase their self-esteem. Sports achievement motivation can be measured through task choice, effort (effort), persistence, and achievement (Kovacs, et, al, 2022). Motivation in sports is an aspect of psychology that plays an important role for coaches, teachers and sports coaches, because motivation <sup>13</sup> is the basis for driving and directing a person's actions and behavior in sports. Therefore, every sports coach, teacher and coach needs to understand the nature, theory, influencing factors and motivational techniques, in addition to knowing which athletes to motivate (Alim, 2019). Badminton is a sport that uses rackets and shuttlecocks as tools, can be played individually (single) or double (double). Badminton is a game that can be played outdoors or indoors. Jannah (2022) states that badminton is one of the most popular sports for the people of Indonesia. Even the achievements of badminton have reached the world level at the Olympics. Badminton coaching in Indonesia is carried out up to the regional level.

The Provincial Government through the <sup>12</sup> Department of Youth, Sports and Tourism and through the KONI of Central Java Province has a sports achievement development program that is launched every year. However, in the realm of implementation there are still many obstacles in the realm of policy, implementation and technical coaching. The fact shows that among the provinces on the island of Java, Central Java Province has always been in a position below DKI Jakarta, East Java and West Java in the history of the implementation of PON and always ranked 4th at the national level.

In general, other factors that are thought to influence the relatively low achievement of sports achievements in Central Java are <sup>8</sup> problems of coordination, responsibility, duties and functions between the provincial government and district / city governments and KONI regarding sports development achievements that have not been integrated (still partial). The disappointment and dissatisfaction of various parties related to the achievements of Central Java Province in several PONs, especially in Badminton,

are important factors that require attention from all parties. Regional training athletes, such as in Central Java, face a variety of challenges, including limited facilities, competitive pressures, and a lack of supporting resources. In these situations, structured and responsive organizational communication is an important solution to overcome obstacles and keep athletes motivated. Proper communication can help athletes feel emotionally and technically supported.

Achievement motivation is a major factor that drives athletes to train hard and achieve the best results in the competitive arena. However, this motivation does not just appear; it needs to be cultivated through various efforts, including reinforcement through communication. High achievement motivation can improve an athlete's discipline, commitment and mental ability to deal with the pressures of competition. Athletes' achievement motivation is strongly influenced by communication patterns in the sports organizations where they train. Effective communication between coaches, staff and athletes can increase motivation by ensuring that athletes understand the team's goals, strategies and expectations. Transparency in information delivery and constructive feedback help athletes feel more involved and confident, which in turn increases their motivation to achieve top performance (Munir, et al, 2023). In addition, good communication patterns create a positive and supportive work environment, where athletes feel valued and encouraged to develop. Involvement <sup>25</sup> in the decision-making process and the presence of open communication channels allow athletes to express their concerns and aspirations. This strengthens their sense of ownership of the team's goals and increases their dedication to achieving success together, thus motivating them to achieve higher (Sorkkila, et al, 2019).

The explanation above <sup>23</sup> provides an overview of the urgency of research related to the pattern and role of organizational communication to achieve athlete achievement as expected. By understanding the importance of organizational communication in building achievement motivation, there is a need for a systematic approach to improving communication patterns in regional training. This includes training coaches to improve their communication skills, providing

effective communication platforms, and creating an organizational culture that supports openness and collaboration. These steps aim to ensure that Central Java regional training badminton athletes can reach their maximum potential. Thus the researcher formulated the title, namely "The Pattern And Role Of Organizational Communication In Increasing The Achievement Motivation Of Badminton Athletes".

#### **METHOD**

This research will use qualitative descriptive analysis to explore organizational communication patterns. Data is collected through interviews, observations. Where informants include PBSI Central Java administrators, Central Java Badminton Pelatda trainers, Central Java Badminton Pelatda Athletes. And the data was analyzed with a qualitative descriptive approach.

#### **RESULTS AND DISCUSSION**

##### **Communication Model**

Communication models in a sports context play an important role in conveying instructions, building relationships, and creating understanding between coaches and athletes. There are three main models used, namely linear, interactive and transactional models, each of which describes the way in which message flow takes place. Applying the right communication model can improve training effectiveness and motivate athletes to achieve maximum performance.

The Linear Model describes a one-way communication process, where the coach acts as the sender of the message and the athlete as the receiver. This model emphasizes the importance of clarity of instructions to ensure athletes understand the tasks assigned appropriately. Interviewee 1 (Central Java PBSI Management): According to the Central Java PBSI management, direct delivery of instructions is very important because it establishes discipline and clarity of expectations. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach said that direct instruction is the main way to ensure that strategies and techniques are conveyed without misinterpretation. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel more motivated when the coach gives direct directions, because they feel appreciated and specifically directed.

All three interviewees agreed that direct communication from the coach has a positive influence on athlete motivation. This reinforces the theory of the linear model in the context of competitive sports, where one-way communication from the source (coach) to the receiver (athlete) determines the effectiveness of training.

#### **Interactive Model**

The Interactive model involves feedback from the athlete to the coach, creating a two-way dialogue that allows for clarification and adjustment of messages. This model helps build shared understanding and increases athlete engagement in the training process.

Interviewee 1 (Central Java PBSI Management): PBSI administrators consider that two-way communication helps create a collaborative atmosphere that motivates athletes to be more open and competitive. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach expressed the importance of discussion and mutual evaluation after training or matches to build athletes' enthusiasm and confidence. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel more valued when their input is listened to, and their spirit increases when they get praise or constructive correction. Feedback in interactive communication is proven to strengthen morale and increase athlete engagement. This model shows that motivation arises not only from instructions, but also from responses and two-way interactions.

#### **Transactional Model**

The Transactional Model emphasizes that communication takes place simultaneously, with coaches and athletes acting as senders and receivers of messages simultaneously. This model creates an equal and dynamic relationship, encouraging collaboration and intrinsic motivation in achieving common goals. Interviewee 1 (Central Java PBSI Management): The management stated that respectful relationships create a healthy training climate and build collective motivation. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach emphasizes the importance of listening to each other and providing space for discussion as a form of trust in athletes. Interviewee 3 (Central Java Badminton

Pelatda Athlete): Athletes feel more excited when given the opportunity to dialogue and express opinions in the training process. The transactional model emphasizes the importance of reciprocal relationships. All three interviewees assessed that equal interaction strengthens trust and responsibility, which directly increases athletes' motivation.

#### **Effective Communication Attitudes**

An effective communication attitude is key in creating a harmonious relationship between coaches and athletes in a sports environment. Communication built on the basis of openness, empathy, support, positive atmosphere, and equality can increase trust and enthusiasm for achievement. By applying the right communication attitude, coaches can encourage athlete motivation on an ongoing basis and create a conducive training climate.

#### **Openness**

Openness in communication allows coaches and athletes to express opinions, criticisms, and suggestions without fear or pressure. This attitude creates a healthy dialog space so that athletes feel valued and more motivated to develop. Interviewee 1 (Central Java PBSI Management): The management emphasized that openness is an indicator of the coach's professionalism and increases team cohesion. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach recognizes that receiving criticism from athletes can improve the strategy and increase team motivation. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel valued when their opinions are heard, which makes them more active and motivated. Openness becomes a bridge between coaches and athletes in building trust. This creates a supportive climate and increases achievement motivation.

#### **Empathy**

Empathy means the coach is able to understand the athlete's feelings and emotional state, especially when facing pressure or failure. With empathy, the coach can provide the right response and build a stronger and more humane relationship. Interviewee 1 (Central Java PBSI Management): According to the management, the coach's empathy can foster a sense of security and comfort for

athletes. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach revealed that he tries to understand the mental stress of athletes to maintain their emotional stability. Interviewee 3 (Central Java Badminton Pelatda Athlete): The athlete said that when the coach understood his condition, he felt calmer and encouraged to perform optimally. Empathy is the foundation of effective communication in team sports. All three interviewees saw empathy as an important driver in keeping athletes motivated.

#### **Support**

Support from coaches and the surrounding environment provides moral and psychological reinforcement for athletes in facing the challenges of competition. This form of support can be in the form of praise, verbal motivation, or physical presence that shows concern. Interviewee 1 (Central Java PBSI Management): The management sees the role of family, community, and organization as key factors in supporting athletes' achievements. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach explains the importance of moral encouragement through appreciation and recognition of athletes' efforts. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel their enthusiasm increases when they get support from parents and coaches, especially before the competition. Social support provides emotional strength for athletes. All three interviewees indicated that support is a catalyst for sustained motivation.

#### **Sense of Positivity**

A positive atmosphere in training creates a fun and low-pressure environment, so athletes are more enthusiastic and confident. Coaches who are able to create positive energy will encourage athletes to perform optimally without feeling forced. Interviewee 1 (Central Java PBSI Management): The management stated that a pleasant training atmosphere can reduce stress and increase enthusiasm. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach tries to create an energetic training environment so that athletes do not feel burdened. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes claim to be more confident when training feels fun and not stressful. A positive

environment encourages athletes' intrinsic motivation. All three interviewees recognized the importance of a healthy emotional atmosphere in training.

#### **Equality**

Equality refers to the fair treatment of all athletes without discrimination, both in the provision of opportunities and attention. When athletes feel they are treated equally, confidence and competitive spirit naturally increase. Interviewee 1 (Central Java PBSI Management): The management said that equality prevents conflict and jealousy within the team. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach stated that he gives equal attention and treatment to all athletes as a form of justice. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel more confident and motivated when there is no preferential treatment among fellow team members. Equality strengthens the sense of belonging to the team. All three interviewees agreed that equality encourages each athlete to show their best abilities.

#### **Communication Barriers**

Communication barriers in the world of sport can be a serious obstacle in conveying messages effectively between coaches and athletes. These barriers can stem from physical, physiological, psychological or semantic factors that interfere with smooth interaction and understanding. Identifying and overcoming these barriers is very important so that athlete motivation and performance are maintained optimally.

#### **Physical Barriers**

Physical barriers include environmental disturbances such as inadequate training facilities, noise, or communication distances that are too far away. These conditions can hinder the smooth delivery of messages from coaches to athletes, thus reducing the effectiveness of training. Interviewee 1 (Central Java PBSI Management): The management recognizes that limited facilities can interfere with smooth training and communication. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach stated that limited facilities made it difficult to deliver techniques optimally. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel frustrated when training is interrupted by unsupportive field

conditions or equipment. Physical barriers indirectly interfere with communication and reduce athlete motivation. Adequate infrastructure determines the effectiveness of training.

#### **Physiological Barriers**

Physiological barriers occur when an athlete's body condition, such as fatigue or injury, affects their ability to receive and process information. This can reduce concentration and motivation, and hinder the achievement of maximum performance. Interviewee 1 (Central Java PBSI Management): The management explained that injury and fatigue are the main factors for decreased performance and motivation. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach said that when athletes are tired, they tend to find it difficult to focus on receiving instructions. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes admit that when injured or too tired, they lose their enthusiasm for intensive training. Decreased physical condition becomes an obstacle in the communication and motivation process. It is important to have good physical and mental management.

#### **Psychological Barriers**

Psychological barriers relate to the athlete's mental state, such as stress, anxiety, or excessive competitive pressure. These negative feelings can close the athlete off from the coach's direction and reduce the enthusiasm to practice or compete. Interviewee 1 (Central Java PBSI Management): The management considers that mental pressure can be a heavy burden if not handled properly. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach tries to assist athletes in dealing with stress, especially before major championships. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes say stress can make them anxious and doubt their abilities. Psychological barriers are a big challenge in the world of sports. Mental support and a personal approach are needed to keep athletes motivated.

#### **Semantic Barriers**

Semantic barriers arise from the use of terms or language that are not well understood by athletes, especially in technical instructions. This misunderstanding

can cause confusion and reduce the effectiveness of communication and athlete motivation. Interviewee 1 (Central Java PBSI Management): The management reminds the importance of using familiar terms so that the coach's instructions are not misunderstood. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach avoids complicated technical terms when conveying strategies to athletes. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes admit that they are sometimes confused if the coach uses foreign terms without explanation. Semantic barriers can cause miscommunication and decreased motivation. Clear and customized language is the key to training effectiveness.

#### **Achievement Factor**

Achievement factors are important aspects that influence athletes' internal motivation to achieve sporting goals. The two main elements that play a role are track records of previous achievements and setting realistic targets. These two factors can be a strong driver for badminton athletes to maintain the spirit of practicing and competing optimally.

#### **Track Record of Achievement**

Track record of achievement provides a psychological boost for athletes because past success can increase self-confidence and motivation to achieve higher achievements. Achievements that have been achieved are also a benchmark for coaches in designing appropriate training programs and competition strategies. Interviewee 1 (Central Java PBSI Management): The management said that previous achievements became a benchmark and triggered the enthusiasm of athletes to maintain or exceed these achievements. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach sees a track record of achievement as a basis for setting targets and encouraging athletes. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel that past achievements are a motivation not to disappoint themselves and others. Past achievements become a strong source of internal motivation. All three interviewees saw it as a mental provision to reach a higher level.

#### **Realistic Targets for Achievement**

Setting realistic targets helps athletes stay focused and motivated because the goals set can be achieved gradually according to ability. Reasonable targets also prevent the emergence of excessive pressure that can interfere with athletes' performance and enthusiasm in practicing and competing. Interviewee 1 (Central Java PBSI Management): The management emphasizes that realistic targets make athletes more focused and not burdened by expectations. Interviewee 2 (Central Java Badminton Pelatda Coach): The coach stated that he compiled a gradual target according to the athlete's ability to stay motivated. Interviewee 3 (Central Java Badminton Pelatda Athlete): Athletes feel more enthusiastic when given targets that can be achieved and give a sense of achievement. Realistic targets maintain focus and prevent athletes from feeling frustrated. All three agreed that setting targets must be based on an evaluation of the athlete's real abilities.

#### **Discussion**

##### **Communication Model**

The communication model in sports training describes how coaches deliver instructions and how athletes receive them. Linear communication is important in conveying direct instructions from coaches to athletes, especially for basic techniques and match strategies. The clarity of the coach's message helps avoid misunderstandings that can decrease athlete motivation and performance. Research shows that effective one-way communication is still needed in the early phases of training and competition (Lledó et al., 2022). This linear communication reinforces discipline and efficiency in the athlete coaching process.

In addition to linear communication, interactive communication between coaches and athletes also plays <sup>12</sup> an important role in increasing motivation. Feedback from coaches and athletes allows for joint evaluation of training results and performance progress. This two-way communication creates a greater sense of involvement from athletes in the training process. In a study on elite team training, interactive communication was shown to increase athletes' emotional engagement (Taylor et al., 2019). This model fosters cooperation and trust between coaches and athletes.

The transactional communication model emphasizes that communication is not just about conveying messages, but also building simultaneous equal relationships. In this context, coaches and athletes are equally active as senders and receivers of messages, creating dynamic interactions. An equal relationship increases the athlete's sense of ownership and responsibility for the training process and results. This is consistent with Jowett and Timson-Katchis' (2022) findings that the transactional model strengthens interpersonal bonds in sports training. Participatory and open communication can significantly boost athletes' intrinsic motivation.

#### **Effective Communication Attitudes**

A coach's openness to athletes' input and opinions is an important element in building effective communication. When coaches are willing to accept criticism and suggestions, athletes feel valued and more encouraged to actively participate in training. Openness creates a democratic climate that strengthens the relationship between coach and athlete. According to research by Piepiora et al. (2022), open communication increases athletes' trust and motivation in a competitive context. Therefore, an open coach will be more effective in maintaining team spirit and discipline.

A coach's empathetic attitude has also been shown to influence athletes' motivation and emotional well-being. Coaches who are able to understand athletes' psychological stresses and burdens will provide more appropriate support. In empathic communication, coaches not only give technical instructions, but also pay attention to the psychological condition of athletes holistically. A study by Fransen et al. (2020) confirmed that coach empathy strengthens athletes' sense of emotional security in the training environment. Empathetic relationships create a more humane climate and support performance growth.

In addition to openness and empathy, emotional and moral support from coaches and the surrounding environment greatly influences athlete motivation. Praise, appreciation, and the presence of the coach in important moments can

foster athletes' self-confidence. A positive atmosphere in the training environment can reduce pressure and increase enthusiasm. According to research from Davis et al. (2019), coaches who support and build a positive atmosphere have been shown to increase athletes' motivation and attachment to sport. This communication attitude is key in maintaining training consistency and competitive spirit.

#### **Communication Barriers**

Physical barriers such as inadequate training facilities or environmental disturbances can interfere with smooth communication between coaches and athletes. Poor quality facilities and infrastructure not only make it difficult to deliver instructions, but also reduce the psychological comfort of athletes. This can have a negative impact on the coaching process and the achievement of training targets. In research by Clemente et al. (2021), physical barriers contribute to low focus and message absorption from athletes. Therefore, providing facilities that support effective communication is essential in sports training.

Physiological barriers arise when athletes' bodily conditions, such as fatigue or injury, interfere with their ability to receive and process information. Athletes who experience physical decline tend to have difficulty understanding and responding optimally to the coach's directions. If left untreated, this condition can lead to frustration and decreased motivation. The study by Saw et al. (2016) confirms that monitoring athletes' physical condition is essential to maintain effective communication in training. By understanding physiological barriers, coaches can customize communication approaches according to the athlete's situation.

Psychological and semantic barriers are also important factors in the communication dynamics of coaches and athletes. Stress, anxiety and competitive pressure often make it difficult for athletes to receive the full message. On the other hand, the use of technical terms that are not understood can create misunderstandings that decrease motivation. Research by López-Gajardo et al. (2021) showed that semantic barriers are often overlooked but have a major

impact on the effectiveness of training strategies. Therefore, trainers need to simplify technical language and provide psychological support to optimize communication.

#### **Achievement Factor**

A track record of achievement is a strong source of motivation for athletes to maintain or improve their achievements. Past successes give confidence and serve as a reference in developing future training programs. Athletes tend to use previous achievements as a measure of personal progress. Research by Moritz et al. (2020) states that the experience of success forms intrinsic motivation that is more stable in the long run. Thus, coaches and organizations need to provide space for reflection on past achievements.

Setting realistic targets helps athletes to stay focused and motivated without feeling overwhelmed. Targets that are too high can create excessive pressure, while targets that are too low can reduce the challenge. Therefore, coaches need to adjust targets to the athlete's ability and current condition. In a study by Bartholomew et al. (2018), realistic targets were shown to increase motivation and prevent athlete burnout. This strategy is important in maintaining consistent training throughout the season.

Achievement factors are not only about the end result, but also include a well-planned and monitored process. The combination of past achievements and future target planning creates a clear direction for athlete development. Athletes' motivation can increase when they feel the training process is structured and leads to concrete achievements. According to Weinberg & Gould (2019), the reinforcement of previous achievements and the gradual sharing of targets provide a greater sense of control and confidence. Therefore, a comprehensive achievement approach is a key driver in maintaining athlete motivation.

#### **CONCLUSION**

The achievement motivation of athletes in the Central Java badminton regional training is strongly influenced by the communication patterns between coaches, athletes, and managers such as PBSI Central Java. Linear, interactive,

and transactional communication models are each applied in the context of training with the dominant role of the coach as an instruction deliverer and dialog facilitator. The interview findings show that open and dialogic two-way communication encourages more emotional involvement and competitive spirit of athletes in the regional training environment.

The coach's effective communication attitudes such as openness to feedback, empathy for athletes' conditions, and consistent moral support have formed a conducive training climate. In the context of the Central Java pelatda, coaches who are able to create a positive atmosphere and treat athletes equally have proven to encourage higher motivation, especially ahead of championships. However, challenges remain, especially if communication attitudes are not consistently maintained or not fully applied in all training sessions.

Physical, physiological, psychological, and semantic communication barriers are also still encountered in the Central Java regional training center, either due to limited facilities, physical fatigue, competition pressure, or the use of less simplified technical terms. Therefore, training management must strengthen infrastructure readiness and improve the communication competence of coaches. On the other hand, achievement factors such as previous successes and realistic targets are the main drivers of athlete enthusiasm, which need to be managed in a measurable and personalized manner. In general, the synergy of effective communication, responsive management of obstacles, and a planned achievement approach will create a training atmosphere capable of producing outstanding athletes from Central Java.

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