



# IMPACT OF ADEQUATE AND FAIR COMPENSATION ON SPORTS COACHES WORKING AT PRIVATE SECTOR ORGANISATIONS IN TAMIL NADU



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## ABSTRACT

**Q**uality of life is the general well being of individuals and societies. Quality of life has a wide range of contexts, including the fields of international development, healthcare, and politics. Quality of life should not be confused with the concept of standard of living, which is based primarily on income. Instead, standard indicators of the quality of life include not only wealth and employment but also the built environment, physical and mental health, education, recreation and leisure time and social belonging. In sports, a coach is an individual involved in the direction, instruction and training of the operations of a sports team or of individual sports persons. A coach, particularly in a major operation, is traditionally aided in his efforts by one or more assistant coaches. This paper, with a strong backing of literature, explains the impact of adequate and fair compensation which is one of the important dimensions of Quality of work life on sports coaches working at private sector organisations in Tamil Nadu.

**KEYWORDS:** *Quality of Work Life, Adequate and Fair Compensation, Sports Coaches.*

## 1.0 INTRODUCTION

The quality of life is an important concept in many developed countries; however, this has also found its own place in developing countries. Assessing the quality of life is effective to identify social needs in order to enhance mental health services, obtain necessary funds and programs, and improve the quality of life. The concept of quality of work life is associated with an organizational philosophy aiming to enhance the dignity of employees. In some organizations, the QWL programs seek to increase the trust, involvement and problem solving ability among employees, and consequently to improve the satisfaction and organizational effectiveness. The valuable system of life quality focuses on investing on individuals as the most important variable for the strategic management equation; it means that to meet staffs' needs will lead to

long-term results for optimization and effectiveness of organizations (Aboufazel Dehnavi, 2013).

Within a global context, sports plays a significant role in the generation of economic activity and in the provision of services to spectators, participants, communities, athletes, coaches, administrators and the corporate sector. Sports is an organized, competitive, entertaining and skillful activity requiring commitment, strategy, and fair play, in which a winner can be defined by objective means. It is governed by a set of rules or customs. Activities such as card games and board games are classified as "mind sports" and some are recognized as Olympic sports, requiring primarily mental skills and mental physical involvement. Non competitive activities, for example as jogging or playing are usually classified as forms of recreation.

## 2.0 CONCEPTUAL FRAMEWORK

Quality of Work Life refers to “the favorableness or unfavorableness of a job environment for people” (Keith, 1989). QWL means the sum total of values, both material and nonmaterial, attained by a worker throughout his career life. QWL includes aspects of work-related life such as wages and hours, work environment, benefits and services, career prospects and human relations, which is possibly relevant to worker satisfaction and motivation. QWL encompasses every aspect of a person’s work which includes working condition, job security, pay and allowances, recognition, appreciation, development, interpersonal relation, etc. and its effect on his life outside work. Therefore, it can be concluded that QWL is concerned with improving life not only at work but also life outside work.

### 2.1 Adequate and Fair Compensation:-

The fundamental driving force behind work is to earn a living. Walton (1975), appeals to consider adequate and fair compensation as a major component when QWL programs are implemented. What constitutes adequate compensation is difficult to define and assess. This difficulty stems from the relativity of the concept in that the work situation and the particular employee concerned largely influence its operational definition. Fairness can be determined through job evaluation measures such as job ranking, job classification and by factor comparison. Also various techniques are available to determine the supply and demand for particular skills and competencies, and for establishing average levels of compensation for these various categories, thus enabling the implementation of fair compensation levels. Furthermore, benchmarks can be used to determine what proportions of profits should be distributed to employees in different occupations and across different categories within these occupations (Walton, 1975). Pay is identified as being one of five important components of QWL, although its categorical classification is somewhat different to Walton.

## 3.0 LITERATURE REVIEW

Chan et al. (2011) assessed the relative impact of social influences initiated by coaches, parents, and peers on children and adolescent athletes’ motivational patterns, involving self-rated effort, enjoyment, competence, and competitive trait-anxiety. Questionnaire data were collected from 408 youth swimmers (aged 9-18 years). Results of multi-group structural equation modeling analyses generally showed that compared with athletes in the adolescent age-group, the social influence from mother was stronger in childhood, and that from peers

was greater in adolescence. The coach was more influential for athletes’ effort and enjoyment in childhood, and competence in adolescence. Age appeared to moderate the impact of social influence from significant others on young athletes’ sport experiences. Chandranshu (2012) explored the factors of quality of working-life experiences in organizations. The study focused on 100 employees holding middle managerial positions in various organizations. The Cronbach’s alpha of the questionnaire was found to be 0.862 & Pearson correlation was 0.924 ( $p < 0.001$ ). The factor analysis of the component ‘quality of working-life experiences’ led to the extraction of 3 factors from various organizations. The three emerging factors were “relationship-sustenance orientation”, “futuristic and professional orientation” and “self-deterministic and systemic orientation”. The results indicate that these factors have substantial roles to play in satiating the needs of the employees and how at middle managerial level different aspects are valued and employed for developing a unique and inimitable quality of working life within their socio-technical systems for eliciting favorable job-related responses. Mozafar et al. (2012) investigate the relationship between religious attitudes and organizational justice of professional sports coaches in Iran. 293 of Iran’s professional sports coaches were totally selected as the sample. The research method was correlational and to measure religious attitudes and organizational justice, organizational justice questionnaire and researcher made questionnaire (Rego and Cunha, 2006) were used respectively. Alpha Cronbach of the made questionnaire in a manual study was 0.91; to check for normal distribution of the data, Kolmogorov Smirnov test and to analyze the data statistical methods of Pierson correlation coefficient and multiple correlation were used. Results indicated that religious attitude and its components have a significant and positive correlation with each of the components of organizational justice. Mode of the relationship between religious attitudes and organizational justice components which is obtained as the result of this study can have a significant role in the cognition and knowledge of the managers in order to take measures to improve the religious attitudes and perceptions of organizational justice in the coaches.

## 4.0 RESEARCH METHODOLOGY

This study is descriptive in nature. The purpose of this study is to find out whether adequate and fair compensation which is one of the dimensions of Quality of work life make an impact on sports coaches working at private sector organisations in Tamil Nadu. For this purpose, primary data have been collected from 119

eligible sports coaches (those who have already completed their one year Diploma in Coaching from National Institute of Sports) presently working at private sector organisations such as sports academies, sports clubs and educational Institutions across Tamil Nadu during the year 2013-14. Convenience sampling method has been adopted for identifying samples from the population. A specific questionnaire was developed for the study and the same was used to collect data from the respondents. SPSS package has been used for analyzing the data using both one way ANOVA and Scheffe's Post Hoc Test for establishing relationship between the variables.

### 4.1 Impact of Adequate and Fair Compensation on Sports Coaches working at Private Sector Organisations in Tamil Nadu:-

One way analysis of variance is used to test the following the hypothesis:

*Ho: There is no significant difference among the Sports Coaches working at different private sector organizations in Tamil Nadu with regard to the level of adequate and fair compensation*

**Table 1: One Way Analysis of Variance among Coaches working at Private Sector Organizations with regard to Adequate and Fair Compensation**

S.No.	Groups	Df	SS	MS	$\bar{X}$	Statistical Inference
1.	Between Groups	2	151.20	75.60	G1=4.84 G2=4.81 G3=4.55	F=3.36* P<0.05 Significant
2.	Within Groups	116	2603.58	22.44		

\*p < 0.05 Table F, df (2, 116) at (0.05) = 3.07

G1= Sports Academies G2= Sports Clubs G3= Educational Institution

It is clear from the table 1 that there is a significant difference among coaches working at private sector organizations with regard to adequate and fair compensation and therefore H<sub>1</sub> is accepted. Further, it is also observed that the mean score reveals that the coaches working at sports academies are found to be more inclined

towards adequate and fair compensation. Since, the 'F' value was significant, the Scheffe's Post Host test was computed further in order to find out the difference between the groups of the Coaches with regard to adequate and fair compensation. The test results are shown in the table 2.

**Table 2: Scheffe's Post Hoc Test of Significance and Difference among the Means of Opinion of Coaches working at Private Sector Organizations on Adequate and Fair Compensation**

Sports Academies	Sports Clubs	Educational Institutions	Mean Difference	CI
24.50	21.74	---	2.76*	2.58
24.50	---	23.30	1.20	2.58
---	21.74	23.30	1.56	2.58

From the table 2, it is inferred that the mean difference values between the groups of Coaches from Sports Academies and Sports Clubs is 2.76 which are greater than confidence interval value (2.58), which shows that coaches are working at these organizations have high satisfaction level with regard to adequate and fair compensation. It is also observed that the mean difference values between the other groups of Coaches are lesser than the confidence interval value (2.58), which shows that these organizations have low satisfaction level with regard to adequate and fair compensation.

### 5.0 CONCLUSION

A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal. An assured good quality of work life will not only attract young and new talent but also retain the existing experienced talent. This study will help the organizations to find out the existing quality of work life of coaches in their respective work places. This would help them to understand in what areas they have to concentrate more on improving the level of the work life of the coaches which will in turn make the coaches happy and motivated. Because motivated and committed coaches can make the trainees to achieve their objectives.

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