

MOTIVATION AND JOB INVOLVEMENT OF MALE AND FEMALE SPORTS COUNCILS COACHES IN SOUTH-SOUTH, NIGERIA

Oriakhi Unity

*Department of Human Kinetics and Sports Science,
Faculty of Education, University of Benin, Benin City.
E-mail: oriakhiunity@gmail.com
08074824847*

Dr. Nwadiani Fidelis Okorie

*Department of Human Kinetics and Sports Science,
Faculty of Education, University of Benin, Benin City.*

Abstract

The purpose of this study was to find out the relationship existing between motivation and job involvement of male and female coaches of Sports Council in South-South, Nigeria. Two hypotheses were formulated to guide the study. Correlation research design was adopted for the study. The population of this study consisted of all the 578 coaches in the sports councils in South-South Nigeria. The sample size of this study was made up of 301 coaches and they were selected through multistage sampling procedure. Two instruments were used to collect data for the study and they consisted of Aspina Motivation Scale and Lodahl and Kejner Job Involvement Scale. Data collected were analysed using Pearson Product Moment Correlation Coefficient to test hypotheses at 0.05 alpha level of significance. The results of the study revealed among others that, there is no significant relationship existing between motivation and job involvement of male and female sports councils coaches in South-South, Nigeria. It was therefore recommended that adequate, functional, standard and modern sports facilities and equipment should be made available by state government in the various sports councils in South-South Nigeria.

Keywords: Motivation, Job Involvement, Coaches, Sports Council.

Introduction

Commonly held view is that motivation is either good or bad. However, this understanding is limited and promotes an inaccurate understanding of motivation and its varying influences on sports participations. Motivation is a desire, the fire that fuels great performances, outstanding victories, persistence, perseverance, determination and drive (Wayne, 2016). The varying degree of motivation experienced by different coaches is the explanations for some coaches to have a winning attitude while others have a non-driving force for winning. Wayne further stressed that, it is the rationale behind “mental toughness” which is the strength and the character that allows coaches to overcome adversity, setbacks, disappointments, injuries and become non-selective. It is the seemingly endless energy driving force to perform even at the toughest, most challenging

and most exhausting workouts. In effect, motivation is a cornerstone of success for every great coach as well as for every great athletic or sports achievement.

Coaches' motivation provides the channel that sustains and influences their behaviour towards high performance and quality output. It is a key to organizational effectiveness and is a predictor of job involvement and satisfaction (Lather & Jain, 2005). Bartol and Martin (1998) considered motivation as a powerful tool that reinforces behaviour and triggers the tendency to continue. In other words, motivation is an internal drive to satisfy an unsatisfied need and to achieve a certain goal. It is a procedure that begins through activating both physiological and psychological propensity that stimulates a performance-driven objective. Kamalian, Yaghoubi, and Moloudi (2010) asserted that, a well-motivated coach has their goals aligned with those of the organization and directs their efforts in that direction of achieving them. Therefore, such a coach is more successful, as their efforts are continuously looking for ways to improve the scheduled work. Meanwhile, getting coaches to reach their full potential at work under stressful conditions is a tough challenge; this can be achieved by motivating them.

Coaches can be stimulated by employing effective motivation which in turn can make them feel satisfied and get committed to their job. Under motivational influences, coaches coach their athletes/players better, train them better and are in a better psychological frame to perfect their strategies for an enhanced performance. Heathfield (2015) noted that individual's motivation is influenced by biological, intellectual, social and emotional factors which make motivation complex. Every coach has activities, events, and goal in their life that they finds motivating, so, motivation about some aspect of life exists in each person's consciousness and action.

The trick for employers to figure out how to inspire coaches' motivation at work hinges on creating a conducive work environment in which coaches are motivated about their work. Sports councils as employers of coaches' should understand that they need to provide a work environment that creates motivation in coaches. It is against this backdrop that Heathfield came up with the following factors that encourage coaches motivation to include; transparent and regular communication about factors important to coaches, treating coaches with respect, providing regular coaches recognition, feedback from managers and leaders, providing benefits and compensation, positively managing coaches within a success framework of goals, measurement and clear expectations as well as providing comfortable working environment, job security, recognition, and social supports that can serve as motivators. It is when these are assured that a coach becomes happy, satisfied and fulfilled in their job.

Wierzbicki (2014) stated that male coaches seems to be motivated more by instrumental values such as salaries and bonuses. Ali (2011) maintained that male coaches are better motivated through financial rewards and as such male coaches tend to work harder and seek a rise in pay with greater anticipation. Meanwhile, when these motivational factors are not present in an organization, this will lead to lack of motivation which in turn will lead to poor work involvement.

Kanungo (2006) stated that job involvement is the coaches' belief towards their present job and further maintained that job involvement acts as a catalyst to satisfy the individual present needs. Khalid and Rashid (2011) described job involvement as

motivation to carry out work and it is highly compatible between personal and organizational goals, which stimulate motivation among the coaches to generate positive work outcomes. Hung (2008) stated that job involvement is coaches' cognitive needs' fulfillment, which assists them to work harder and boost up their performance. Indeed, a higher degree of job involvement among coaches in organization is essential to enhance the organizational effectiveness. Apart from that, there are four ways to categorize job involvement which are: active contribution to the job, work as the central life of interest, performance compatibility with the self-concepts and performance as central to self-esteem (Ishfaq & Talat, 2011).

Coaches who view their work as the central life of interest will have greater opportunity to fulfill their major needs. Hung (2008) noted that coaches will be motivated to work harder and upgrade their performance once their mental needs are fulfilled. Hung emphasized that coaches' physical and mental conditions would change when their job conflicts with their life. As a result, these would affect their job involvement and performance

Vaskova (2006) noted that women coaches are better motivated on inter-personal relationships at work place, respectful treatment by the employee and the possibility of the so called 'soft tissues' as motivational factors. Meanwhile,, when these motivational factors are not available in an organization, this will lead to poor work involvement. The findings was supported by European Observatory of Working Life (2007) observed that women regard reward systems as unfair and unrelated to their performance compare to their male counterpart. The authority further maintained that women coaches' are convinced that they are not remunerated according to their performance. The authority further stressed that, more women feel undervalued compared to male colleagues in the same organization.

Motivation and job involvement plays a dominant role in sports council coaches' work place. It is very difficult to enjoy life without doing some productive work and any activity which has so much importance must evoke strong positive or negative reactions from and these reactions tell how motivated and job involved in one's work. Motivation is so important in that its absence often leads to lethargy and reduced coaches' job involvement and a predictor of quitting, passing blame and taking unnecessary excuses and as such job productivity will be low.

Hypotheses

1. There is no significant difference in the relationship between motivation and job involvement of Male Sports Councils Coaches in South-South, Nigeria.
2. There is no significant difference in the relationship between motivation and job involvement of Female Sports Councils Coaches in South-South, Nigeria.

Methodology

A correlation research design was adopted for this study. The population of this study comprised all the coaches in sports councils in South-South, Nigeria. The total population of all the coaches in the sports councils in the six states is 578 made up of 460 male and

118 female coaches (Data from various state sports councils, 2018) A total of 301 coaches constituted the sample size for this study (Male=231 and Female=70). Multi-stage sampling procedure was used to select the sample. First, it involves stratifying the coaches into male and female in each sports councils in South-South, Nigeria.. Secondly, proportionate random sampling technique was used to select 50 percent of male and 50 percent female coaches in various sports council in South-South, Nigeria.

A questionnaire was used to collect data for this study. The questionnaire was made up of four sections. Each of this section is described below; Section A elicited information on coaches' gender, age, work experience, marital status and the type of sports the coach handles.

Section B is adapted from Aspina (2014) motivation questionnaire. This questionnaire allowed the coaches to determine how motivated they feel in their current role. It is a 20 item inventory; the inventory used summated rating scale format with 3 choices per item, using the rating scale: 5= I fully agree, 3=I'm not sure and 1= I fully disagree. Section C is adopted from Lodahl and Kejner (1965) job involvement inventory. The 20 item inventory is designed to measure what the authors described as the extent to which a person's work performance affects their self esteem. The inventory used summated rating scale format with 4 choices per item, using the following rating scale: 1=strongly agree, 2=Agree, 3=Disagree, 4=strongly disagree. There is a direct scoring and reverse scoring of the items. Add together the result of the direct score and the reverse score items to obtain the overall job involvement score. The norms reported here are the mean scores obtained by workers in the general population. The norms or mean score for Nigerian samples is 41.76. Scores lower than the norms indicated job involvement. This means that the higher the score the poorer the job involvement of the coach. Concurrent validity was obtained by correlating Job Involvement with Job Descriptive Index (Smith, Kendall & Hullin, 1969). JDI for Nigerian samples are: Work =.23, Pay =-.09, Promotion =-.09, Supervision =-.09, Co-workers =-.11. The mean scores obtained by the general population; Nigerian sample = M&F(n=600):41.76. Govender and Paramasur (2010) in determining the validation of the job involvement scale of Lodahl and Kejner (1965), factor analysis generated four factors with eigen values > 1 and a Kaiser-Meyer-Olkin measure yielded a value of 0.782. The alpha coefficient of 0.695 indicated that the instrument was reliable. Ejiogu (1986) adopted and validated the job involvement scale by Lodahl and Kejner with a split half reliability of .76

Aspina motivation questionnaire was validated by three experts. One from the department of Human kinetics and sports science, university of Benin, one also from department of Human kinetics and health education, Nnamdi Azikiwe university, Awka and the other from measurement and evaluation, university of Benin. Their corrections, clarifications, suggestions, modifications and recommendations served as the final draft of the instrument.

Aspina motivation instrument was administered to 20 coaches in Ondo state sports council. The data collected were analysed using the Cronbach Alpha statistics and a coefficient values of 0.89 was obtained. Job involvement instrument reliability was re-established by the researcher. The instrument was administered to 20 coaches in Ondo state sports council. The data collected were analysed using the Cronbach Alpha statistics

and a coefficient values of .88 for Job involvement. The Lodahl and Kejner (1965) for job involvement obtained Spearman Brown internal reliability coefficients of .72 and .80 for females and males respectively. The coefficient of test-retest reliability obtained in an interval of 72 days was .90.

A letter of introduction was obtained from the Department of Human Kinetics and Health Education, Nnamdi Azikiwe University, Awka. This letter introduced the researcher to the Directors in the Sports Councils in the various states. On getting to any sports council, the researcher first point of call was the director of sports. The director of sports handed the researcher and his assistants to the personnel who introduced the researcher to the coaches. The administration of the instrument was over two months. The researcher and the research assistants personally administered the questionnaire to the various sports councils. Meanwhile, the administration of instrument usually commenced in the morning, when the coaches have finished their training. At times some of the coaches were very reluctant to respond, this was achieved through appealing to them, in some cases, coaches ordered us to read and interpret for them. This actually delayed us in administering the instrument on time. However, after completion, the questionnaire forms were retrieved. Meanwhile, out-of the 301 questionnaires male 231 and female 70 sent out, a total of 227 for male and 64 female, totaling (291) were retrieved and was finally used for the study, representing 95percent returned rate. Pearson Product Moment Correlation Coefficient was used to test hypotheses, using a probability table of critical values.

Results

Null Hypothesis 1

The type of relationship existing between motivation and job involvement of the male coaches of sports councils in South south Nigeria is not significant.

Table 1: Significant relationship existing between motivation and job involvement of the male coaches of sports councils in South South Nigeria using probability table of r

n	cal. r	df	crit. r	Remark
227	0.10	225	0.19	NS

NS = Not Significant

Table 1 shows that at 0.05 level of significance and 225df, the calculated r0.10 was less than the critical r0.19. Therefore the first null hypothesis was accepted. Therefore the very low or no positive relationship of 0.10 existing between the motivation and job involvement of the male coaches of sports councils in South south Nigeria was not significant.

Null Hypothesis 2

The type of relationship existing between motivation and job involvement of the female coaches of sports councils in South South Nigeria is not significant.

Table 2: Significant relationship existing between motivation and job involvement of the female coaches of sports councils in South south Nigeria using probability table of r

n	cal. r	df	crit. r	Remark
64	0.01	62	0.25	NS

NS = Not Significant

In table 2, it was observed that at 0.05 level of significance and 62df, the calculated $r_{0.01}$ was less than the critical $r_{0.25}$. Therefore the second null hypothesis was accepted. Therefore the very low or no positive relationship of 0.01 existing between the motivation and job involvement of the female coaches of sports councils in South south Nigeria was not significant.

Discussion of Findings

Result of the hypothesis 1 shows the type of relationship that existed between motivation and job involvement of male coaches in South –South Nigeria was not significant. This could be attributed to those factors that motivate male coaches in an organization such as basic salary and bonuses are lacking. This findings corroborates the view of Wierzbitzki (2014) who said that male coaches seems to be motivated more by instrumental values such as salaries and bonuses. The findings was supported by vain Ali (2011) who said that male coaches are better motivated through financial rewards and as such male coaches tend to work harder and seek a rise in pay with greater anticipation. Meanwhile, when these motivational factors are not present in an organization, this will lead to lack of motivation which in turn will lead to poor work involvement. It therefore suggests that, organization that does not place higher value on pay, bonuses as motivational factors for male, the resultant effect will be low productivity.

Result of hypothesis 2 shows the type of relationship that existed between motivation and job involvement of female coaches in South-South Nigeria was not significant. This no positive relationship could be attributed to lack of interpersonal relationships at the work place, respectful treatment by the employer and the possibility of reconciling work and family. This findings agrees with Vaskova (2006) who noted that women coaches are better motivated on inter-personal relationships at work place, respectful treatment by the employee and the possibility of reconciling work with family life. It therefore means that women coaches' places more value on the so called 'soft tissues' as motivational factors. Meanwhile,, when these motivational factors are not available in an organization, this will lead to poor work involvement. The findings was supported by European Observatory of Working Life (2007) they observed that women regard reward systems as unfair and unrelated to their performance compare to their male counterpart. The authority further maintained that women coaches' are convinced that they are not remunerated according to their performance. The authority further stressed that, more women feel undervalued compared to male colleagues in the same organization. However, when such imbalance are very glaring or pronounced in an organization, this

will lead to lack of motivation which will lead to poor job involvement and as such productivity will be low.

Conclusion

Based on the findings of the study, it could be concluded that, there is no significant relationship existing between motivation and job involvement of male and female sports councils coaches in South-South Nigeria.

Recommendations

From the findings of the study and conclusion drawn, the following recommendations were made:

1. Adequate, functional and modern sports facilities and equipment should be made available by state governments in the various sports councils in South-South Nigeria.
2. Regular and prompt payment of coaches' salary and bonuses should be a top priority by various state governments. This will not only boost the morale of coaches, it will also help to build confidence, self-esteem and fulfillment.

References

- Ali, J. (2011). Gender differences :What motivates men and women in the work place? <http://careerblog.mobilinkgsm.com/uncategorized/gender-difference-what-otivate-men-and-women-in-the-work-place/html>
- Aspina.com (2014). Motivation questionnaire www.aspina.com/wp-content/uploads/2014/09/motivation-questionnaire.pdf
- Bartol, K.M.& Martins, D.C.(1998). *Management*. McGraw Hill.
- Ejiogu, K.C. (1986). *Reward preference, marital status and sex as predictors of job involvement*. (Unpublished M.sc Thesis), university of Nigeria, Nsukka.
- European Observatory of Working Life.(2017). Gender differences in performance motivation .<https://www.eurofound.europa.eu/observatories/eurwork/articles/gender-differences-in-performance-motivation>.
- Govender, S. & Parumasur, S.B.(2010). The relationship between employee motivation and job involvement. *South African Journal of Economics and Management Sciences.*, 13,3, 234- 242.
- Heathfield,S.M.(2015).What is employee motivation? Humanresources.about.Com/od/glossary/g/employee-motivation.Html
- Hung, L. M. (2008). Research on how training influences administrative staff job involvement and organizational commitment. *The Journal of Human Resource and Adult Learning*, 4(2), 115-121
- Ishfaq, A., & Talat, I. (2011). Decoding the relationship between employee's jobs related behaviors: A study of telecom sector of Pakistan. *International Journal of Business and Social Science*, 2,8, 244-252.

- Kamalian, A.R, Yaghoubi, N.M & Moloudi, J.(2010).Survey of relationship between organizational justice and empowerment: A case study. *European Journal of Economics, Finance and Administration Sciences*, 24,165-171.
- Khalid, A., & Rashid, R, R. (2011). Effect of organizational change on employee job involvement: mediating role of communication, emotions and psychological contract. *Information Management and Business Review*.12,1,19-35.
- Lather, A.S & Jain, S. (2005). Motivation and job satisfaction: A study of associates of public and private sectors. *Delhi Business Review*, 6,1,77-84
- Lodahl, T.& Kejner, M. (1965). The definition and measurement of job involvement. *Journal of Applied Psychology*,49,24-33.
- Smith,P.C., Kendall, L.M., & Hulin, C.L.(1969). Measurement of satisfaction in work and retirement. Chicago: Rand-McNally.
- Vaskova, R .(2005). Employee rewards as a source of motivation. How Czech women and men in the work place perceive them. A paper presented at the international women, work and health conference. New Delhi, India.
- Wayne,G.(2006).Motivation and coaching.www.wgcoaching.com/motivation-and-coaching.html.
- Wierzbicki, M.(2014).Gender differences in motivation. <http://blog.nus.edu.sg/audrey/2014/02/15/gender-differences-in-motivation/html>.