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A comparative study on job satisfaction of volleyball coaches at state and national levels

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Abstract

The study was aimed at finding out the difference in job satisfaction of volleyball coaches at the state and national level in Indian context. The sample for the study consisted of 40 coaches (20 from state level and 20 from national level) from different Universities, District Training Centres and National coaching camps. Job-Satisfaction Scale (JSS) of Singh and Sharma was used to measure Job Satisfaction of the coaches. Data was analyzed using Descriptive analytics such as mean, SD, and t ratio was worked out to know the direction of differences between the two groups i.e. state and national level coaches. The level of significance was set at 0.05. Results revealed significant differences in job satisfaction of the volleyball coaches of state and national level. It is concluded from the present data that the volleyball coaches of the national level were having higher job satisfaction than the coaches of the state level.

Keywords: Job satisfaction, volleyball coach, state and national level

Introduction

Job satisfaction plays a significant role in retaining an effective employee. Satisfied employees adhere to the norms of their work which leads to improvement in their performance. The success of an organisation highly depends on the performance of the employees. Job Satisfaction, according to Locke (1976) ^[1] is defined as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences”. Davis (1981) ^[4] defined job satisfaction as “the favorableness or unfavorableness with which employees view their work”. Similarly, Dawis and Lofquist (1984) ^[5] defined job satisfaction as “a pleasurable affective condition resulting from one’s appraisal of the way in which the experienced job situation meets one’s needs, values, and expectations”. This is similar to other definitions where job satisfaction is viewed as the degree of an employee’s affective orientation toward the work roles. In addition, Chelladurai and Ogasawara (2003) ^[2] characterized coach satisfaction as “a positive affective state resulting from a complex evaluation of the structures, processes, and outcomes associated with the coaching experience”. Significantly, Balzer *et al.* (1990) ^[1] defined job satisfaction slightly differently, as “the feelings a worker has about his or her experiences in relation to previous experiences, current expectations, or available alternatives”. This definition was used as a significant definition around which this study is intertwined. Generally, most researchers believe that job satisfaction is fundamentally the result of effective behavior management.

Doing a job they like provides sense of satisfaction to the individual. External resources also act as motivators in an organization (Ersen, 1997) ^[6]. Various factors affecting the content of job satisfaction and the concepts of balance, equality and favour resulting from these, form the basis of job satisfaction. If individuals consider their jobs consistent with these concepts for themselves and others, they find their jobs satisfying for themselves and others. If they can’t associate their jobs with concepts of balance and equality, they experience dissatisfaction (Knopp, 1995) ^[9]. Job satisfaction is being content or discontent with one’s job. Sense of satisfaction only occurs when the requirements of the job matches the qualities of the employees. (Sunay H, 2014) ^[17] Observed that the higher a coach’s degree is, the higher satisfaction level he has.

Most of the studies involving job satisfaction focuses on demographic variables, such as age, gender, educational background and seniority. Individuals need to have an understanding of

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their working environment, then get used to it, after that have a positive climate for themselves in order to commit to their jobs, and all these require some time. Working habits and commitment level of young people may be lower as they can find more interesting or attractive things to do in their lives. Since middle-aged people are more familiar with their jobs, job environment, it would be easier for them to understand the satisfaction they feel. Older people resist change more as they age, which results in less willingness to use technology, less ambition, and less resistance to unhealthy and stressed environments (Pitss. 1995) [14]. Social roles given to women and men affect their behaviours in their work places, and present a very important factor for their perspectives of their jobs. As the level of education gets better, individuals' expectations from their working life and their jobs vary. Individuals conduct their educational intended for a certain profession with the effects of their environment, socio-economic conditions and family structure. Thus, considering that individuals, who do not feel satisfaction from their jobs, tend to quit, seniority and job satisfaction are correlated concepts.

Productivity at work and professional attitude are also associated with job satisfaction. It is natural that positive attitude towards work is correlated with positive outcomes in terms of quality, yet studies conducted so far didn't come up with such findings. There are employees having job satisfaction but no higher productivity. The question of whether job satisfaction increases productivity or high productivity results in job satisfaction is another aspect of the subject matter. The reason for the ambiguity of the relationship between job satisfaction and productivity can be the existence of awards. Job satisfaction is generally more the result than the reason of productivity, since high productivity brings along awards, such as increase in wage, reputation and promotion, which provides job satisfaction (Wroom, 1964) [19].

It appears that the role of a coach is the most difficult and troublesome role: all roles of a person in a sport like player, coach, manager, technical team or referee, therefore, they are expected to lead complicated sport programs with worthiness and train athletes with technical competence in an atmosphere with high pressure. Coaches that they do not consider appropriate time in their works and activities or have no correct plan, often involved in a difficulty (Lis, 2001) [10]. In case of coaching position and its specifications different subjects have been presented by authorities and a variety of psychological books have a section about this attractive and difficult profession. Martens in Successful Coach Book says: Coaching is an occupation different from other occupations in the society and the coach is expected to give gentle and good persons to the society. This occupation has lot of expectation and is a difficult job and needs different skills. Athletes are considered as main profiting persons of Physical Education departments and also main providers of its related entertainment and amusement. So, their satisfaction and occupation in sport is the main responsibility of the physical education managers. In addition, Sportsmen /sportswomen's satisfaction should be part of sport programs evaluation (Chelladurai, 2008) [3]. Separate discussion around Athlete's satisfaction arises for two specific cases. Firstly, Athletes are the most profiting persons of university sports. In fact, reason of existence of these sports are Athlete students of the university. Secondly, when university sports is considered as an entertainment or amusement, Athletes are the foremost producers of these amusements (Chelladurai, 2008) [3]. In the

field of coaches' behavior in sport teams, Hosseini & *et al.*, 2008 [7], announced sports multidimensional model, according to this model, coaches' behavior is influenced by three main factors.

- i) Circumstance properties (like team condition).
- ii) Leader and members' particulars.
- iii) Coaches' behavior

Finally, influences success' function, satisfaction and even group versatility. It mentioned that four prior points of satisfaction dimensions from the viewpoint of Athlete are satisfaction of coach's behavior and cooperation, satisfaction of coach's personal participation and coach's strategy (Ramezanejad & *et al.*, 2010) [15]. Khooran & *et al.* (2008) [8] reported a positive relation between leadership behaviors realized by Athlete (exercise and training, democratic behavior, social support and positive feedback) with Athlete's satisfaction, but they did not observe a meaningful relation between leader's despotic behaviors and all satisfaction indexes (Khooran & *et al.*, 2008) [8]. Undoubtedly, having leadership skills is one of the salient particulars of an effective and successful coach and if using leadership scales by coaches are compatible with players' different functions; it surely encourages the athlete. Also, knowledge of coaches about satisfaction of team players can make clear one of team's psychological and management dimensions. According to different theories, one of the satisfaction dimensions is related to the type of coach's behavior, ethics, training and function. The type of coach's behavior and ethics may influence Athlete's satisfaction; therefore, one of the important factors in coaching is gaining Athlete's satisfaction (Maghsoudi, 2009) [12]. Some limited researches have been collected in Iran for determining relation between coaching behaviors and Athlete's satisfaction. In this research, in addition to comparison of coaches' leadership styles, relation between coaches' leadership scales and Athlete's satisfaction and answer of this question that "Whether there is relation between coaches' leadership scales and Athlete's satisfaction?" has been studied

Methodology

The present study was conducted on 40 volleyball coaches (20 from state level and 20 from national level) from different Universities, District Training Centres and National Coaching Centres.

Tool used

Job-Satisfaction Scale (JSS) of Singh and Sharma was used to measure Job Satisfaction of coaches.

Statistical analysis

Descriptive values such as mean, SD, and t ratio was worked out to know the direction of differences between the two groups i.e. state and national level coaches. The level of significance was set at 0.05.

Result and discussion

Table 1: Significance of differences in the mean of job satisfaction variable between the state and the national level coaches

S.No	Variable	Groups	N	Mean	SD	t-value
1	Job Satisfaction	State level	20	59.65	07.10	-1.75*
		National Level	20	63.35	06.22	

* - Significant at 0.05 level

When we look at t ratio-Table 1, it becomes clear that the statistical difference in Job Satisfaction scores between coaches of the state and the national groups (t value-1.75 is significant at .05 level. The coaches of the national level have scored higher level of job satisfaction than those of the state level. According to Verma (2004) [18], "Job Satisfaction may come with a career commensurate with an individual's seduction and his personal capabilities. This stage can be achieved only when an individual has finally travelled to a job enabling him to contribute in a broader and wider way with entire satisfaction to his inner conscience and with a proper appreciation by the beneficiary and stakeholders".

"It is the experience that counts which becomes the medium for an individual to climb up or attain a superior position next to the previous one" (Ascent, The Times of India 2004). Most surveys show that the greatest source of employee's pride and satisfaction is the feeling of accomplishment that comes from having and exercising responsibility.

The analysis of data indicates that the overall job satisfaction among national level coaches is higher as compared to state level. It is due to several factors viz. the place of posting, working conditions, co-operation, democratic functioning, social circle, salary, allowances, social recognition, quality of life, national or community growth etc.

In Indian conditions, the facilities like the places of postings and opportunities associated with them, salary, promotion and other opportunities such as representation of the country at the national and international level etc. are much larger at the National level in comparison to the state level infrastructure, places of postings, salary and other opportunities. This provides enough reasons to offer more job-satisfaction at national level as compared to the state level.

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