



## Role of Adequate and Fair Compensation on Sports Coaches Working at Government Sector Organisations in Tamil Nadu

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### Abstract

*Work is an integral part of our everyday life, as it is our livelihood. On an average we spend around twelve hours daily in the work place, which is one third of our entire life and does influence the overall quality of our life. It should yield job satisfaction, give peace of mind, a fulfillment of having done a task, as it is expected, without any flaw and having spent the time fruitfully, constructively and purposefully. Even if it is a small step towards our lifetime goal, at the end of the day it gives satisfaction and eagerness to look forward to the next day. Quality of life is the general well being of individuals and societies. 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. This paper, with a strong backing of literature, explains the role of adequate and fair compensation which is one of the important dimensions of Quality of work life on sports coaches working at government sector organisations in Tamil Nadu.*

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

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### Introduction

The Quality of Work Life is the result of an evaluation that each individual carries out comparing his own hopes, expectations and desires with what he considers as reality. It is basically the Quality of Life that an employee experiences at his work place. Unless good Quality of Work Life is provided to an employee he cannot be motivated towards work. It covers all aspects of employee's work life like economic, social, psychological and organizational. It is also a multifaceted concept. The premise of Quality of Work Life is having a work environment where employees' activities become more important. Quality of work life refers to the extent to which members of a work organization are able to satisfy their personal needs through their work experience in the organization. It covers the person's feelings about every aspect of work including economic rewards, benefits, security, internal & external equity, working conditions, career opportunity, decision authority & organizational & interpersonal relationships, which are very meaningful in a person's life. The term quality of work life (QWL) has different connotations to different persons. For example, to a worker in an assembly line, it just means a fair day's

pay, safe working conditions, and a supervisor who treats him/her with dignity. To a young new entrant, it may mean opportunities for advancement, creative tasks and a successful career. To academics it means the degree to which members of work organization are able to satisfy important personal needs through their experiences in the organization.

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.

### 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

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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.

#### **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.

#### **Literature Review**

Sirgy (2001) suggested that the key factors in quality of working life are - Need satisfaction based on job requirements, Need satisfaction based on work environment Need satisfaction based on supervisory behavior, Need satisfaction based on ancillary programmes. Organizational commitment. They defined quality of working life as satisfaction of these key needs through resources, activities, and outcomes stemming from participation in the workplace. Needs as defined by the psychologist, Abraham, were seen as relevant in underpinning this model, covering health & safety, economic and family, social, esteem, actualization, knowledge and aesthetics, although the relevance of non-work aspects is play down as attention is focused on quality of work life rather than the broader concept of quality of life. **Bearfield (2003)** used 16 questions to

examine quality of working life, and distinguished between causes of dissatisfaction in professionals, intermediate clerical, sales and service workers, indicating that different concerns might have to be addressed for different groups. The distinction made between job satisfaction and dissatisfaction in quality of working life reflects the influence of job satisfaction theories.

David et al. (2005) assessed the frequency of good and poor sport behaviors as perceived by young athletes, parents, and coaches. A secondary goal was to examine related sportspersonship attitudes. A total of 803 young athletes in the fifth through eighth grades, representing 10 different sports, completed a behavioral and attitudinal survey, as did 189 of their parents and 61 of their coaches. The sample was drawn from three regions of the United States. Specific behavioral and attitudinal frequency data suggest that there are significant ethical problems occurring in many youth sport programs. Results are discussed in relation to the concepts of collective norms and moral atmosphere.

#### **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 government sector organisations in Tamil Nadu. For this purpose, primary data have been collected from 121 eligible sports coaches (those who have already completed their one year Diploma in Coaching from National Institute of Sports) presently working at government sector organisations such as Sports Authority of Tamil Nadu, Sports Authority of India and public sector undertakings 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.

#### **Impact of Adequate and Fair Compensation on Sports Coaches working at Government 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 government sector organizations in Tamil Nadu with regard to the level of adequate and fair compensation*

**Table I.** One Way Analysis of Variance among Coaches working at Government Sector Organizations with regard to Adequate and Fair Compensation

S.No.	Groups	Df	SS	MS	$\bar{X}$	Statistical Inference
1.	Between Groups	2	1375.98	687.99	G1=6.95 G2=4.99 G3=7.20	F=15.08* P<0.05 Significant
2.	Within Groups	118	5381.55	45.60		

\*p < 0.05 Table F, df (2, 118) at (0.05) = 3.07

G1= SDAT

G2= SAI

G3= Public Sector Undertakings

It is clear from the table I, that there is a significant difference among coaches working at government sector organizations towards adequate and fair compensation and therefore  $H_1$  is accepted. Further, it is also observed that the mean score reveals that the coaches working at public sector undertakings are found

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

**Table II.** Scheffe's Post Hoc Test of Significance and Difference among the Means of Opinions of Coaches working at Government Sector Organizations with regard to Adequate and Fair Compensation

SDAT	SAI	Public Sector Undertakings	Mean Difference	CI
32.10	22.75	---	9.35*	5.10
32.10	---	31.11	0.99	5.10
---	22.75	31.11	8.36*	5.10

From the table II, it is inferred that the mean difference values between the group of Coaches of SDAT & SAI is 9.35 and SAI & Public Sector Undertakings is 8.36 which are greater than the confidence interval value (5.10) which shows that the coaches working at these organizations have high satisfaction level with regard to adequate and fair compensation. It was also observed that the mean difference values between the other groups are lesser than the confidence interval value (5.10), which shows that coaches working at these organizations have low satisfaction level towards adequate and fair compensation.

### 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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