



ROLE OF EXPERIENCE OF COACHES WORKING AT GOVERNMENT AND PRIVATE SECTOR ORGANIZATIONS ON ADEQUATE AND FAIR COMPENSATION



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ABSTRACT

Quality 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 role of experience of sports coaches working at both government and private sector organisations with regard to adequate and fair compensation which is one of the important dimensions of Quality of work life..

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

Mohiadden & Hussein (2011) quality of work life (QWL) is not only one of the most important domains in peoples’ lives, but also affects and shapes many of the components of the general/ total quality of life (wellness) of organizational members, as well as other peoples at the community, national, regional and even global levels. There has been ample research studying QWL, but very little attempts have been made to link QWL with general wellness/ well – being. As peoples everywhere suffer from the many unfortunate and sad crises and outcomes

brought by organizations, QWL deserves more intensive and in-depth research, especially examining QWL linkage with whole well – being. This paper attempts to provide a framework of guidelines to help organizations create and develop high QWL that can enhance and promote the welfare, goodness and total wellness, not only of organizational members, but also all other stakeholders and the broader societies at community, national and global levels. Thus, developing and nurturing among organizational members not only good organizational citizenship behavior, but also good national and even global citizenship behavior. Nanjundeswaraswamy & Swamy (2012) a high quality of work life is essential for organizations to continue to attract and retain employees. QWL is a process in which organizations recognize their responsibility to develop job and working conditions that are excellent for the employee and organization. An effective leader influences the followers in a desired manner to achieve goals. It is evident from the literature different leadership styles may affect organization effectiveness and performance. The interventions of QWL will effectively utilize the employee potentials by ensuring great participation and involvement of workers. This paper focuses and analyses the literature findings which involves QWL and Leadership styles. 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.

4.0 RESEARCH METHODOLOGY

This study is descriptive in nature. The purpose of this study is to find out whether the experience of sports coaches working at both government and private sector organisations in Tamil Nadu makes an impact on adequate and fair compensation which is one of the dimensions of Quality of work life. For this purpose, primary data have been collected from 240 eligible sports coaches

(those who have already completed their one year Diploma in Coaching from National Institute of Sports) presently working at both Government sector (121 Coaches) and private sector (119 Coaches) organisations 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 for establishing relationship between the variables.

4.1 The Role of Experience of the Coaches working at Government and Private Sector Organizations on Adequate and Fair Compensation:-

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

Ho: There is a significant difference between the various experience level of the Coaches working at government and private sector organizations with regard to adequate and fair compensation.

Table: 1 One Way Analysis of Variance among the Various Experience Level of Coaches with regard to Adequate and Fair Compensation

S.No	Organizations	Source of Variance	SS	df	MS	\bar{X}	Statistical Inference
1	Government Sector	Between Groups	583.808	3	194.603	G1=32.63 G2=33.33	3.688*
		Within Groups	6173.729	117	52.767	G3=28.51 G4=28.67	P < 0.05 Significant
2	Private Sector	Between Groups	545.26	3	181.75	G1=28.42 G2=22.41	7.88*
		Within Groups	2649.52	115	23.03	G3=22.37 G4=24.06	P < 0.05 Significant

* Significant at 0.05 level with df 3, 117, and 3, 115 = 2.68

G1= Below 1 Year G2= 1 to 5 Years G3= 6 to 10Years G4=10 Years and Above

It is observed from the table 1 that there is a significant difference between the various experience level of the Coaches working at government sector organizations with regard to adequate and fair compensation and therefore H_1 is accepted. Further, the mean score reveals that the Coaches working at government sector organizations belong to experience level from 1 to 5 years have high level satisfaction with regard to adequate and fair compensation. Further, it is also observed from the table 1 that there is a significant difference between the various experience level of coaches working at private sector organizations with regard to adequate and fair compensation and hence H_1 is accepted. Further, the mean score reveals that coaches belong to below one year experience level have high level satisfaction than other groups of coaches.

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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