

Investigation of Coach Organizational Commitment Levels

Aydoğan Soygüden¹, Tülin Atan²

¹Asst.Prof. Erciyes University, School of Physical Education and Sport, Turkey

²Asso. Prof. Yasar Dogu Faculty of Sport Science, Turkey

ABSTRACT:

Aim: This study has been done with the aim of determining coaches organizational commitment levels and attended by n=60 coaches who work in the city of Corum Provincial Directorate of Youth Service and Sports.

Material and Method: In this study, Organizational Commitment Scale with three dimensions (Affective Commitment, Continuity Commitment and Normative Commitment) developed by Allen Meyer (1990) has been performed. Kruskal Wallis and Mann-Whitney U Test have been used in the statistical analysis of the data.

Findings: In the study findings, it is clear that the levels of organizational commitment levels don't become different in any sub-dimensions according to gender, ages and education conditions differs ($p > 0.05$). When the perceptions connected with the organizational commitment levels are compared according to the marital status, it is discovered that affective commitment sub-scale in married persons is higher ($p < 0.01$). It is also discovered that organizational commitment levels differ in no sub-dimensions considering the numbers of the sportive activity years, being national sportsmen in competitions and educated national sportsmen ($p > 0.05$). It is detected that the rate of continuity commitment of people who gave positive answer to the question of "Are there any persons who are interested in sports in your family?" is higher statistically than those who gave negative answer to that question ($p < 0.01$).

Result: It is found that married coaches' affective commitment levels are higher than single ones. This condition shows that the sense of responsibility for married coaches increases their affective commitments to their organizations. Additionally, continuity commitment of the coaches in whose family there are persons interested in sports is higher. It might be evaluated that the continuity commitment of the coaches in whose family there are persons interested in sports is higher because of their sportive culture they took from their family members.

Keywords: Coaches, Organizational commitment

I. INTRODUCTION

There have been increases in the number of the collected working areas with the industrialization. The individuals have started to come together to work for the same purpose in the institutions and organizations. They need to be committed coherently to their working places.

Organizational commitment is defined as the workers' psychologic coherence with the organizations they work for, their acceptance of the organizations' aims and targets and their willingness in the commitment to the organizations⁷. When the organizational commitment is defined as an attitude, it is considered as a thought in which the person evaluates the symphony of his own values and aims with the organization's and in the result of this comparison, the behaviors such as his willingness to continue the membership of the organization and to contribute to the organization come out^{3,11}.

In general, the commitment is a high degree feeling. It tells about the commitment we show to a person, a thought, an institution or something we see greater than us and a responsibility we have to fulfill⁹. The concept of commitment was examined by Becker in the aspect of business life and he stated that this concept needs to be approached as "the behavior of supporting one side consciously"⁴. In the study done by Arbak and Kesken (2005) over the organizational commitment, it is stated that the reasons of the organizational commitment can be collected under the five main titles such as personal characteristics, work experiences, the features of job and role³.

Etzioni (1961), states that the organizational commitment arises because of secondary losses (person's spending time, energy and wisdom for the organization) someone feels when he leaves the organization. By classifying the organizational commitment into three, he also states that it is the willing and positive tendency of the person towards the organization's aims, values and norms and his unifying with them in terms of moral commitment⁶.

Meyer and Allen's mostly accepted 3D model (Meyer and Allen, 1997) consists of affective commitment, continuity commitment and normative commitment. Affective commitment means that the person stays in the organization because he wants to, continuity commitment means that the person stays in the organization because he needs to and normative commitment means that the person stays in the organization because he assigns himself a duty connected with the organization's mission, values etc. and he feels he has to stay in the organization¹⁰.

When some various commitment models suggested by Meyer and Allen, (1997), O'Reilly and Chatman (1986) and Mowday and et al., (1979) are examined, it is seen that the most powerful type of commitments is the affective commitment in terms of psychometric and theoretic^{10, 11, 12}.

In the frame of Allen and Meyer Model, affective commitment means that the persons stay in the organization because they want it, continuity means that the persons stay in the organization because they need it and as to normative dimension, the persons stay in the organization because they have to¹⁵. This study has been done to determine the coaches' organizational commitment conditions.

II. MATERIALS AND METHODS

The study is based on the coaches who work in the city of Corum / Turkey Provincial Directorate of Youth Service and Sports. n=60 coaches from different branches attended the study. Of the coaches, %61 of them are males and %39 of them are females and %58 of them are married and %42 of them are single, %88 of them are between the ages of 20-35 and %12 of them are over 35 age. %80 of them is university graduate and %20 of them is high-school graduate.

In this study, Organizational Commitment Scale with three dimensions (Affective Commitment, Continuity Commitment and Normative Commitment) consisting of 18 questions and developed by Allen Meyer (1990) has been used. In the survey, the five Likert Scale has been used; (1: Strongly Disagree/ 5: Strongly Agree).

SPSS 21 package program has been used in the statistical analyses of this study. To learn if the data range normally, The Kolmogorov-Smirnov Test has been used and it is discovered that the data doesn't range normally. To look if there are differences between two groups, Mann-Whitney U test has been used (p=0.05). In the groups with more than two, Kruskal-Wallis test has been used (p=0.05).

III. RESULTS

Table 1: According to the variety of organizational commitment condition

Variables		Organizational Commitment	n	Mean	Standard Deviation	P
Gender	Female	Affective	41	3.36	0.42	0.184
	Male	Commitment	19	3.21	0.51	
	Female	Continuance	41	3.28	0.72	0.132
	Male	Commitment	19	2.95	0.81	
	Female	Normative	41	3.39	0.42	0.211
	Male	Commitment	19	3.24	0.55	
Marital Status	Married	Affective	35	3.45	0.45	0.005**
	Single	Commitment	25	3.12	0.37	
	Married	Continuance	35	3.27	0.70	0.250
	Single	Commitment	25	3.05	0.83	
	Married	Normative	35	3.39	0.48	0.253
	Single	Commitment	25	3.28	0.45	
Education Status	High School	Affective	12	3.30	0.40	0.903
	University	Commitment	48	3.32	0.46	
	High School	Continuance	12	3.36	0.62	0.453
	University	Commitment	48	3.13	0.79	
	High School	Normative	12	3.48	0.45	0.255
	University	Commitment	48	3.31	0.47	
Age	20-25	Affective	15	3.24	0.36	0.558
	26-30	Commitment	25	3.37	0.49	
	31 and above		20	3.30	0.46	
	20-25	Continuance	15	3.47	0.79	0.051
	26-30	Commitment	25	2.96	0.61	
	31 and above		20	3.23	0.85	
	20-25	Normative	15	3.36	0.35	0.462
	26-30	Commitment	25	3.29	0.45	
	31 and above		20	3.40	0.56	

**p<0.01

Gender, education and age organizational commitment levels were determined and did not differ in any subscale (p > 0.05).

Compared to perceptions of organizational commitment levels of affective commitment level in the subscales according to marital status is married person has been found to be higher (p < 0.01).

Table 2: According to organizational commitment status of The number of years made sport and Status of Being a National Athlete

Variables		Organizational Commitment	n	Mean	Standard Deviation	P
The number of years made sport	1-5	Affective Commitment	35	3.35	.46	0.556
	6 and above		25	3.27	.44	
	1-5	Continuance Commitment	35	3.25	.74	0.439
	6 and above		25	3.07	.78	
	1-5	Normative Commitment	35	3.34	.42	0.683
	6 and above		25	3.36	.53	
Status of Being a National Athlete	Yes	Affective Commitment	12	3.30	.36	0.970
	No		48	3.32	.47	
	Yes	Continuance Commitment	12	3.36	.81	0.340
	No		48	3.13	.75	
	Yes	Normative Commitment	12	3.48	.52	0.138
	No		48	3.31	.45	
Did you raise national athletes?	Yes	Affective Commitment	17	3.25	.47	0.564
	No		43	3.34	.44	
	Yes	Continuance Commitment	17	3.19	.71	0.928
	No		43	3.17	.78	
	Yes	Normative Commitment	17	3.29	.53	0.868
	No		43	3.37	.44	
Are there any persons who are interested in sports in your family?	Yes	Affective Commitment	39	3.40	.46	0.057
	No		21	3.15	.38	
	Yes	Continuance Commitment	39	3.38	.69	0.002**
	No		21	2.79	.75	
	Yes	Normative Commitment	39	3.38	.46	0.321
	No		21	3.28	.48	

**p<0.01

The number of years made sport, Status of Being a National Athlete and Raised national athletes status of organizational commitment dimensions levels have been determined and did not differ in any subscale (p>0.05).

There is a question of between the Scale "Are there any persons who are interested in sports in your family?" who gave the "yes" answer the continuance commitment level has been found to be significantly higher than the people who gave answer "no,"(p <0.01).

IV. DISCUSSION AND CONCLUSIONS

Affective commitment is thought the most useful type of commitments by the researchers; Because the person shows a great effort in the direction of the organization’s aims and targets, and tries to protect the organizations material and non-material values from outside effects⁷. According to results of the research, the more the workers’Affective commitments increase, the more their organizational membership attitude dimensions increase⁷.

When the research participants’ sub-scales of organizational commitments have been examined, it is seen that they have had more emotional commitments than the others.The reasonof this result may come from the fact that our people have been educated as being loyal to their country and Works⁸.

In the results of the data obtained from the same research, the relation between the administrative personnel’s marital status and their organizational commitments has been examined and it is seen that married workers have more emotional commitment than the single ones⁸. Similar to this study, married coaches’ levels of organizational commitments have been found higher.

In the study performed by Özmenand et al., (2005), they reached the conclusion that the academicians have had very high commitments to their jobs especially in terms of emotion. In the study we have done over coaches, it is seen that especially the married coaches have, high emotional commitments. The academicians’ emotional commitments have reached their position after a long career period. In the same way, academicians have also reached their current position after a long sports background. From this condition, we can reach the conclusion that considering professionals who have reached their present career after a long time and efforts, the emotional commitments to their organizations and jobs have shaped more strongly and easily.

In the study performed by Akyol and et al., (2013) over teachers, when their perceptions of organizational commitment levels according to their marital status, it is discovered that married teachers have higher sub-scales of their organizational and normative commitments¹.In the study done about coaches, it is found that married coaches ‘emotional commitment levels are higher than single ones. According to this conclusion, we can say that the married ones’ emotional commitment levels are higher because of economic responsibilities and other needing that the marriage brings.

In the Özutku, (2008) study, when the analyses results are examined, it is discovered that there is a logical relation between the emotional commitment and job performance¹⁴. In the study about coaches, it is found that they have high emotional commitments to the organization. In the study done by Özutku, (2008), we can reach the conclusion that the more the emotional commitments of coaches increase, the higher their job performances become.⁷

In the study done by Can and et al., (2009), they found that professional football players have more emotional commitments in their job than the amateur ones⁵. According to the researchers, the people who have high emotional commitments to their job can develop strong relation between themselves and their jobs and then their sense of belonging to the work improves. In the study about coaches, it is found that married coaches have high emotional commitments to the organization. According to this conclusion, it can be said that married coaches have strong connections with their jobs.

In conclusion, it is said that married coaches have high emotional commitments to their organizations because of the responsibility sense that the marriage brings to them. Additionally, continuity commitment of the coaches in whose family there are persons interested in sports is higher. It might be evaluated that the continuity commitment of the coaches in whose family there are persons interested in sports is higher because of their sportive culture they took from their family members.

RESOURCES

- [1]. Akyol, P. Atan, T. Gökmen, B. (2013). An Examination Of The Organizational Commitment Levels Of Physical Education and Primary School Teachers), SporvePerformansAraştırmalarıDergisi (Journal of Sports and Performance Researches), Cilt / Vol : 4 Sayı / No :1 Yıl / Year : 2013
- [2]. Allen, N.J. and Meyer, J.P. (1990) "The Measurement and Antecedents of Affective, Continuance and Normative Commitment to the Organization", Journal of Occupational Psychology, 63.
- [3]. Arbak, Y. Kesken, J. (2005) ÖrgütselBağlılık, SağlıkHizmetlerindeSürekliliğiİçinİncelenevranışsalBiryaklaşım, DokuzEylülÜniversitesiYayınları, 1. Baskı, İzmir
- [4]. Becker, Howard S. (1960) "Notes on the Concept of Commitment", The American Journal of Sociology, <http://www.jstor.com> .
- [5]. Can, Y. Soyer, F. Bayansalduz, M. (2009). Examining The Relationship Among Sportsmen's Work Satisfaction And Organizational And Leader Commitment Feelings, Niğde University Journal of Physical Education and Sport Sciences Vol 3, No 3 2009.
- [6]. Etzioni A. 1961, A Comparative Analysis of Complex Organizations, New York: Free Press.
- [7]. GürbüzSait, (2006), ÖrgütselVatandaşlıkDavranışı İle DuygusalBağlılıkArasındakiİlişkilerinBelirlenmesineYönelikBirAraştırma, EkonomikveSosyalAraştırmalarDergisi, Bahar 2006, Cilt:3, Yıl:2, Sayı:1, 3:48-75.
- [8]. Güneş, İ. Bayraktaroğlu, S. ÖzenKutaniş, R. "A Relationship on Organizational Commitment of Emploess and Burnout Level: Sample from a State University", SuleymanDemirel University the Journal of Faculty of Economics and Administrative Sciences Y.2009, Vol.14, No.3 pp.481-497.
- [9]. Mercan, Mustafa (2006). "Öğretmenlerde Örgütsel Bağlılık Örgütsel Yabancılaşmave Örgütsel Vatandaşlık", Afyonkarahisar Üniversitesi Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi.
- [10]. Meyer, J.P. Allen, N.J. (1997).Commitment in the Workplace: Theory, Research, and Application. Sage, Thousand Oaks CA, 1997, s.11.
- [11]. Mowday, R.T. Steers, R.M. Porter, L.W. (1979). The Measurement of Organizational Commitment.Journal of Vocational Behavior, 14, 224–247 (1979).
- [12]. O'Reilly, C.A. Chatman, J. (1986), Organizational Commitment and Psychological Attachment: The Effect of Compliance, Identification and Initialization on Prosocial Behavior. Journal of Applied Psychology, 71, 492-499.
- [13]. Özmen, Ö. T. Özer, P. S. Saatçioğlu, Ö. Y. (2005). Akademisyenlerde Örgütsel Mesleki Bağlılığın İncelenmesineİlişkin BirÖrnek Araştırma, İşletme Fakültesi Dergisi, Cilt 6, Sayı 2, 2005, 1-14
- [14]. Özutku, H. (2008). An investigation of the relationship between job performance and affective, continuance and normative commitment to the organization, Istanbul University Journal of the School of Business Administration, Cilt/Vol:37, Sayı/No:2, 2008, 79-97
- [15]. Zangaro, George A. (2001) "Organizational Commitment: A Concept Analysis", Nursing Forum, 36 (2), http://www.ebscohost.com, (28 June 2006).