



A Study of Nigerian Coaches Perception Towards Compensational Strategies

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-----ABSTRACT-----

This study was carried out to determine the perception of Nigerian Coaches Towards Compensational Strategies. A total of two hundred coaches were drawn from the population as sample for the study. They were made up of 150 male coaches and 50 female coaches. They were selected through a stratified random sampling technique based on coaching status and sex. The instrument used for data collection was a self-developed "Coaches Compensation Perception Questionnaire (CCPQ)". The data collected was analyzed, using bar and pie graphs. The findings revealed that Nigerian coaches perceived compensational strategies differently. It was also observed that each compensation holds different values to different coaches.

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I. INTRODUCTION

The astronomical growth in sporting activities and events throughout the world, characterized by greater participation and huge financial commitment from management of sports organizations in Nigeria. This is because, sports has established itself as a force to be reckoned with in world polity, as it strives to dictate the pace of r social, political and economic development in many nations. The above submission can be substantiated by the strength of sports in the promotion of global unity and peace, as well as a viable employer of labour. Fasan (1994) identified the sports sector as one that enjoys high level participation and funding from different quarters around the world and Nigeria to be specific. Stressing further he said, the sports sector is one that has greatly propelled the country's image in international affairs. His submissions can be buttressed by the exploits of our national teams particularly in football, in international championships. The 2006 African Women Football Championship which saw the super falcons winning the trophy for the fifth time running is a testimonial to that remaining as the leading determinant of socio-cultural, political and economic clubs in Nigeria at continental and international sports championships. In this regard, and particularly as the rivalry in sports increased dramatically, it is essential to recognize the prominent roles played by coaches in the success of any team and adequately compensate them. Coaches are like the geese that lay the golden eggs and as such, their motivation on the job should not be treated with levity (Ikhioya, 1995).

Since coaches are the rallying point for any teams success, there is the need to commensurately compensate their efforts on the job. The need to adequately compensate our coaches stems on the fact that they stand as instrumental factors towards the success of our teams and clubs. It is imperative, therefore, that the good performances of Nigerian coaches be rightly appreciated and compensated towards ensuring a re-occurrence or repetition of desired job behavior in the future. Weinbeng and Gould (1995), Fasan and Moronfolu (2005), maintained that desired behavior positively compensated and reinforced in sports is likely to be repeated and behaviour not reinforced is less likely to be repeated. This is because, rewards strengthens the desire for repeated performance by motivating the recipient to perform due to the likelihood of rewards that will follow when such desired behaviour occurs. Thus, people tend to anticipate reward and under certain conditions act to obtain it. However, in administering rewards or compensation, efforts should be made to ensure that they meet the needs of those receiving them, for the rewards to be effective in motivating a re-occurrence of the desired behaviour. In doing this, there is need for appropriateness in timing, quantity, quality and frequency of compensation or rewards. Thus, the best way to choose and rightly administer reward is to first identity the needs of the receiver, so that those compensations that will best satisfy the needs of the receiver can be chosen and given. It is in this light that this study is been embarked upon to determine the value of Nigerian coaches attach to each compensational strategy as well as determine the most potent in motivating desired behaviour in our coaches.

II. METHODOLOGY

Research Design : The research design used in conducting the study was the survey design. To this end, the researcher developed a questionnaire, which was used for data collection. Data collected were collated, analysed and interpreted and used as basis for drawing inferences and conclusions about the perception of Nigeria coaches towards different compensational strategies.

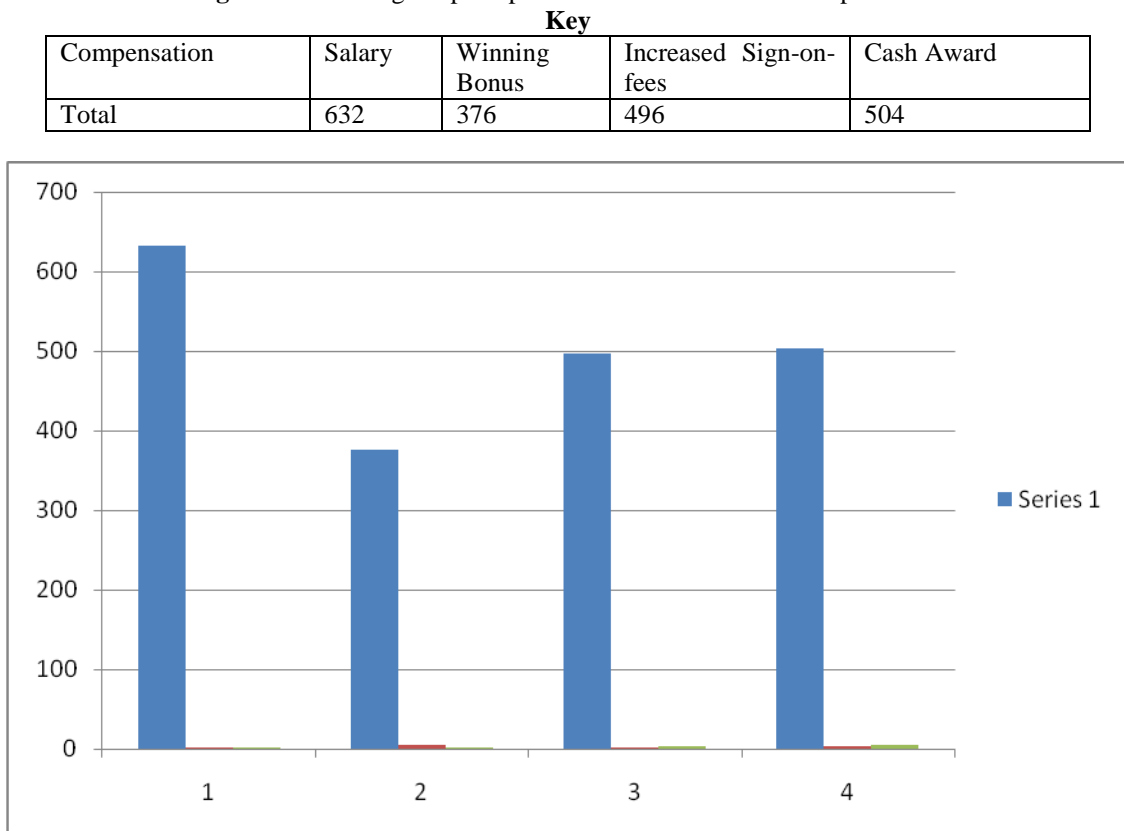
Sample : A total of two hundred (N = 200) coaches were drawn as sample from the population. This comprises of 50 female coaches and 150 male coaches that cut across local, state, national, international and private sports establishments. They were selected through a stratified random sampling technique. Stratification was based on coaching status and sex.

Instrumentation : The instrument used for data collection was the “Coaches Compensation Perception Questionnaire (CCPQ)”. This instrument was designed and developed by the researcher and was face-validated by two independent specialists in the field of sports administration. The reliability of the instrument was determined through a pilot study, with the test re test method being used for the questionnaire administration. The reliability coefficient following the use of Pearson’s Product Moment Correlation stood at 0.80. Hence the adoption of the instrument for data collection.

Data Collection : A total of two hundred copies of Coaches Compensation Perception Questionnaire (CCPQ) were administered on selected subjects. To this end, fifty (50) copies were administered on male coaches. The administration of the questionnaire on selected subjects spanned over two months duration period.

Results

Figure 1: Showing the perception of coaches for direct compensation

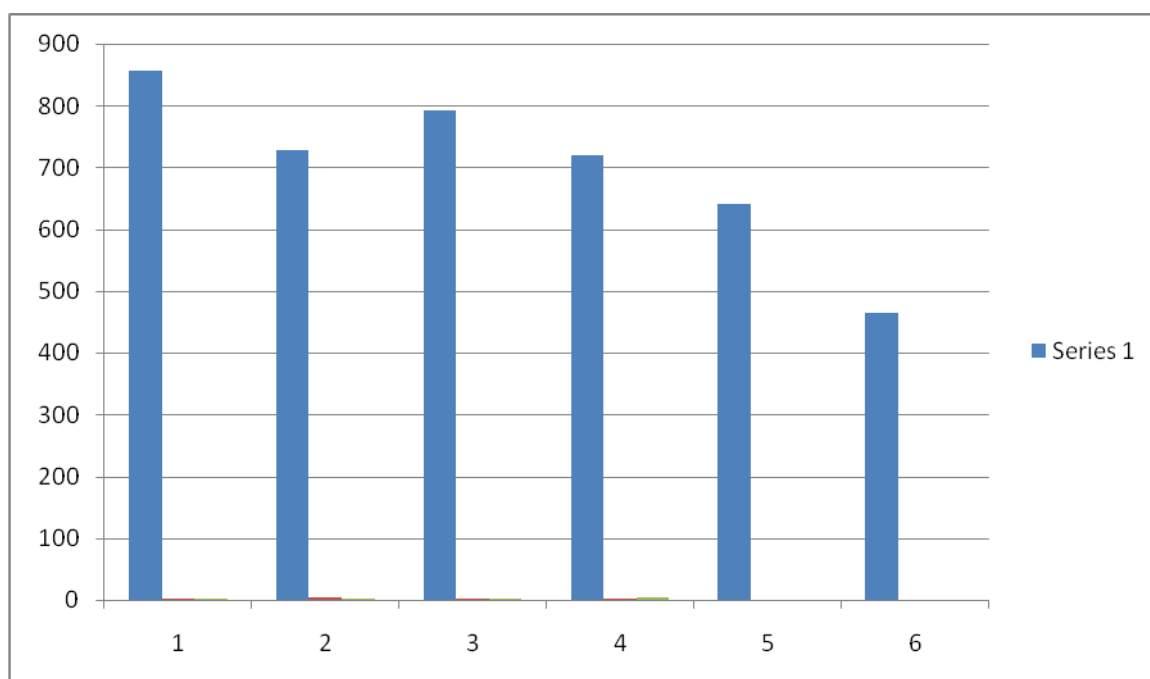


From figure 1 above, it is evident that the coaches showed highest preference for salary increase with a total score of 632, among the four direct financial rewards. This is closely followed by cash award with a total score of 504, which is also followed by increased sign-on-fees with a total score of 490. However, the least preferred direct financial reward is winning bonus, with a total score of 276.

Figure 2: Showing the perception of coaches for indirect compensation

Key

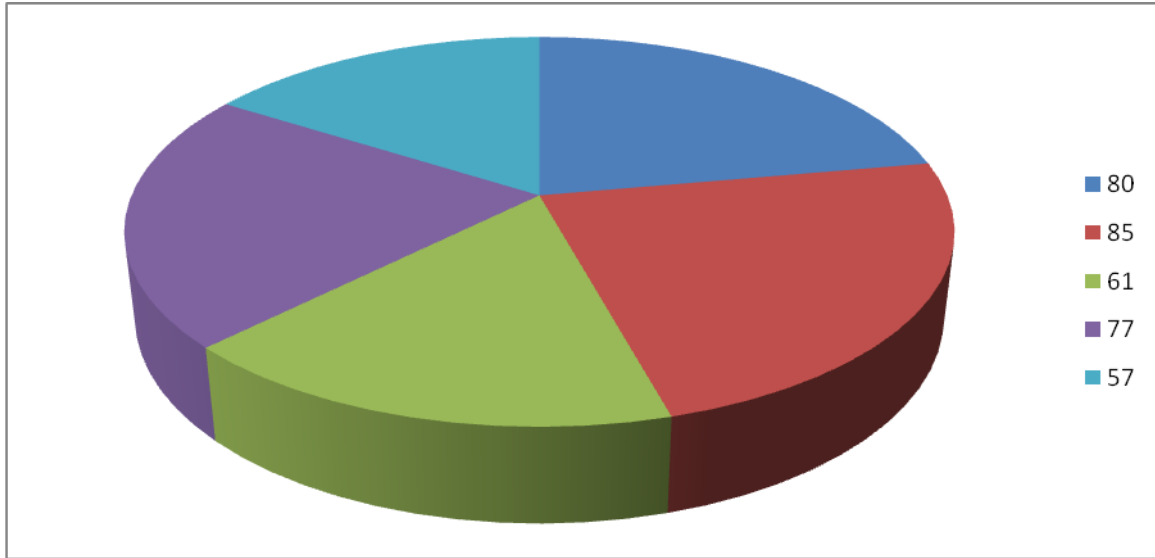
Compensation	Shares in Companies	Sponsorship for Studies	Scholarship for children education	Life Assurance Policy	A plot of land in a place of choice	Ex-class Car e.g. Benz 230
Total Score	856	728	792	720	640	464



It could be ascertained from fig. 2 above that, the coaches showed the highest preference for shares in companies with a total score of 856, among the six indirect financial compensation. This is closely followed by scholarship for children’s education with a total score of 792. Coming third on the coaches’ preference list for this group of compensation is sponsorship of studies with a score of 720. Occupying the fifth and sixth positions on the coaches preference list are a plot of land in a place of choice and Ex-class car e.g. Benz 230, with total scores of 640 and 464 respectively

Figure 3: Showing the perception of coaches for status compensation

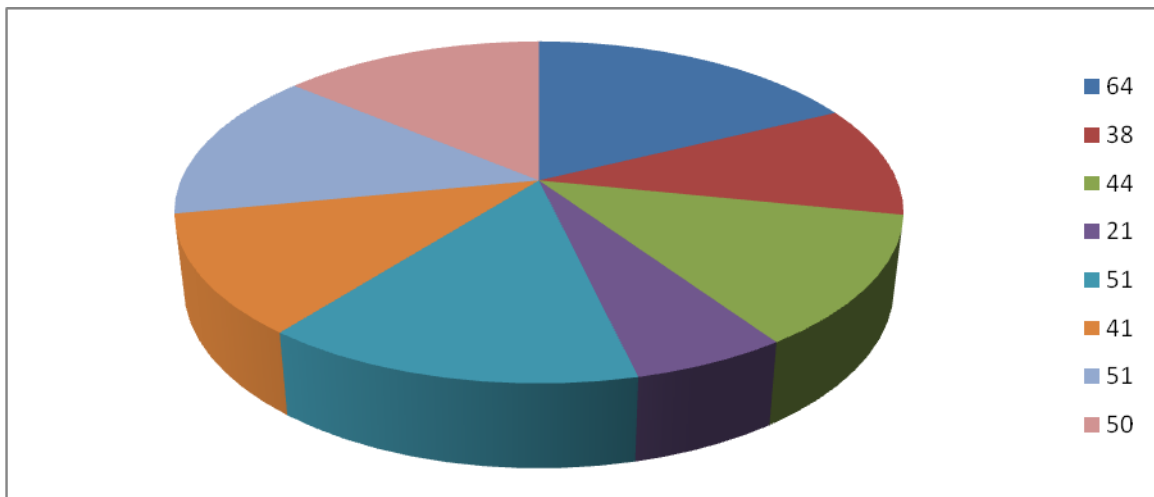
Compensation	Challenging task/ responsibilities	Exclusively furnished flat/duplex	Well furnished office accommodation	Adequate training materials	Praises management
Total Score	664	704	504	640	480
Degree	80°	85°	61°	77°	57°



From figure 3 above, it could be observed that the highest preference of coaches for compensation in this group was attached to exclusively furnished flat/duplex with a total score of 704 and a corresponding 85°. This is closely followed by challenging tasks/responsibilities, which pulled a total score of 664 with a corresponding 80°, Occupying the third and fourth positions are adequate training materials and well furnished office accommodation, with total score of 640 and 504, and corresponding 77° and 61° respectively, subsequently, the least preferred compensation in this group, by the coaches, is praises from management, which had a total score of 480 and a corresponding 57°

Figure 4: Showing perception of coaches for recognition compensation

compensation	Sports Ambassador	Naming a street after an Individual	National certificate of merit	Presidential handshake	Member of the order of Niger (MON)	Display of photograph in the hall of fame	Grand commander of the order of niger (GCON)	Commander of the Order of the Federal Republic (CFR)
Total	1264	752	880	416	1016	808	1016	992
Degree	64°	38°	44°	21°	51°	41°	51°	50°



It could be ascertained from figure 4, that, the highest preference for compensation in this group, by coaches, was placed on sports ambassador with a total score of 1264 (64°). This is closely followed by Member of the Order of Niger (MON) and Grand Commander of the Order of Niger (GCON), with a total score of 1016 each (51°) respectively. Coming next on the preference list of coaches is Commander of the order of the Federal Republic (CFR) with a total score of 992 (50°). Next is National Certificate of merit with a total score of 880 (44°). Occupying the sixth and seventh positions on the coaches preference list are display of photograph in the hall of fame and naming a street after an individual, with total scores of 808 (41°) and 752 (38°) respectively. However, the least preferred compensation in this group is presidential handshake, which had a total score of 416 and a corresponding 21°

III. DISCUSSION

The varying values observed in different compensational group for coaches preference regarding each compensation clearly indicates that the coaches perceive each compensation differently. This implies that each compensation strategy holds different attraction value to different coaches in terms of quality and quantity when given after the exhibition of desired performance or behaviour. The above finding agrees with that of Moronfolu (2005) in which he found out that most Nigerian coaches showed high preference for financial compensation and particularly direct financial rewards (monetary rewards). Thus, he concludes that this can be attributed to the fact that money acts as a direct reward or compensation for their effort on the job. In addition, Fasan and Moronfolu (2005) posit that each reward or compensation, irrespective of its nature and kind has the potential of evoking positive job attitude in organizational employees. Their submission was based on the study of two hundred Nigerian coaches performance as influenced by reward strategies. It was discovered that each reward class i.e.. direct financial, indirect financial, status and recognition rewards, influenced coaches job performance differently. The above goes therefore to show that the inherent potency of a reward or compensation to motivate performance lies in the value an individual attach to such reward as compensation for efforts expended. The study carried out by Locke at the University of Maryland and reported by Steers and Porter (1991); Robbins (1998); Moronfolu (2005); further substantiates these findings. Locke looked at four methods of motivating employees performance: money, goal setting, participation in decision making and redesigning jobs to give workers more challenge and responsibility. He found that the average improvement from money, goal setting, participation, and job redesign improve performance by 30%, 16%, 1% and 17% respectively. This study clearly demonstrates that each of the above rewards or compensation has the potential of motivating individuals and reduce need deficiencies at different capacities. Thus, it is important to note that different compensation holds different values to different coaches. Therefore in compensating the efforts of coaches on the job there is the need to first and foremost determine the reward or compensation of high value to each recipient before administration. By so doing, the right reward will be adequately administered at the right time, quantity and quality.

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