

SELF-EFFICACY, ORGANISATIONAL COMMITMENT, JOB SATISFACTION AND SATISFACTION WITH LIFE RELATIONSHIPS: A STUDY AMONG AMATEUR SPORT COACHES IN SOUTH AFRICA

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–Abstract–

The study was conducted with the main objective of exploring the relationships between self-efficacy, organisational commitment, job satisfaction and satisfaction with life among a cohort of amateur sport coaches in South Africa. This study is premised within a post-positivism cross-sectional quantitative research design, and a total of 250 conveniently selected amateur sports coaches participated in the study. The statistical analysis of the collected data included descriptive statistics, reliability and validity analysis as well as correlation analysis. Further, confirmatory factor analysis and a structural path modelling were undertaken to assess the relationship between the constructs under investigation. The results of the study indicate that there is a significant positive relationship between self-efficacy and organisational commitment, organisational commitment and job satisfaction, organisational commitment and satisfaction with life and self-efficacy with satisfaction with life. While the study, surprisingly, did not find any significant relationship between self-efficacy and job satisfaction as well as job satisfaction and satisfaction with life, it is important that this aspect also receive attention and importance in the career of amateur sports coaches. Based on these results, it is recommended that further research from a predictive validity perspective be pursued in order to substantiate the findings and to improve the generalisability thereof.

Keywords: Self-efficacy, Organisational commitment, Job satisfaction, Satisfaction with life, Amateur sport coaches

JEL Classification: M10, M16, M31

1. INTRODUCTION

Sport organisations are goal-directed social entities with consciously structured activity systems with identifiable boundaries (Slack, 1997). The main activity of sport organisations is to create a competitive system that articulates the interests of all the stakeholders in promoting and developing sports in society. The reason for which issues of psychology for coaches are being studied in the academic literature rests largely on the notion that coaching is a very demanding and stressful profession. Coaches are expected and assumed to undertake multiple roles, such as being responsible for motivating athletes, public relations, providing support to athletes and finding sponsorships (Koustelios, 2010).

Satisfaction with life, which is the central issue of this study, refers to a person's feelings about his/her life in general (Spector, 1997). Therefore, since coaches are social beings operating in a particular social and cultural environment (Jones, Hanton & Connaughton, 2002), it is crucial to investigate their level of life satisfaction, which may affect their coaching behaviour. Thus, the study considers self-efficacy, organisational commitment and job satisfaction as essential elements in building a positive satisfaction with life. According to Ansari and Khan (2015), self-efficacy affects every area of human endeavour, as it relates to one's belief in one's capability to perform a specific task. In addition, to build a strong relationship between employees and an organisation, there is a need for organisations to ensure high levels of employee satisfaction and commitment (Khan, Naseem & Masood, 2016). Furthermore, the results of more than three decades of research have led researchers to conclude that job satisfaction is significantly related to overall attitudes towards life, or life satisfaction (Judge & Watanabe, 1993). All these mentioned variables are viewed as necessary to increase satisfaction with life of amateur sport coaches within sport organisations.

2. PURPOSE OF THE STUDY

Based on the ensuing discussion, the study was conducted with the main objective of validating the assertion that there is a significant relationship between self-efficacy, organisational commitment, job satisfaction and satisfaction with life among South African amateur sport coaches.

3. PROBLEM STATEMENT

Although there is evidence indicating that the number of sport participants increased, it is a concern that conversely, there has been a high turnover of sport coaches (Surujlal, 2016). Thus, any variable that contributes to the high turnover of sport coaches or decreases the number of people entering the coaching profession is of concern. Moreover, if these variables can be clearly identified, they could be of assistance in motivating potential incumbents to enter the coaching profession and increase the attractiveness of their career pathways.

Sport organisations are expected to be adequately prepared towards the enhancement of sport coaches efficiency and performance in preparing athletes for competition. Relatively few studies have empirically investigated what sport organisations can do to enhance the management of human resources within the coach's context (Yukhymenko-Lescroat, Brown & Paskus, 2015). To this end, it is surprising that there is hardly any evidence of previous studies within sport organisations that attempted to assess the relationships of the identified constructs in the South African context among the amateur sport coaches domain. Thus, greater effort is needed to combine what is currently documented about coaching in order to develop concrete and verifiable sources of information to prospective employees who want to enter the coaching profession. Therefore, it is imperative to undertake this study in an attempt to close this existing gap.

4. LITERATURE REVIEW

This section reviews the literature on self-efficacy, organisational commitment, job satisfaction and satisfaction with life.

4.1 Self-efficacy (SE)

Self-efficacy can be traced back to the seminal work of Bandura's (1977); the self-efficacy theory proposed a framework based on the social cognitive theory (Bandura, 1986). Bandura's (1977) theory of self-efficacy has been the most extensively used theory for investigating self-confidence in sport and motor performance (Heazlewood & Burke 2011). The theory poses self-efficacy as a common cognitive mechanism for mediating people's motivation and behaviour (McAuley 1992). Bandura (1995) describes self-efficacy as the belief in one's capabilities to perform work in ambiguous or difficult situations. Therefore, individuals with high self-efficacy are highly motivated to exert sufficient effort

that will lead to successful outcomes such as job satisfaction (Staikovic & Luthans, 1998).

4.2 Organisational commitment (OC)

Organisational commitment has received a great deal of attention in the organisational psychology literature (Grobler & Govender, 2017). The reason behind many of these studies was to find ways to improve how employees feel about their jobs so that they would become more committed to their organisations. This construct is premised on the social exchange theory (SCT), which advances that social behaviour is a result of an exchange between employees and organisations. From this perspective, organisational commitment is defined as employee's attitude towards an organisation, driven by the values and goals of an organisation reflected in employees' willingness to perform tasks necessary to achieve these organisational goals (Chinomona & Dhurup, 2016).

4.3 Job satisfaction (JS)

In organisation behaviour research, the concept of job satisfaction has been applied to explain employee's workplace behaviour (Wright & Cropanzano, 2000; Brief & Weiss, 2002). For the purposes of the study, the description of job satisfaction as suggested by Spector (1997:28) is adopted, namely that "job satisfaction is a measure of workers' contentedness with their job, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision". As such, job satisfaction is related to the productivity and efficiency of workers and depends on factors such as the content of the work and the context in which work is carried out (Koustelios, 2001).

4.4 Satisfaction with life (SWL)

Satisfaction with life is conceptualised as the result of satisfaction within various life domains such as work, family and health (Rode, 2004). Satisfaction with life refers to an overall assessment of feelings and attitudes about one's life at a particular point in time (Diener, 1984). This definition is in line with the second component of Seligman's theory coined "the engaged life" (Peterson & Seligman,

2004:42). Seligman (2002:68) succinctly refers to the engaged life “as a place of happiness, good relationships and work, which encourages people to go further to seek a meaningful life”. From a sport organisation perspective, it is worthwhile exploring the satisfaction with life construct in order to predict social interactions and behaviours within the workplace.

5. RESEARCH HYPOTHESES DEVELOPMENT

Based on the literature review, the following research conceptual framework(Figure 1). is suggested and hypotheses formulated to examine these relationships.

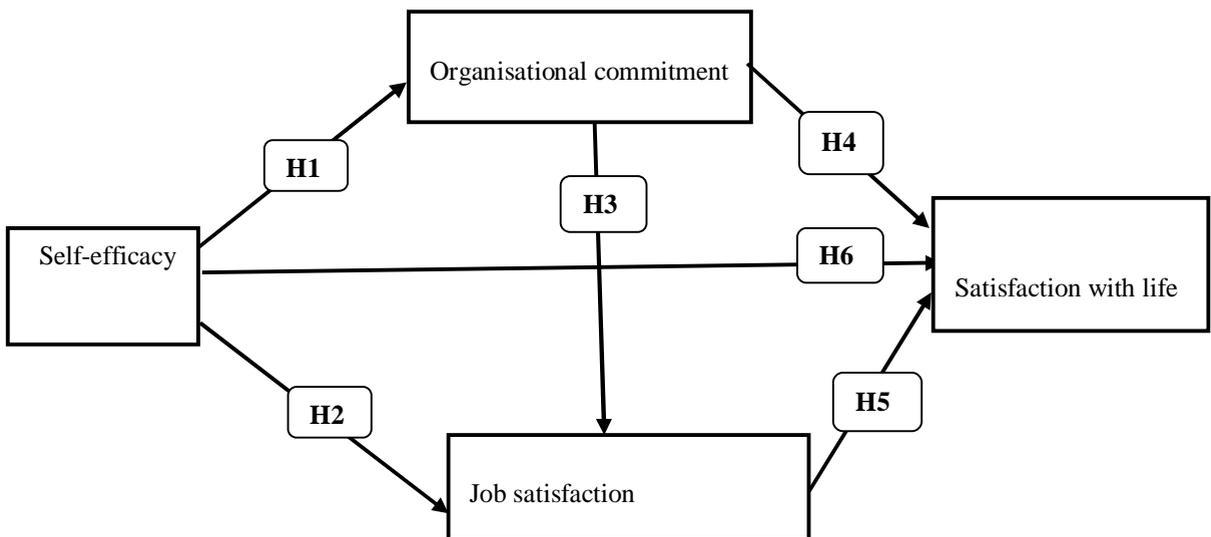


Figure 1-Research Conceptual Framework

Hypothesis 1: Self-efficacy has a significant positive relationship with organisational commitment of amateur sport coaches.

Hypothesis 2: Self-efficacy has a significant positive relationship with job satisfaction of amateur sport coaches.

Hypothesis 3: Organisational commitment has a significant relationship with job satisfaction of amateur sport coaches.

Hypothesis 4: Organisational commitment has a significant relationship with satisfaction with life of amateur sport coaches.

Hypothesis 5: Job satisfaction has a significant relationship with satisfaction with life of amateur sport coaches.

Hypothesis 6: Self-efficacy has a significant relationship with satisfaction with life of amateur sport coaches

6. RESEARCH METHODOLOGY

Quantitative cross-sectional survey design is used in order to achieve the research objectives of the study. The design was suitable to solicit the required information relating to the constructs under investigation and allows the researchers to examine the causal relationships among the constructs used in the study (Malhotra 2010).

6.1 Sample

The study used a non-probability sampling technique to seek information from a conveniently selected sample of 300 amateur sport coaches. Of the 300 distributed questionnaires, 250 were returned and were used in the final analyses.

6.2 Research instrumentation and data collection

Previous studies and appropriate modifications informed the instruments developed for the research were made in order to fit the current research context and purpose. Two trained fieldworkers administered a self-administered questionnaire. Section A requested the respondents to provide their demographic profile. Section B assessed self-efficacy measure adopted from the work of Schwarzer and Jerusalem (1995). Section C measured organisational commitment items adopted from the work of Mowday, Steers and Porter (1979). Section D measured job satisfaction items adopted from Brayfield and Rothe (1951). In

Section E, satisfaction with life was measured by scales adapted from the studies of Diener et al. (1985). All the measurement items for Sections B, C, D and E were anchored on the five-point Likert-type format with responses ranging from 1 = strongly disagree to 5 = strongly agree to express the degree of agreement/disagreement.

7. RESULTS

7.1 Respondent's profiles

The sample included more males (n=148; 59%) than females (n=102; 41%). A greater number (n=161; 64%) of the respondents were single while the remaining (n=89; 36%) were married. The majority of the respondents (n=154; 62%) earned an income below R15 000 per month while the remainder (n=96; 38%) earned an income of more than R15 000 per month.

7.2 Assessment of reliability and validity

The results in Table 1 show that both Cronbach alpha and composite reliabilities (CR) levels exceeded the recommended value of 0.70 (Malhotra, 2010) thus providing evidence of construct reliability. All the individual item loadings met the minimum recommended value of 0.5 (Anderson & Gerbing, 1988). Furthermore, Table 1 shows that all the AVE values are greater than the shared variances (SV) values respectively, for all the research constructs thereby confirming the existence of discriminant validity (Hair et al., 2010).

Table 1: Measurement accuracy assessment

Research construct		Descriptive statistics		Reliability tests		CR	AVE	Shared variance	Factor loadings
		Mean	SD	Item-total	α Value				
Self-efficacy (SE)	SE ₁	3.703	.920	.557	.808	.809	.49	.28	.630
	SE ₂			.503					.581
	SE ₃			.581					.642
	SE ₄			.524					.610
	SE ₅			.556					.615
	SE ₆			.540					.607
	SE ₇			.526					.610
Organisational commitment (OC)	OC ₁	3.564	.843	.636	.863	.864	.51	.41	.714
	OC ₂			.636					.712
	OC ₃			.690					.747
	OC ₄			.688					.744
	OC ₅			.706					.751
	OC ₆			.571					.630
Job satisfaction (JS)	JS ₁	3.684	.916	.739	.878	.879	.58	.41	.783
	JS ₂			.610					.650
	JS ₃			.737					.814
	JS ₄			.745					.823
	JS ₅			.689					.769
Satisfaction with life (SWL)	SWL ₁	3.914	.814	.623	.850	.852	.54	.23	.722
	SWL ₂			.634					.692
	SWL ₃			.717					.794
	SWL ₄			.713					.782
	SWL ₅			.617					.661

Note: C.R= Composite reliability; AVE= Average variance extracted; Factor loadings computed through confirmatory factor analysis (CFA) approach using AMOS (24.0). Cronbach α values were computed using SPSS (version 24.0).

7.3 Correlation analysis and descriptive statistics

In order to quantify the association between the variables in the study, non-parametric (Spearman's) correlations were undertaken. The results of the correlation analysis are reported in Table 2.

Table 2: Correlations between construct and descriptive Statistics

Research constructs	Construct correlation				Descriptive statistics	
	SE	OC	JS	SWL	Mean	SD
SE	1.000	.530**	.474**	.436**	3.703	.920
OC	.530**	1.000	.642**	.479**	3.564	.843
JS	.474**	.642**	1.000	.374**	3.684	.916
SWL	.436**	.479**	.374**	1.000	3.914	.814

Note: **Correlation is significant at the 0.01 level (2-tailed).

Significantly positive correlations were established between SE and OC, ($r=0.530$; $p<0.01$), between SE and JS ($r=0.474$; $p<0.01$), between SE and SWL, ($r=0.436$; $p<0.01$), between OC and JS ($r=0.642$; $p<0.01$), between OC and SWL ($r=0.479$; $p<0.01$) as well as between JS and SWL ($r=0.374$; $p<0.01$).

7.4 Measurement model assessment through confirmatory factor analysis

In accordance with the two-step procedure suggested by Kline (2005), prior to testing the hypotheses, confirmatory factor analysis (CFA) was performed to assess the measurement model. The results indicate acceptable chi-square value over degrees of freedom, 338.169 (224 d/f) at $p<0.000$ i.e. normed chi-square (χ^2 / df) = 1.5089 with an acceptable fit (<3.00). Other fit statistics were also examined and found to be within recommended value (>0.90) as prescribed by Hair et al. (2010) (incremental fit index (IFI) = 0.962, the comparative-fit-index (CFI) = 0.962, goodness-of-fit index (GFI) = 0.901, Tucker-Lewis index (TLI) = 0.957). In addition, the root mean square error of approximation (RMSEA) = 0.041 is below 0.08, confirming an acceptable fit of the data to the model (Gaskin, 2015).

7.5 Structural model fit assessments

The second step suggested by Kline (2005) involved analysis of the structural model. The results of the structural model test indicated that the proposed model fit statistics were within the tolerable ranges, i.e. a chi-square value over degrees = 300.155 (22) at $p < 0.000$, normed chi-square ($\chi^2 / d/f$) = 1.352, GFI=0.908, IFI = 0.969, TLI= 0.964, CFI = 0.969 and RMSEA =0.038.

7.6 Hypothesis test results

The results of the hypothesis tests are reported in Table 3.

Table 3: Hypothesis results

Relationships	Hypothesis	Path coefficient	CR (t statistics)	p-value	Decision
SE →OC	H1(+)	0.146	6.936	.000***	Supported at $p < 0.001$
SE →JS	H2(+)	0.115	1.909	.056	Not supported $p > 0.05$
OC →JS	H3(+)	0.087	6.843	.000***	Supported $p < 0.001$
OC →SWL	H4(+)	0.119	3.457	.000***	Supported $p < 0.001$
JS →SWL	H5(+)	0.110	-.365	.715	Not supported $p > 0.05$
SE →SWL	H6(+)	0.138	2.493	.013**	Supported $p < 0.001$

Note 1 *** significance at $p < 0.001$. Note 2: CR (t statistics) that exceeds 1.96 would be ** significant using a significance level of 0.05.

8. DISCUSSION OF RESULTS

With reference to the first hypothesis, (H1), self-efficacy is found to have a significant relationship with an organisational commitment among amateur sport coaches ($\beta = 0.146$; $t=6.936$; $p < 0.001$). The results are consistent with Zeb and Nawaz (2016) who verified the critical role of self-efficacy in modifying an employee’s level of commitment to their organisation. It is an important

supposition, then, that higher levels of self-efficacy may enhance the organisational commitment of amateur sport coaches .

The results show that self-efficacy has an insignificant relationship with job satisfaction among amateur sport coaches ($\beta = 0.115$; $t=1.909$; $p>0.05$).

Hypothesis H2 is not supported. In their study, Maggiori, Johnston and Rossier (2016) also found insignificant relationships between these two constructs.

Organisational commitment showed a significant relationship with job satisfaction among amateur sport coaches ($\beta = 0.087$; $t=6.843$; $p<0.001$). Hypothesis H3 is therefore supported. The findings of the present study are supported by the earlier work of Suma and Lesha (2013) that found organisational commitment to be a significant predictor of job satisfaction. Similar conclusions were drawn by Ahmad, Ahmad and Shah (2010), who identified a significant impact of organisational commitment on job satisfaction.

Organisational commitment showed a significant relationship with satisfaction with life among amateur sport coaches ($\beta = 0.119$; $t=3.457$; $p<0.001$). Hypothesis H4 is therefore supported. The results obtained can be inferred as proof that higher levels of organisational commitment engender satisfaction of life (Nwagbara and Akanji, 2012; Caillier, 2016). This means that satisfaction with life of amateur sport coaches increases when their organisational commitment increases.

The results show that job satisfaction has an insignificant relationship with satisfaction with life among amateur sport coaches ($\beta = 0.110$; $t=0.365$; $p > 0.05$). Hypotheses H5 is not supported. An insignificant relationship between the constructs was also reported earlier by Rode (2004) and Ghiselli, La Lopa and Bai (2001) who revealed that the causal relationship between the variables is vice versa, in other words, satisfaction with life influences job satisfaction.

Finally, the results indicate that self-efficacy has a significant relationship with satisfaction with life among amateur sport coaches ($\beta= 0.138$; $t=2.493$; $p<0.05$). The present findings are in agreement with Radhika's (2017) study that confirmed the significant role of self-efficacy in modifying employee's levels of satisfaction with life. It appears then that self-efficacy remains an important factor that positively impacts satisfaction with life among amateur sport coaches.

9. LIMITATIONS AND SUGGESTIONS FOR FUTURE STUDIES

The sample for this study was restricted to amateur sport coaches in sport organisations in Gauteng, which affect the generalisability of the findings. It is suggested that more comprehensive studies are incorporating a broader spectrum of coaches be undertaken to allow a more meaningful generalisation of the study. All the data in the study were collected quantitatively, which led to the common method bias inherent to quantitative methods. Instead of relying on a purely quantitative method, a mixed method approach could be considered in future studies. The cross-sectional design of the study could be mitigated by replication of the study using a longitudinal design with repeated measures.

10. RECOMMENDATIONS

Management of sport organisations should establish mechanisms to enhance satisfaction with life among amateur coaches in accordance with predetermined guidelines. The use of internal marketing elements such as empowerment and communication may be a way to improve and increase amateur sport coaches' organisational commitment. To secure increased job satisfaction, sport organisations need to make use of diversified incentives to increase coaches' motivation levels. It, therefore, is paramount that suitable ongoing support systems should be in place and amateur coaches should regularly be evaluated so that their competence and growth in their career can be assessed. In summary, sport organisation's management should invest time and resources in creating a fit-for-purpose amateur coach workforce.

11. CONCLUSION

Although the authors acknowledged that no study has investigated the selected, variables collectively with an amateur sport coaches' sample, an attempt has been made to explore the relationship between these constructs. The present study constitutes a contribution towards amateur sport coaches' life satisfaction literature in that it empirically analyses the relationship among the constructs

under review. The results support the assertion that amateur sport coaches' self-efficacy has a direct bearing on their organisational commitment and satisfaction with life. Conversely, the results further reveal no statistically significant relationship between self-efficacy and job satisfaction as well as between job satisfaction and satisfaction with life within the amateur sport coaches' domain.

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