

## ANTECEDENTS PREDICTING COACHES' INTENTIONS TO REMAIN IN SPORT ORGANISATIONS

Surujlal J., Dhurup M.\*

**Abstract:** In order to acquire optimal performance from coaches, sport organisations provide various mechanisms in an attempt to improve their management of sport coaches. Demonstrating support for their coaches, by providing adequate resources and rewards, proper supervisor support, organisational fairness, organisational support afforded to coaches are vehicles through which organizations' management can elicit the optimal performance from their workforce. The study is located within a quantitative research paradigm and adopts a cross sectional survey to collect data from 151 coaches who were purposefully selected from various sport organisations in the Gauteng province of South Africa. The results of the regression analysis demonstrate that rewards, supervisor support and organisational support are strong predictors for coaches to remain within their current organisation. Organisational fairness seems to negatively impact on coaches intention to remain within their respective organisations. It is recommended that in managing sport coaches sport organisations should create a favourable environment that positively nurtures coaches' intentions to remain within their current organisations. More specifically, the current reward system, the organization's fairness towards coaches, support from supervisors and general organisational support should be a target for enhancement in order to foster the relationship between coaches and their respective organisation that they work for. These antecedents can offer insights that are particularly valuable to coaches' management and sport organisations seeking to nurture interactions with their coaches in order for them to remain in their current organisation.

**Key words:** rewards, fairness, supervisor support, organisational support, intention to remain

DOI: 10.17512/pjms.2017.16.1.20

*Article history:*

*Received July 21, 2017; Revised August 2, 2017; Accepted September 3, 2017*

### Introduction

Sport coaching is pivotal to developing, sustaining and attracting increased participation in sport (The National Coaching Foundation, 2008). Sport coaching, which is primarily a front-line activity, also contributes greatly to the achievement of policy objectives (SASCOC, 2010). Although sport coaches are viewed as an important human resource in a sport organisation, turnover among sport coaches, particularly at a professional level is high (Surujlal, 2016). Generally factors such as discriminatory practices, burnout, job dissatisfaction, lack of internal motivation, lack of self-determination, lack of perceived job-relatedness, perceived

---

\* **Jhalukpreya Surujlal**, PhD, Prof., North-West University (Vaal Campus), Faculty of Economic Sciences and Information Technology, **Manilall Dhurup**, PhD, Prof. Vaal University of Technology, Faculty of Management Sciences

✉ Corresponding author: Babs.Surujlal@nwu.ac.za

psychological stressors associated with coaching, reduced passion for the job and lack of perceived opportunities for personal and professional growth (Burke et al., 2000; Wolfson and Neave, 2007; Deci and Ryan, 2008; Gray and Wilson, 2008) are those most mentioned in the literature that force sport coaches to leave a sport organisation. The management of coaches is essential in sport organisations in order to ensure that athletes receive high-quality coaching and the opportunity to reach their full potential (Harris-Reeves et al., 2013). From a management perspective, Martens (2012) emphasizes the need to employ a range of management strategies such as consequence management (the application of penalties or rewards following specific behaviours), extrinsic (such as praise), and intrinsic (such as feeling of satisfaction). The management of sport coaches in South Africa has proven to be very challenging since coaches experience problems that may impact negatively on both the profession as well their retention. Given the fact that *“coaches are often the most tangible manifestation of organisational quality and effectiveness in the sport context and are a crucial component of the sport experience for most participants”* (Cuskelly et al., 2006: 123), it is important to examine the factors which motivate sport coaches to remain in an organisation. Among the various factors that motivate sport coaches to remain at a sport organisation are adequate resources and rewards, proper supervisor support, organisational fairness and organisational support. Sport organisations which demonstrate a willingness to provide these to their sport coaches stand a greater chance than those who do not to attract and retain competent sport coaches. The focus of this study is, therefore, on the afore-mentioned factors and the relationship between them.

### Literature Review

There are several strategies that organisations use to retain their employees. Among these are providing incentives and rewards (Surujlal and Grobler, 2014); ensuring fair treatment of employees (Burton and Hoobler, 2011); providing adequate supervisory support (Ellinger et al., 2003); and demonstrating organisational support (Rhoades and Eisenberger, 2002).

Providing adequate rewards is one of the strategies that organisations use to attract and retain their human resources. Rewards play an instrumental role in influencing employees in an organisation to adhere to policy and legislation (Njanja et al., 2013). In addition to the remuneration that employees receive, rewards also include comfortable office space, favourable interpersonal relationship inside the organisation, participating in decision-making (Jiang et al., 2009) as well as other forms of rewards such as recognition of achievement, promotions and non-monetary bonuses such as vacations (Njanja et al. 2013). In the context of sport coaching rewards, other than those afore-mentioned, may include autonomy (Burton and Raedeke, 2008), medical aid, travelling allowance and flexible working conditions (Surujlal, 2016). A reward enhances the self-worth of coaches and provides them with prestige, power and status (Surujlal and Grobler, 2014).

Satisfaction with rewards provided by the organisation will be advantageous to the organisation in that they motivate sports coaches to develop their skills and knowledge in the direction desired by the organisation and to perform to the expectations of the organisation (D'Netto and Sohal, 1999), reduces absenteeism and turnover (Chelladurai, 1999), reinforces the future behaviour of employees (Silbert, 2005), improves employee performance (Thomson and Rampton, 2003), and increases trust in the organisation and increases commitment towards the organisation (Ali et al., 2010). Organisational fairness is linked to an employee's perception of organisational justice within an organisation (Kim and Andrew, 2015). Baldwin (2006) refers to organisational justice as the extent to which employees perceive the procedures, interactions and outcomes within the organisation to be fair. The author argues that fairness is a largely subjective concept and may only become relevant and tangible when a violation of justice occurs. Organisational justice comprises various models among which are distributive justice, procedural justice and interactional justice (Poole, 2007). Distributive justice refers to the perception of fairness of recipients toward outcomes such as salary, job security, career opportunities or promotion (Baldwin, 2006; Poole, 2007). Based on the foregoing, outcomes sport coaches are able to determine whether they are fairly or unfairly treated by their sport organisations. Procedural justice refers to the perceived fairness in the processes used to resolve disputes and allocate resources. It is the subjective assessment of individuals regarding the fairness with which decisions are made (Hollander-Blumoff and Tyler, 2011). In the context of sport coaching it may refer to coaches' perceptions of the fairness of the processes involving the allocation of resources or funds (Kim and Andrew, 2015). Baldwin (2006: 3) describes interactional justice the "*quality of the interpersonal treatment received by those working in an organisation, particularly as part of the formal decision-making process*". It goes beyond the processes and procedures by emphasizing the human side of organisational practice by including the methods or manners used by, for example, a sport manager to inform sport coaches about decisions regarding resource or funding allocation (Kim and Andrew, 2015).

Supervisory (managerial) support plays a pivotal role in the development and retention of employees (Ellinger et al., 2003). In this regard sport managers are expected to adopt new behaviours to facilitate the development of their employees through encouragement (Feldman and Moore, 2001) so that they can be more productive and contribute to increasing the competitive edge of their organisation. Supervisory support plays an important role in organisational effectiveness because employees who perceive their supervisors to be supportive are likely to contribute to a greater extent to the organization's values and objectives. Dick and Metcalfe (2001) found a positive association between supervisor support and employee commitment. Furthermore, Emhan (2012) found a direct positive relationship between supervisor support and job satisfaction. This implies that if employees

perceive that they are well supported their job satisfaction would be higher. In turn, their level of productivity would increase as well as their commitment and loyalty. Organisational support is associated with employee attitudes, well-being, job satisfaction, affective commitment, job performance, positive mood, fairness, organisational rewards, morale and motivation (Rhoades and Eisenberger, 2002). It is the extent to which employees perceive that an organisation values their contributions and is concerned about their well-being (Rhoades and Eisenberger, 2002). Allen et al. (2003) view organisational support as an organization's contribution to a positive exchange dynamic with employees in which as employees tend to perform better to in return for or in response to perceived organisational support. According to Social Exchange Theory organisational support should inculcate a sense of obligation in employees based on the discretionary treatment they experience in the organisation (Kim, 2016). This therefore supports the notion that if employees' contributions are valued and their organisations care about their well-being, employees are likely to work harder, stay dedicated and committed, and are more likely to remain with their organisations with no intentions to leave (Dawley et al., 2010). Perceived organisational support is also likely to create a healthier and more manageable working environment. The afore-mentioned strategies play a pivotal role in employees' intention to remain in the organisation. Intention to remain is defined as employees' intention to remain in their current employment relationship with their current employer on long term basis (Johari et al., 2012). The sport industry in South Africa is characterized by increased international competition, high levels of participation in sport, increased visibility of sport, greater levels of spectatorship, increasing numbers of mega sport events and generation of increased funding (Surujlal, 2016) which makes it a very competitive environment. As a result sport coaches are highly sought after. It is therefore important for sport organisations to ensure that their sport coaches remain in the organisation. Branham (2005) argues that the main reasons employees quit an organisation are lack of recognition, dissatisfaction with remuneration, unfulfilling jobs, lack of career advancement opportunities, poor management practices and untrustworthy leadership. If managers ensure that the afore-mentioned reasons are addressed, the likelihood of employees remaining in the organisation will be increased.

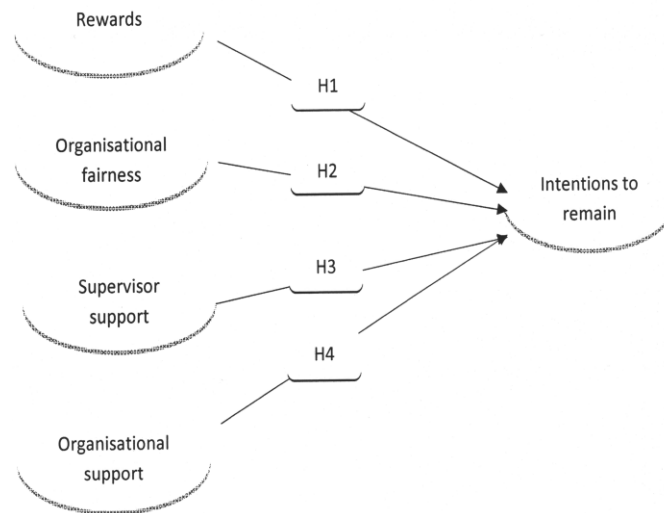
### ***Purpose of the Study***

The purpose of the study is to examine the influence of rewards, organisational fairness, supervisor support and organisational support on intention to remain among sport coaches.

### ***Conceptual Framework***

Drawing from the literature review a research model is conceptualized. Hypothesized relationships between research constructs are then developed. In the conceptualized research model, rewards, fairness, supervisory support and

organisational support are proposed as predictors (independent variables) and intention to remain is the outcome variable (dependent variable). Figure 1 illustrates this conceptual research framework.



**Figure 1. Conceptual framework**

The following hypotheses were therefore formulated for the study:

*H<sub>1</sub>: Rewards given to coaches positively predicts their intention to remain in their current organisation.*

*H<sub>2</sub>: Organisational fairness towards coaches positively predicts their intention to remain in their current organisation.*

*H<sub>3</sub>: Supervisors support towards coaches positively predicts their intention to remain in their current organisation.*

*H<sub>4</sub>: Organisational support towards coaches positively predicts their intention to remain in their current organisation.*

## **Methodology**

### **Research Design**

A comprehensive literature review of rewards, organisational fairness, supervisor support and organisational support on intention to remain was undertaken. The empirical research employed a non-experimental design using a quantitative approach.

### **Sample and Procedure**

A non-representative subset sport coaches in the Gauteng province of South Africa was used to collect data to address the purpose of the study. Sport coaches who received an income from their coaching services and were employed by their current organisation for a period of 2 years and more were identified to participate

in the study. A trained fieldworker who had access to sport organisations and sport coaches administered a questionnaire face-to-face among sport coaches over a two-month period. Sport coaches were identified at different stadia at which they coached as well as at clubhouses of different clubs. One hundred and seventy five (N=175) sport coaches who were contracted to different organisations to coach athletes were approached and requested to complete a questionnaire. One hundred and fifty three questionnaires were returned. Of those questionnaires which were returned, two were incomplete. Hence, statistical analyses were conducted on data collected from 151 respondents. Participants were informed through a covering letter as well as verbally that their participation was voluntary, their responses would be confidential and their participation would remain anonymous. Participants could terminate their participation in the study at any stage without providing any reasons.

### ***Instrument***

The Psycones questionnaire (Isaksson, 2005) which comprises several scales was used to collect data for the study. A section requesting demographic information such as such as type of contract (permanent or temporary), gender, age, coaching experience, type of sport, qualification, hours of work per week, supervision and union membership was included in the instrument. All variables under investigation were operationalized using validated scales. *Rewards, organisational fairness, supervisor support, organisational support* and *intention to remain* were measured on a five-point scale ranging from 1 = "strongly disagree" to 5 = "strongly agree".

### ***Data analysis***

Data analyses comprised reliability and validity analyses, sample composition, correlation analysis and multiple regression analysis.

## **Results**

### ***Reliability and Validity***

The internal consistency of the measurement items constructs in the study is reported in Table 1.

**Table 1. Scale Reliability**

Variable	Number of items	Mean	Standard deviation	Cronbach's alpha
<b>Rewards</b>	3	2.9128	0.93272	0.861
<b>Organisational fairness</b>	3	3.3400	0.70121	0.850
<b>Supervisory support</b>	5	3.6762	0.60451	0.817
<b>Organisational support</b>	3	3.6174	0.83771	0.825
<b>Intention to remain</b>	6	3.6922	0.73558	0.832

All constructs returned acceptable Cronbach's alpha values ranging from 0.817 to 0.861 which are above the recommended threshold of 0.70 (Malhotra, 2012). As indicated in Table 2, the correlation matrix showed significant positive correlations between variables suggesting evidence of convergent validity. Further construct validity was established through the computation of factor analysis during which stage the uni-dimensionality of each construct was established. All the study constructs (Table 2) showed uni-dimensionality, thereby further affirming construct validity.

### **Sample Composition**

The majority of the respondents (56%; n=84) were males. Females (43%; n=65) constituted the remainder of the sample. In terms of age, those coaches who were between 33-42 years (39%) was the majority age group (n=59), followed by those coaches who were between 43-52 years (30%; n=53) and 23-32 years (14%; n=21). The remainder of the sample were over 52 years (12%; n=18). Married coaches comprised the majority in the sample (88%; n=121). Most of the respondents (70%; n=62) were in possession of a diploma, followed by those who were in possession of a bachelor's degree (17%; n=26), those who were in possession of a post graduate degree (23%; n=34). The remainder of the coaches were in possession of a grade 12 or lower qualification (19%; n=29).

### **Scale Uni-dimensionality through Exploratory Factor Analysis (EFA)**

The EFA procedure for each construct fulfilled the two criteria required to establish whether the data set was suitable for factor extraction, namely the measure of sampling adequacy (>0.50) and the KMO measure of sampling adequacy (sig at  $p < 0.001$ ). Further the eigenvalue criterion rule (>1) was used for the extraction of each construct (Malhotra, 2012). These results are reported in Table 2. Through these processes each construct showed uni-dimensionality as single factors emerged through factor extraction.

**Table 2. Exploratory factor analysis (EFA) for the research constructs**

Constructs	Sampling <sup>1</sup> adequacy	Sig <sup>2</sup>	Eigen- values <sup>3</sup>	% of variance <sup>4</sup>	No of items	Factors extracted
Rewards	0.724	0.000	2.363	78.781	3	1
Organisational fairness	0.729	0.000	2.327	77.557	3	1
Supervisory support	0.763	0.000	2.920	58.406	5	1
Organisational support	0.720	0.000	2.239	74.627	3	1
Intention to remain	0.836	0.000	3.289	54.811	6	1

<sup>1</sup>Sampling adequacy is measured by the Kaiser-Meyer-Olkin Measure (KMO). <sup>2</sup>Sig is measured by the Bartlett's Test of Sphericity. <sup>3</sup>Eigenvalue is measured by extraction of factors >1 using the Kaiser Criterion. <sup>4</sup> % of variance measures the total of extracted variance resulting from factor extraction using the Kaiser Criterion.

### **Test of Associations (Correlations)**

Table 3 reports on the non-parametric Spearman's correlation coefficients ( $r$ ) that was computed with a view to examine the existence of a relationship between the

four organisational behaviour constructs and coaches' intention to remain in their current organisation.

**Table 3. Correlation analysis (organisational behaviour constructs and intentions to remain)**

Construct/Dimension	Rewards	Fairness	Supervisor support	Organisational support	Intention to remain
<b>Rewards</b>	1.000	0.369**	0.332**	0.171*	0.506**
<b>Organisational fairness</b>	0.369**	1.000	0.381**	0.576**	0.260**
<b>Supervisory support</b>	0.332**	0.381**	1.000	0.584**	0.650**
<b>Organisational support</b>	0.171*	0.576**	0.584**	1.000	0.439**
<b>Intention to remain</b>	0.506**	0.260**	0.650**	0.439**	1.000

\* Correlation is significant at the 0.05 level (2-tailed). \*\* Correlation is significant at the 0.01 level (2-tailed)

Strong positive correlations were found between coaches rewards and coaches' intention to remain in their current organisation ( $p < 0.01$ ;  $r = 0.506$ ), supervisory support and coaches' intention to remain in the organisation ( $p < 0.01$ ;  $r = 0.650$ ). Moderate associations were found between organisational fairness and intention to remain ( $p < 0.01$ ,  $r = 0.260$ ) and organisational support and intention to remain in the current organisation ( $p < 0.01$ ;  $r = 0.439$ ).

#### **Regression Analysis**

A simple linear regression procedure was conducted with a view to establish the predictive relationship between the predictors (organisational behaviour constructs) and their relative intention response (intention to remain). The model results are reported in Table 4. In this regression procedure, the independent variables were entered into the equation one at a time. Prior to regression analysis, stringent examinations were conducted with a view to corroborate the assumptions of linear regression models along with collinearity diagnostic checks. First, the correlation matrix was examined for existence of multicollinearity, namely if the predictor variables correlate too highly ( $r > 0.9$ ) with each other (Malhotra, 2012). None of the correlations in Table 3 reached a value of  $r > 0.9$  hence the data was considered suitable for linear regression analysis. Field and Miles (2010) further suggested that if the variance inflation factor (VIF) is greater than 10 then the predictor variables are correlated among themselves, hence collinearity is a cause for concern. In this case, the regression model was deemed appropriate for the data as the VIF values ranged between 1.224 and 1.986. Moreover, tolerance levels that fall below 0.1 indicate serious collinearity problems, whereas those tolerance values that are below 0.2 may potentially cause co-linearity problems. The tolerance statistics for the predictor variables ranged from 0.503 to 0.817 indicating that there was no collinearity within the data set. The regression analysis revealed that the four antecedents dimensions (adjusted  $R^2 = 0.520$ ) explain approximately 52 percent of the variance in coaches' intention to remain with their current organisation.



**Table 4. Regression analysis model results**

Selected dimensions (independent variables)	Dependent Variable: Intention to remain						
	Unstandardized coefficients		Standardized coefficients	T	Sig.	Collinearity statistics	
	B	Std. Error	Beta			Tolerance	VIF
Rewards	0.328	0.050	0.416	6.581	0.000*	0.817	1.224
Organisational fairness	-0.191	0.082	-0.182	-2.319	0.022*	0.530	1.886
Supervisor support	0.512	0.086	0.420	5.981	0.000*	0.662	1.511
Organisational support	0.246	0.071	0.277	3.441	0.001*	0.503	1.988

R= .730 R<sup>2</sup> = .533 Adjusted R<sup>2</sup> = .520 F change = 40.870 \* Significant at p<0.05

## Discussion

The **first hypothesis (H<sub>1</sub>)** posited that there would be a positive relationship between rewards and coaches' intention to remain in their current organisation. The correlation analysis shows strong positive associations between rewards and intention to remain ( $r=0.506$ ). Further, this hypothesis was supported with a direct effect ( $\beta=0.416$ ,  $t$ -value =  $-2.6.581$ ,  $p<0.001$ ). In particular, the  $t$ -value (critical ratio) was 6.581, a value higher than the recommended threshold of 1.96 (Hair et al., 2014), suggesting that various forms of rewards offered, generates a propensity for coaches to remain in their current organisation. **The hypothesis is therefore supported.** Silbert (2005) affirms that when organisations provide employees with rewards that they value and recall, they will feel more supported by the organisation. Employees who feel supported by the organisation are more likely to engage in desirable workplace behaviours such as remaining within their current organisation. Shore and Shore (1985) note that benefits which are available to all employees, regardless of their performance, are not associated with perceived organisational support. To some extent, actions like pay increases and promotions are benefits that employees may feel that they have rightfully earned through their hard work and contributions. Although organisations demonstrate recognition towards an employee by offering pay increases and promotions, such things are also tied into the employee's own efforts and are not a purely benevolent act on the part of the organisation. For this reason, a gesture made by the organisation that demonstrates its discretionary choice to acknowledge and reward an employee is more likely to increase perceived organisational support and provides a platform for employees to remain in their current organisation (Eisenberger et al., 1986).

The second **hypothesis (H<sub>2</sub>)** posited that there would be a positive relationship between organisational fairness and coaches' intention to remain in their current organisation. The correlation analysis show weak associations between organisational fairness and intention to remain ( $r=0.260$ ). Further, from the regression analysis, a negative predictive relationship was discerned ( $\beta = -0.182$ ,  $t$ -value= $-2.319$ ,  $p<0.05$ ) suggesting that organisational fairness negatively influences coaches to remain in their current organisation. **The hypothesis is therefore not supported.** The analysis show that the current fairness practices in sport

organisations does not augment coaches' intention to remain within their current organisation. While supervisor exchanges and organisational policies will give the employee direct evidence of organisational actions which express acknowledgement or support, previous researchers has found that the employee's perception of organisational fairness also influences the employee's perceived organisational support (Fasolo, 1995; Moorman et al., 1998). Moorman et al. (1998) explain that fair procedures practised by the organisation are an indication to employees that the organisation values them. The authors argue that organisations that take action to promote procedural fairness communicate to employees that the organisation values and supports them. Their research found that employees' perception of procedural justice influences the employee's perception of organisational support.

The third **hypothesis (H<sub>3</sub>)** posited that there would be a positive relationship between supervisor support and coaches' intention to remain in their current organisation. The correlation analysis show strong positive associations between supervisor support and intention to remain ( $r=0.650$ ). Further, this hypothesis was supported with a direct effect ( $\beta=0.420$ ,  $t\text{-value}=5.918$ ,  $p<0.05$ ) suggesting that various forms of supervisor support generates a propensity for coaches to remain in their current organisation. **The hypothesis is therefore supported.** From a coach's perspective, the relationship with a supervisor is perhaps the single most important relationship in an organisation. Because the supervisor makes decisions on behalf of the organisation, and because the supervisor employs an organization's resources to fulfil these decisions, a coach will view his or her supervisor as a representative of the organisation. Consequently, supportive actions taken by a supervisor will not only be seen by a coach as direct support from that supervisor, but also as support from the organisation (Settoon et al., 1996; Wayne et al., 1997). The fourth **hypothesis (H<sub>4</sub>)** posited that there would be a positive relationship between organisational support and coaches' intention to remain in their current organisation. The correlation analysis show strong positive associations between organisational support and intention to remain ( $r=0.439$ ); an indication that as organisational support in an organisation increases, coaches' inclination to remain in their current organisation increases. Further, this hypothesis was supported with a direct effect ( $\beta=0.277$ ,  $t\text{-value}=3.441$ ,  $p<0.05$ ) suggesting that various forms of organisational support generate a greater propensity for coaches to remain in their current organisation. The results suggest that if employees view an organisation as caring or respecting their well-being, they would remain in the organisation. **The hypothesis is therefore supported.** One way through which support from an organisation can be demonstrated to employees is through formal or informal recognition (Wayne et al., 1997). Whether in a personal or professional environment, individuals respond to praise, encouragement, and support. In an organisation, formal recognition such as an employee of the month award, or a plaque for achieving highest outcomes, demonstrates organisational support. Any such expression which comes from the organisation (or a representative of the

organisation), that indicates that the organisation is satisfied and pleased with the efforts of an employee, helps to build that employee's perceived organisational support. In addition, Eisenberger et al. (1986) noted that the more frequent and sincere the praise issued by the organisation, the more impact it will have on perceived organisational support and employees' intention to remain in their current organisation. Overall, rewards, perceived organisational support and perceived supervisor support are distinct but related concepts, all of which appear to influence an employee's decision to remain at an organisation. These results also resonate with the findings of Smit et al. (2015) who found similar results.

### **Managerial Implications and Conclusion**

The result of the study advances the understanding of focused examination of selected antecedents in predicting coaches' intentions to remain within their current organisation. From a managerial perspective these antecedents can offer insights that are particularly valuable to coaches' managers and sport organisations seeking to nurture interactions with their coaches in order for them to remain in their current organisation. Based on the predictive relationship of the study constructs (rewards, organisational fairness, supervisory support and organisational support) emanating from this study, it is recommended that sport organisations should create a favourable environment that positively natures coaches' intentions to remain in their current organisations. More specifically, the current reward system, the organization's fairness towards coaches, support from supervisors and general organisational support should be a target for enhancement in order to foster the relationship between coaches and their respective organisation that they work for.

### **References**

- Ali A., Haq I., Ramay M., Azeem M., 2010, *The impact of psychological contract on affective commitment*, "Interdisciplinary Journal of Contemporary Research in Business", 2(7).
- Allen D.G., Shore L.M., Griffeth R.W., 2003, *The role of perceived organizational support and supportive human resource practices in the turnover process*, "Journal of Management", 29(1).
- Baldwin S., 2006, *Organisational justice*, Available at: <http://www.employment-studies.co.uk>; Access on: 2017.04.24.
- Branham L., 2005, *The 7 Hidden Reasons Employees Leave – How to Recognize the Subtle Signs and Act Before It's Too Late*, Amacom: Saranac Lake, NY.
- Burke K.L., Joyner A.B., Pim A., Czech D.R., 2000, *An exploratory investigation of the perceptions of anxiety among basketball officials before, during, and after the contest*, "Journal of Sport Behavior", 25.
- Burton J.P., Hoobler J.M., 2011, *Aggressive reactions to abusive supervision: The role of interactional justice and narcissism*, "Scandinavian Journal of Psychology", 52(4).
- Burton D., Raedeke T.D., 2008, *Sport Psychology for Coaches*, Leeds: Human Kinetics.
- Chelladurai P., 1999, *Human Resource Management in Sport and Recreation*, Champaign: Human Kinetics.

- Cuskelly G., Hoyer R., Auld C., 2006, *Working with volunteers in sport theory and practice*, New York: Routledge.
- Dawley D.D., Houghton J.D., Bucklew N.S., 2010, *Perceived organizational support and turnover intention: The mediating effects of personal sacrifice and job fit*, "Journal of Social Psychology", 150(3).
- Deci E.L., Ryan R.M., 2008, *Facilitating optimal motivation and psychological well-being across life's domains*, "Canadian Psychology", 49.
- Dick G., Metcalfe B., 2001, *Managerial factors and organizational commitment – a comparative study of police officers and civilian staff*, "International Journal of Public Sector Management", 1478(2).
- D'Netto B., Sohal A.S., 1999, *Human resource practices and workforce diversity: an empirical assessment*, "International Journal of Manpower", 20(8).
- Eisenberger R., Huntington R., Hutchison S., Sowa D., 1986, *Perceived organisational support*, "Journal of Applied Psychology", 71(3).
- Ellinger A.D., Ellinger A.E., Keller S.B., 2003, *Supervisory coaching behavior, employee satisfaction, and warehouse employee performance: A dyadic perspective in the distribution industry*, "Human Resource Development Quarterly", 14(4).
- Emhan A., 2012, *Relationship among managerial support, job satisfaction and organizational commitment: A comparative study of nonprofit, for-profit and public sectors in Turkey*, "International Journal of Business, Humanities and Technology", 2(5).
- Fasolo P.M., 1995, *Procedural justice and perceived organisational support: Hypothesized effects on job performance*, [In:] R.S. Cropanzano, K.M. Kacmar (Eds.), *Organisational Politics, Justice, and Support: Managing the Social Climate of the Workplace* (pp.195-195), Westport, CT: Quorum.
- Feldman D.C., Moore D., 2001, *Career coaching: What HR professionals and managers need to know*, "Human Resource Planning", 24(2).
- Field A., Miles J., 2010, *Discovering Statistics using SAS*, London: Sage Publishers.
- Gray C.E., Wilson P.M., 2008, *The relationship between organizational commitment, perceived relatedness, and intentions to continue in Canadian track and field officials*, "Journal of Sport Behavior", 30(3).
- Hair J.F., Hult G.T.M., Ringle C.M., Sarstedt M.A., 2014, *Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*, Hamburg: Sage, Thousand Oaks.
- Harris-Reeves B.E., Skinner J., Milburn P., Reddan G., 2013, *Applying behaviour management strategies in a sport-coaching context*, "Journal of Coaching Education", 6(2).
- Hollander-Blumoff R., Tyler T.R., 2011, *Procedural Justice and the Rule of Law: Fostering Legitimacy in Alternative Dispute Resolution*, Available at: <http://scholarship.law.missouri.edu/jdr/vol2011/iss1/2>; Access on: 2017.04.24.
- Isaksson K., 2005, *Psychological contracts across employment situations*, Available at: <http://cordis.europa.eu/documents/documentlibrary/100123961EN6.pdf>; Access on: 2013.04.04.
- Jiang Z., Xiao Q., Qi H., Xiao L., 2009, *Total reward strategy: A human resources management strategy going with the trend of the times*, "International Journal of Business and Management", 4(11).
- Johari J., Yean T.F., Adnan Z., Yahya K.K., Ahmad M.S., 2012, *Promoting employee intention to stay: Do human resource management practices matter?* "International Journal of Economics and Management", 6(2).

- Kim S., 2016, *Perceived organizational support as a mediator between distributive justice and sports referees' job satisfaction and career commitment*, Available at: <http://www.tandfonline.com/doi/full/10.1080/11745398.2016.1147363?scroll=top&needAccess=true>; Access on: 2017.04.26.
- Kim S., Andrew D.P.S., 2015, *Relationships between organizational justice and coaches' attitudinal outcomes in intercollegiate sports*, "International Journal of Sports Science & Coaching", 10(2/3).
- Malhotra N.K., 2012, *Marketing Research*, (4<sup>th</sup> ed.), Oxford: FT Press.
- Martens A., 2012, *Successful coaching*, (4<sup>th</sup> ed.), Champaign, IL: Human Kinetics.
- Moorman R.H., Blakely G.L., Niehoff B.P., 1998, *Does perceived organisational support mediate the relationship between procedural justice and organisational citizenship behaviour?* "Academy of Management Journal", 41(3).
- Njanja W.L., Maina R.N., Kibet L.K., Njagi K., 2013, *Effect of reward on employee performance: A case of Kenya Power and Lighting Company Ltd., Nakuru, Kenya*, "International Journal of Business and Management", 8(21).
- Poole W.L., 2007, *Organizational justice as a framework for understanding union management relations in education*, "Canadian Journal of Education", 30(3).
- Rhoades L., Eisenberger R., 2002, *Perceived organizational support: A review of literature*, "Journal of Applied Psychology", 87(4).
- SASCOC, 2010, *South African coaching framework scoping report*, Available at: <https://www.eprints.leedsbeckett.ac.uk/599/6/Scoping-Report-SASCOC.pdf>; Access on: 2017.04.22.
- Settoon R.P., Bennett N., Liden R.C., 1996, *Social exchange in organisations: Perceived organisational support, leader-member exchange, and employee reciprocity*, "Journal of Applied Psychology", 81(3).
- Shore L.M., Shore T.H., 1985, *Perceived organisational support and organisational justice*, [In:] R. Cropanzano, K.M. Kacmar (Eds.), *Organisational Politics, Justice, and Support: Managing Social Climate at Work* (pp. 149-164), Westport CT: Quorum Press.
- Silbert L.T., 2005, *The effect of tangible rewards on perceived organisational support*, Master's thesis, University of Waterloo, Master of Applied Science in Management Sciences, Waterloo, Ontario, Canada.
- Smit W., Stanz K., Bussin M., 2015, *Retention preferences and the relationship between total rewards, perceived organisational support and perceived supervisor support*, "SA Journal of Human Resource Management / SA Tydskrif vir Menslikehulpbronbestuur", 13(1).
- Surujlal J., 2016, *Managing human resources in sport: Issues, challenges and possible remedies*, "African Journal for Physical Activity and Health Sciences", 22(3:1).
- Surujlal J., Grobler W.C.J., 2014, *Retaining Sport Coaches: A qualitative Assessment of Retention Strategies at Sport Clubs in South Africa*, "Mediterranean Journal of Social Sciences", 5(2).
- The National Coaching Foundation, 2008, *A 3–7–11 Year Action Plan*, Available at: <https://www.sportscoachuk.org/sites/default/files/UK%20Coaching%20Framework.pdf>; Access on: 2017.04.22.
- Thompson C., Rampton L., 2003, *Human Resource Management*, New York: Melbourne Press.

Wayne S.J., Shore L.M., Liden R.C., 1997, *Perceived Organisational Support and Leader-Member Exchange: A Social Exchange Perspective*, "Academy of Management Journal", 40(1).

Wolfson S., Neave N., 2007, *Coping under pressure: Cognitive strategies for maintaining confidence among soccer referees*, "Journal of Sport Behavior", 30(2).

### OKOLICZNOŚCI POPRZEDZAJĄCE, PROGNOZUJĄCE INTENCJE COACHÓW DO POZOSTAWANIA W ORGANIZACJACH SPORTOWYCH

**Streszczenie:** Aby uzyskać optymalną wydajność coachów, organizacje sportowe zapewniają różne mechanizmy w celu poprawy zarządzania coachami sportowymi. Organizacje sportowe wspierają swoich coachów, poprzez zapewnienie odpowiednich zasobów i nagród, odpowiednie wsparcie ze strony przełożonych czy uczciwość organizacyjną. Wsparcie organizacyjne przyznawane coachom to pojazdy, za pomocą których kierownictwo organizacji może uzyskać optymalną wydajność ze strony swoich pracowników. Badanie przeprowadzono w ramach ilościowego paradygmatu badań, w celu zebrania danych od 151 trenerów, którzy zostali celowo wybrani z różnych organizacji sportowych w prowincji Gauteng w RPA, przyjęto ankietę przekrojową. Wyniki analizy regresji pokazują, że nagrody, wsparcie zwierzchników, jak i wsparcie organizacyjne, są silnymi predyktorami dla coachów do pozostania w ich obecnej organizacji. Sprawiedliwość organizacyjna zdaje się negatywnie wpływać na intencje coachów do pozostania w swoich organizacjach. Zaleca się, aby w zarządzaniu coachami sportowymi organizacje sportowe tworzyły sprzyjające warunki, które pozytywnie wspierają ich zamiary pozostania w swoich obecnych organizacjach. Mówiąc dokładniej, obecny system nagród, uczciwość organizacji wobec coachów, wsparcie ze strony przełożonych i ogólne wsparcie organizacyjne powinno być celem ulepszania i rozwijania relacji między coachami a organizacją, dla której pracują. Te okoliczności poprzedzające mogą zapewnić wgląd, który jest szczególnie cenny dla kierownictwa coachów i organizacji sportowych, pragnących pielęgnować interakcje z ich coachami, aby mogli pozostać w swojej obecnej organizacji.

**Słowa kluczowe:** nagrody, uczciwość, wsparcie zwierzchników, wsparcie organizacyjne, zamiar pozostania

### 预测教练员对运动组织保持意愿的方法

**摘要:** 为了获得教练员的最佳表现, 体育组织提供了各种机制来提高对教练员的管理水平。通过证明对教练的支持, 通过证明足够的资源和奖励, 适当的主管支持, 组织的公平性, 为教练提供的组织支持是机构管理层可以从其员工身上获得最佳绩效的工具。该研究位于定量研究范式内, 采用横断面调查收集151名教练的数据, 这些教练是从南非豪登省各体育组织有目的地选出的。回归分析的结果表明奖励, 主管支持和组织支持是教练保持在当前组织内的有力预测因素。组织上的公平似乎对教练打算留在各自的组织中有负面影响。建议在管理体育教练时体育组织应营造良好的环境, 积极培养教练员留在现有组织中的意图。更具体地说, 目前的奖励制度, 组织对教练的公平性, 主管人员的支持和一般组织支持应该成为提高教练员和他们所属组织之间关系的目標。这些先行者可以提供见解, 这对教练的管理和体育组织来说是特别有价值的, 这些组织希望培养与教练之间的互动, 使他们留在现有的组织中。

**关键词:** 奖励, 公平, 监督支持, 组织支持, 留意。