



# Comparative analysis of coach motives in a commercial and non-profit sports organization

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## Abstract

**Objective of the study** was to compare the degree of expression of motives for professional activity among coaches of a commercial and non-profit sports organization.

**Methods and structure of the study.** The technique "Possibility of realizing motives" (PRM) by V.I. Dominyaka, E.A. Rodionova. Team sports coaches from the city of St. Petersburg (n=40, men, age 24–28 years, professional experience from 3 to 5 years) took part in the study. "Footboland" is a children's football school (commercial organization) and a sports school in the Krasnoselsky district of St. Petersburg (non-profit organization).

**Results and conclusions.** Evidence was obtained that in a non-profit organization, the following motives are important for trainers: respect from other people, social prestige, career growth, the excitement of professional competition. Trainers of a non-profit organization believe that the organization does not provide them with the opportunity to fully realize these motives. In a commercial organization, the most important motives for trainers are: increasing their professional competence and satisfaction from the process of activity. A commercial organization helps trainers realize such motives for professional activity as satisfaction from the process of activity, a sense of freedom and independence in decision-making, and opportunities for self-realization in the profession.

It is advisable to use the obtained data in working with coaching staff, both at the time of accepting a specialist into an organization in order to clarify the organization's real capabilities in satisfying the coach's motivational orientations, and in the process of his professional implementation to prevent professional burnout.

**Keywords:** *coach, professional motivation, implementation of motives for professional activity, sports organization.*

**Introduction.** The main component for the successful implementation of any activity, including physical education and sports, is motivation [3, 5].

In coaching, there are a number of factors that motivate work. One of the most important factors is the result (success) of athletes, which is considered as an indicator of their own competence. In second place is the coach's salary. The third is love for the profession and working with people [4]. Of the listed factors, in commercial sports organizations, material incentives are a more flexible system, which includes basic wages, piecework, time-based, bonuses, bonuses, one-time payments (bonuses, annual, semi-annual,

New Year's bonuses, for length of service, for merit), payment of transportation costs; covering the costs of retraining, advanced training, seminars, catering, etc. Material motivation is only one of several dozen of the most common motivating factors, and it is not the most effective. For example, managing motives such as career growth, status, fame, evaluation, and clarity of purpose can influence an employee's enthusiasm no less than high salaries and bonuses [6].

Regardless of the organization, management is interested in having a motivated coach on staff. A motivated coach is an effective coach who brings success to his organization. Understanding what professional



motives a trainer implements in an organization and how much they are satisfied in the working conditions that the organization can provide, management can effectively manage their human (labor) resources [2].

Objective of the study was to compare the degree of expression of motives for professional activity among coaches of a commercial and non-profit sports organization.

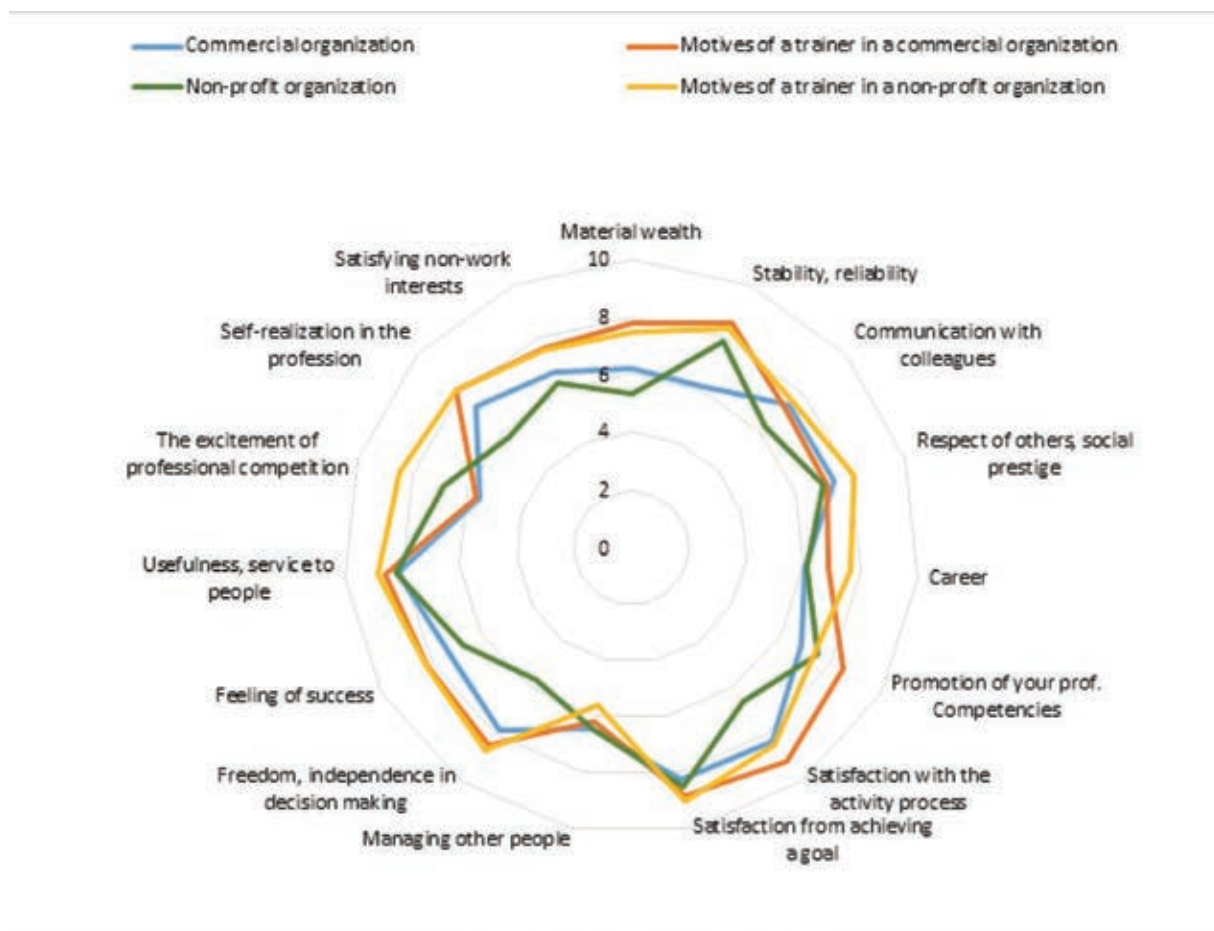
**Methods and structure of the study.** The empirical study used the methodology “Possibility of realizing motives” by V.I. Dominyaka, E.A. Rodionova [1]. The study was conducted remotely, and coaches were sent a questionnaire with detailed instructions to fill out. The technique consists of two parts. In the first part, trainers were asked to evaluate how much the organization in which they work contributes to the implementation of each of the 16 motives of professional activity given below on a 10-point scale, where 10 is extremely significant, 1 is absolutely not significant. In the second part, coaches were asked to evaluate the significance of each of the 16 motives for professional

activity. In this part, no more than three motives could receive the same rating at the same time.

Team sports coaches from St. Petersburg took part in the study. “Footboland” is a children’s football school (commercial organization) and a sports school in the Krasnoselsky district of St. Petersburg (non-profit organization), (n=40, men, age 24–28 years, coaching experience 3-5 years). 20 trainers are a non-profit organization, 20 are a commercial one. To find differences in indicators in the two groups of trainers, the Mann–Whitney test was used (differences are discussed at the  $p \leq 0.01$  level).

**Results of the study and discussion.** When studying the motives for a coach’s professional activity, two indicators were assessed: how significant a specific motive for professional activity is for a coach and how much, in the coach’s opinion, the organization in which he works contributes to the implementation of this motive (see figure).

Analyzing the data obtained, we can say that trainers working in a commercial organization have more



Average indicators of the expression of motives for the professional activities of trainers and their implementation in the organization where they work (0 – absolutely not significant/not implemented, 10 – extremely significant/implemented)



adequate expectations from the organization in realizing their professional motives. Significant differences in the motives of trainers and the possibility of providing conditions for their implementation were found in the motives: material wealth, a sense of stability, reliability and the opportunity to improve their own professional competence.

Trainers working in a non-profit organization had more significant motives for professional activity that the organization cannot fully satisfy compared to trainers in a commercial organization, and they differ. In their opinion, in a non-profit organization it is difficult to satisfy material needs, needs for career growth, receive satisfaction from the process of activity, feel freedom and independence in decision-making, feel success, realize the excitement of professional competition and there are few opportunities for full self-realization in the profession.

Assessing the motives, the satisfaction of which is facilitated by the organization in which they work, indicates that a non-profit organization helps to satisfy the motives of coaches in a sense of stability, reliability, it can provide great opportunities to satisfy the excitement of professional competition. A commercial organization provides great opportunities for communication with colleagues, satisfaction with the process, a sense of freedom and independence in decision-making, a sense of success, and the possibility of the most complete self-realization in professional activities.

Regardless of the organization, the trainers of both groups noted that organizations do not satisfy the motive of material wealth, which is of high importance to them.

**Conclusions.** In a non-profit organization, the most important motives for coaches are: respect from other people, social prestige, career growth, the excitement of professional competition. Trainers of a non-profit organization believe that the organization does not provide them with the opportunity to fully realize these motives. The non-profit organization helps coaches realize the motives of stability, reliability and the excitement of professional competition. In a commercial organization, the most important motives for trainers are: increasing their professional competence and satisfaction from the process of activity. A com-

mercial organization helps trainers realize such motives for professional activity as satisfaction from the process of activity, a sense of freedom and independence in decision-making, and opportunities for self-realization in the profession. It is advisable to use the obtained data in working with coaching staff, both at the time of accepting a specialist into an organization in order to clarify the organization's real capabilities in satisfying the coach's motivational orientations, and in the process of his professional implementation to prevent professional burnout.

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