

# INTRINSIC AND EXTRINSIC MOTIVATION AS A PREDICTOR OF JOB COMMITMENT AMONG SPORTS COUNCILS COACHES IN EDO STATE

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## **Abstract**

*The purpose of this study was to find out intrinsic and extrinsic motivation as a predictor of job commitment among coaches of sports council in Edo State. Two research questions were raised in this study and two corresponding hypotheses were formulated and tested at 0.05 level of significance. A correlation research design was adopted for this study. The population of this study comprised of coaches in Edo State Sports Council totalling 115. The sample size for this study is 100. The simple random sampling was used in selecting 100 respondents for this study. The instrument that was used for this study is a questionnaire. The questionnaire was divided into three sections. Section A consisted of the respondents' bio data, while section B and C related to items addressing intrinsic and extrinsic motivation as well as job commitment among sports councils in Edo State. The instrument was validated by three experts. Their corrections, criticisms, clarifications, suggestions and scrutiny served as the final draft of the instrument. The instrument was administered to 20 coaches in University of Benin, Spots unit. The data collected were analysed using the Cronbach Alpha statistics and a coefficient values of 0.89 was obtained for intrinsic motivation, 0.74, extrinsic motivation 0.91 and 0.84 for job commitment. Data collected were analysed using Pearson Product Moment Correlation Coefficient. Findings revealed that there was a strong positive relationship existing between intrinsic motivation and job commitment of coaches of sports council in Edo State. It was therefore concluded that there is a significant relationship between intrinsic motivation and job commitment of coaches in sports council in Edo State. It was recommended that recognition, praises, rewards should be the watch word of the director of sports in the sports council.*

**Keywords: *Intrinsic, Extrinsic, Motivation, Job, Commitment, Sports Council***

## **Introduction**

Commonly held view is that motivation is either good or bad. However, this understanding is limited and promotes an inaccurate understanding of motivation and its varying influences on sports participations. Motivation is a desire, the fire that fuels great performances, outstanding victories, persistence, perseverance, determination and drive (Wayne, 2016). The varying degree of motivation experienced by different coaches is the explanations for some coaches to have a winning attitude while others have a non-driving force for winning. Wayne further stressed that, it is the rationale behind "mental toughness" which is the strength and the character that allows coaches

to overcome adversity, setbacks, disappointments, injuries and become non-selective. It is the seemingly endless energy driving force to perform even at the toughest, most challenging and most exhausting workouts. In effect, motivation is a cornerstone of success for every great coach as well as for every great athletic or sports achievement.

The most valuable asset in sports organisation are the coaches. Liou (2008) noted that the success of any sports organization, institution, council and agency depends largely on coaches' commitment and participation. In addition, Amdan, Rahman, Shahid, Bakar, Khir & Demong (2016) argued that a highly friendly environment improves coaches' retention rate, reduce operating costs and promotes coaches' performance and efficiency. Boyne and Hood (2010), are of the view that organization success depends significantly on highly motivated coaches who are productive and creative. It is important for the head of sports council to understand the link between coaches' motivation (intrinsic and extrinsic) and job commitment in achieving the council goals.

For any organization, motivation of coaches is an important factor, because it drives the inner force that creates the difference between failure and success. Motivation is the methodology that leads to a win-win situation between the organization and the coaches. Motivation inspire coaches to work, individually or in groups in such a way to produce best results. It is the will to act, exert high levels of effort towards organizational goals, conditioned by the efforts and ability to satisfy some individual need (Liou, 2008).

On the other hand, intrinsic motivation is coaches' desire more from their jobs. Pleasant work environment, mutual respect atmosphere, accomplishment and self-respect, adequate leisure and low stress seems more desirable. Therefore, intrinsically motivated coaches are motivated to share their knowledge because other coaches will also exchange their knowledge and this will create the desirable criteria of work environment. This will speed the learning process inside the council and maintain competitive advantage (Natalia Marti'n Cruz et al, 2009). Intrinsic motivation are rewards that are not pegged to performance and they do not necessary need money to sustain them. According to Armstrong (2006), they are likely to have deeper and long-term effect because they are inherent in individuals. Intrinsic motivation means the inner drive of an individual which provides energy or force to an individual to work for better outcomes. They emanate from within the workplace and the individual (working for the love of work or because it is part of their duty) and relates the worker and the task, hence self-applied; for example, appreciation and positive feedback from the boss. It impels coaches to perform based on an aspect of nature that is expressed under certain conditions (Gyamfi, 2014) and includes responsibility, achievement, accomplishment, challenging work, achievement, and competence (Luthans, Avey, Norman & Avolio, 2007).

Provision and availability of these factors means the coaches will not wait for financial rewards that essentially meet basic needs of life but they will just feel the inner drive to execute their roles and tasks. According to Zhou (2003), Joo and Pak (2010) motivating coaches' through intrinsic motivation spurs high job commitment and better outcomes. Intrinsic motivation is a significant predictor of job commitment. Such coaches are more responsible in their job tasks (Daysvik & Kuvaas, 2008). In support of this argument, Mundung and Pangemanan (2015) opined that well-maintained

intrinsic motivational factors have positive and significant influence on job commitment. The findings further established that intrinsic motivation is a significant predictor of organizational commitment, loyalty and are optimistically connected with higher level of place of work performance (Sarah, Jolian, Robert & Karl, 2011). Additionally, individuals with higher levels of organisational attachment will be more willing to work for the organization and to stay as members of the organisation (Green, 2008) which brings about higher levels of productivity in the organisation performance through discharge of their work and job tasks (Gürses & Demiray, 2009). Coaches who are fully committed to their organization do so continuously, normatively and affectively as they have total and whole-hearted allegiance to their organization (Choong & Kee, 2011).

Meanwhile, extrinsic motivation is considered as the set of monetary rewards, direct and indirect that coaches' receives in exchange for their job. Coaches are extrinsically motivated if they are able to satisfy their financial needs. These rewards may provide temporary incentives for knowledge sharing but still not a fundamental force in forming coaches' knowledge-sharing behavior (Ibrahim, 2015), it is an important factor that boost the morale of coaches to actualize the council's goal. Emeka, (2015) asserted that extrinsic motivation enhanced the drives of coaches which ultimately influenced positively to performance of workers in terms of productivity. According to Attrams (2013), extrinsic motivation plays a major role for coaches' performance both in public and private sector.

Job commitment is an important part of an employee's psychological state because coaches' who experience high organizational commitment are theorized to engage in much productive behavior. The influence of intrinsic and extrinsic motivation on the productivity of coaches could be enormous as a motivated coach under normal circumstances would be a happy, joyous and at the same time productive (Ibrahim, 2015). This is because, when a coach is happy, the coach will be willing to relate well with the athletes in their physical milieu and as such give their best to the athletes. An intrinsically motivated coach does not need to be coerced to perform normal duties, but will rather be willing to discharge the duties joyfully, optimally and efficiently. An extrinsically motivated coach would be willing to do everything possible to optimize productivity and performance because motivation has direct bearing on the total organizational productivity (van Heerden, 2014). Intrinsic and extrinsic motivation entails the psychological forces that determine the direction of a coaches' behavior in an organization, a person's level of effort, and a coaches' level of persistence (Jones & Gareth, 2006).

Conversely, when motivation (intrinsic and extrinsic) declines, coaches tend to display such negative traits as apathy, hostility and aggression, the traits also tend to undermine efficiency, productivity and sustainability. Indeed, motivation is the satisfaction of human needs in every organization (Senyah, 2013). Intrinsic and extrinsic motivation factors for coach's performance include a high pay package; prospect for promotion; friendly working environment; recognition; bonuses; facilities and equipment, training, desire and commitment are also essential to job commitment.

## **Research Questions**

The following research questions were raised to guide the study

1. What is the relationship between intrinsic motivation and job commitment of coaches of sport council in Edo State?
2. What is the relationship between extrinsic motivation and job commitment of coaches of sport council in Edo State?

## **Research Hypotheses**

The following hypotheses were formulated and tested at 0 .05 level of significance.

1. There will be no significant relationship intrinsic motivation and job commitment of coaches of sport council in Edo State.
2. There will be no significant relationship existing between extrinsic motivation and job commitment of coaches of sport council in Edo State.

## **Method and Material**

A correlation research design was adopted for this study. It was adopted because it seeks to establish relationships that exist between two or more variables in terms of intrinsic and extrinsic motivation as predictor of job commitment. Usually, such studies indicated the direction and magnitude of the relationship between the variables. The population of this study comprised of coaches in Edo State Sports Council and the total population is 115 (Edo State Sport Council, 2021). The sample size for this study is 100. The simple random sampling was used in selecting 100 respondents for this study, this involves balloting with replacement. The instrument that was used for this study is a questionnaire. The questionnaire was divided into three sections. Section A consists of the respondents' bio data, while section B and C are related to the items addressing intrinsic and extrinsic motivation as well as job commitment among sports councils coaches in Edo State. . The instrument used summated rating scale format with 4 choices per item, using the following rating scale: 4=Strongly Agree, 3=Agree, 2=Disagree, 1=Strongly Disagree. The items are scored directly by adding together the values of the numbers shaded in the relevant items that constitute each of the four components.

The instrument (questionnaire) was validated by three experts. One from Human kinetics(Sports Psychologist), one from Department of Educational Management and one from the Department of Measurement and Evaluation, all from University of Benin. Their corrections, criticisms, clarifications, suggestions and scrutiny served as the final draft of the instrument. The instrument was administered to 20 coaches in University of Benin spots unit. The data collected were analysed using the Cronbach Alpha statistics and a coefficient values of 0.89 was obtained for intrinsic motivation, 0.74 for extrinsic motivation and 0.84 for job commitment. To reduce the mortality rate of the instrument, the researcher personally administered the questionnaire to the respondents with the help of one research assistant. A total of one hundred (100) questionnaires were administered to the coaches which were immediately collected after their responses. Data collected were analysed using Pearson Product Moment Correlation Coefficient.

## **Results**

### **Hypothesis 1**

There will be no significant relationship existing between intrinsic motivation and job commitment among coaches of sport council in Edo State.

**Table 1:** Significant relationship existing between intrinsic motivation and job commitment

Variable	N	r	p-value	Decision
Intrinsic motivation	100	.819	.000	significant

Job commitment

.05 alpha level

There is a statistically significant relationship between intrinsic motivation and job commitment ( $p < .001$ ). There is a positive relationship between intrinsic motivation and job commitment. Hence, the increase in intrinsic motivation leads to a corresponding increase in job commitment among coaches of sports council in Edo State.

### Hypothesis 2

There will be no significant relationship existing between intrinsic motivation and job commitment of coaches of sport council in Edo State.

**Table 2:** Significant relationship existing between extrinsic motivation and job commitment

Variable	N	r	p-value	Decision
Extrinsic motivation	100	.623	.000	significant
Job commitment				

.05 alpha level

There is a statistically significant relationship between extrinsic motivation and job commitment ( $p < .001$ ). It indicated that, there is a strong positive relationship between extrinsic motivation and job commitment among coaches of Sports council in Edo State.

### Discussion of Results

The discussion of the results was based on the findings of the study

#### Relationship between intrinsic Motivation and Job Commitment

The result of the type of relationship that exist between intrinsic motivation and job commitment of sports council coaches in Edo state is very high. The very high or positive relationship could be attributed to a pleasant work environment, mutual respect, peaceful atmosphere, accomplishment and self-respect, adequate leisure and low stress seems more desirable. The findings revealed that, intrinsic motivation has a positive correlation with job commitment. This study agrees with Zhou (2003) and Joo and Pak (2010) motivating Coaches' through intrinsic motivation spurs high job commitment and better outcomes as established in the study that intrinsic motivation is a significant predictor of job commitment. Such coaches are more responsible in their job tasks (Daysvik & Kuvaas, 2008). In support of this argument, Mundung and Pangemanan (2015) found that well-maintained intrinsic motivational factors have

positive and significant influence on job commitment. The findings further established that intrinsic motivation is a significant predictor of organizational commitment, loyalty and are optimistically connected with higher level of place of work performance (Sarah, Jolian, Robert & Karl, 2011). Additionally, individuals with higher levels of organisational attachment will be more willing to work for the organization and to stay as members of the organisation (Green, 2008) which brings about higher levels of productivity in the organisation performance through discharge of their work and job tasks (Gürses & Demiray, 2009). Coaches' who are fully committed to their organization do so continuously, normatively and affectively as they have total and whole-hearted allegiance to their organization (Choong & Kee, 2011).

### **Relationship between extrinsic Motivation and Job Commitment**

The result of the type of relationship that exist between extrinsic motivation and job commitment of sports council coaches in Edo state is very high. Several findings show that extrinsic motivation increase coaches job commitment to work (Miao, Newman, Sun & Xu, 2017). Coaches will be more motivated if the coaches have a good perception of external encouragement, such as salaries, promotions and also support from workplace organisations. Coaches that are committed will tend to stay in the sports council (Asha & Wanier, 2017). The authors further maintained that extrinsic motivation can predict employee work commitment at work and coaches who have high extrinsic motivation will spend more time and energy at work, because of the fact that there is correlation between extrinsically motivated and coaches job commitment.

### **Conclusion**

Based on the findings of the study, it was therefore concluded that there is a strong relationship between intrinsic motivation and job commitment of coaches in sports council in Edo State.

### **Recommendations**

Based on the findings of this study and conclusion drawn, the following recommendations were made:

- The management of the sports council should invest on the conditions of service of coaches to improve job commitment.
- Prompt payment of salaries, promotion and training should be a top priority in order to improve job commitment of coaches.
- Recognition, praises, rewards should be the watch word of the director in the sports council.

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