

## Job Insecurity, Affective Commitment, and Turnover Intention Among Coaches of Basketball and Football Teams

*Basketbol ve Futbol Takım Antrenörlerinin İş Yeri Güvencesizliği, Duygusal Bağlılık ve İşten Ayrılma Niyeti*

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### Özet

Bu araştırmanın amacı, futbol ve basketbol takımlarında görev yapan antrenörler arasında iş güvencesizliği, duygusal bağlılık ve işten ayrılma niyeti arasındaki ilişkileri araştırmaktır. Katılımcılara ulaşmak için kartopu örnekleme yöntemi kullanılmıştır. Bu ankete Türkiye'de mücadele eden çeşitli futbol ve basketbol takımlarının 162 antrenörü katılmıştır. Faktör analizi sırasında herhangi bir soruyu çıkarmak gerekmemiş, değişkenlere göre dağılım uygun şekilde gerçekleşmiştir. Sonuçlar, iş güvencesizliğinin işten ayrılma niyeti üzerinde pozitif yönlü bir etkisi olduğunu ( $r = .34$ ) ve varsayıldığı gibi duygusal bağlılık üzerinde negatif yönlü bir etkiye sahip olduğunu göstermiştir ( $r = -.616$ ). Duygusal bağlılığın etki büyüklüğü önceki meta-analiz çalışmalarında bulunduğu gibi geniş seviyede çıkmıştır (Cohen, 1988). Bu sonuçlar aynı zamanda iş güvencesizliği ve duygusal bağlılığın işten ayrılma niyetinin spor sektöründe de anlamlı bir öncülü olduğunu onaylamıştır. ANOVA analizi ile çalışmanın değişkenleri analiz edilmiş, yaş, cinsiyet, ve gelir değişkenlerinin anlamlı bir etkisine rastlanmamıştır. Bu bulgular, koçlarla ilgili insan kaynakları stratejilerinin belirlenmesinde kullanılabilir. Ayrıca yöneticiler, bu araştırma tarafından sağlanan bilgileri örgütsel politikaları belirlemek için de kullanabilirler.

**Anahtar Kelimeler:** İş güvencesizliği, duygusal bağlılık, işten ayrılma niyeti, koçlar.

**Jel Kodları:** J63, D23.

**Başvuru:** 03.08.2022

**Kabul:** 07.10.2022

### Abstract

The purpose of this research is to investigate the interrelationships between job insecurity, affective commitment, and turnover intention among the coaches working in football and basketball teams. Snowball sampling method is used to reach the participants. 162 coaches of various football and basketball teams competing in Turkey participated in this survey. It was not necessary to remove any questions during the factor analysis, the allocation regarding the variables was appropriate. The results suggested that job insecurity has a positive effect on turnover intention ( $r = .34$ ) and a negative effect on affective commitment as hypothesized ( $r = -.616$ ). The size of the effect of affective commitment on turnover intention was determined to be *large* as suggested by previous meta-analysis studies (Cohen, 1988). These results confirmed that job insecurity and affective commitment are significant antecedents of turnover intention in the sports industry. The variables of this survey was analyzed by using ANOVA and it was not suggested that age, gender, not income have significant effect on them. These findings can be used to determine human resources strategies related to the coaches. Moreover, the managers can also use the information provided by this research to determine organizational policies.

**Key Words:** Job insecurity, affective commitment, turnover intention, coaches.

**Jel Codes:** J63, D23.

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## INTRODUCTION

The football teams receive a great share of the revenue created in the sports industry (Zhang et al., 2018). The success of a football team is affected by the talented football players. Therefore the football teams pay higher wages to the most talented football players and to the football players with higher performance relatively (Frick, 2011).

The football players may prefer higher wages to choose their club. But the football players do not always play with their best performance for the club they have chosen as financial motives are not the only motivators for the football players (Morris et al., 2016). The coaches also play a significant role in their motivation.

The football players and coaches of football teams have contractual relationships with their employers. The term of these contracts varies. Depending on the length of these contracts, the athletes feel more or less secure. The expectation of higher pay can be the reason of short-term contracts, but the athletes always work with the risk of injury (Seo, 2012). Thus short-term contracts never affect job insecurity negatively. Job insecurity is also a factor influencing the individual performance of the coaches, and the overall performance of the football team in various ways.

The factors affecting the performance of the athletes should be monitored carefully by the coaches (Hill, & Sotiriadou, 2016) and the managers. Another factor affecting the motivation of the football players is affective commitment. If the athlete has a long-term contractual relationship with the club, the second factor that is important for the athlete will be the prestige of the organization (Ciftcioglu, 2010). Athletes prefer to have contracts with organizations that have high external prestige. But external prestige can affect the athletes for a while. Because athletes with more commitment will continue to contribute to their team even if the prestige of their team is lost. Coaches can increase the affective commitment of the players.

Job insecurity also decreases the risk-taking behavior (Storseth, 2007). It is quite normal to see that athletes with high job insecurity tend to take less risks as they already want to avoid injury to be able to renew their contracts. Because it is difficult for a football player with an injury to be accepted by any football club. Athletes taking fewer risks contribute less to the overall performance of the team as they avoid tough challenges that can help the team to win. It is difficult to determine the effect of job insecurity of players, but the situation of a coach can be evaluated easily in terms of job insecurity.

Job insecurity is a construct affecting the motivation of the athletes and coaches (Bentzen et al., 2020). The strategies and tactics are integrated and implemented more easily in a football team whose members have high organizational identification (Haines, 2006). The main objective of this study is elaborating on the interrelationships between these three constructs in a football team.

Affective commitment is the tendency of an employee to attach himself to an organization. The commitment of a coach to the organization can affect the working discipline very significantly. Because there is no limit for the effort of a coach attempting to increase the motivation of the athletes. Coaching is not only monitoring the performance and motivation of the team, it is also monitoring the performance and motivation of the individuals.

Turnover is a cost for the organizations. It means loss of experienced employees and a new process regarding orientation that will get started for the new employees. Turnover can be followed when the employees leave the company. But turnover intention, which is beginning of turnover, can be followed before the employees leave the company.

## 1. CONCEPTUAL FRAMEWORK

Job insecurity can be referred to as “the anticipation of this stressful event in such a way that the nature and continued existence of one’s job are perceived to be at risk” (Sverke & Hellgren, 2002). When the revenue of the employee is perceived to be at risk, and this causes anxiety. Another factor causing anxiety due to job insecurity is uncertainty (Emberland, & Rundmo, 2010). Because of the nature of humans, they are afraid of uncertainty.

Job insecurity is the perceived difference between the experienced and preferred levels of employment security (Bentzen et al., 2020). The meta-analysis of Jiang and Lavaysse (2018) showed that there are at least 51 outcomes of job insecurity. According to the results of this study, job insecurity can increase the impact constructs that are not preferred by the employers such as accidents, absenteeism, turnover intention, or burnout, and it can also decrease the level of the constructs that are preferred by the employers such as job satisfaction, organizational commitment, or work engagement. Job insecurity doesn’t only affect the work related outcomes, but also affects the individual outcomes. Life satisfaction, anger, and anxiety (Llosa et al., 2018).

Affective commitment is an outcome of job insecurity. The employees with high job insecurity feel less affective commitment. The emotions of the employees plays a significant role in affective commitment.

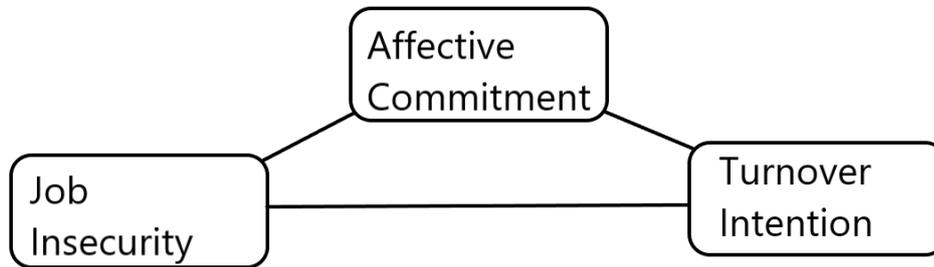
Turnover intention may be a prior concern for the managers. Experienced or unique employees can be lost if turnover intention of the employees are not observed. To avoid such situations, the managers prefer following turnover intention. Affective commitment and job insecurity are antecedents of turnover intention.

Thus, the hypotheses below are prepared:

H1: Job insecurity has a significant effect on turnover intention.

H2: Affective commitment has a significant effect on turnover intention.

H3: Job insecurity has a significant effect on affective commitment.



**Figure 1.** Research model

## 2. METHODOLOGY

### 2.1. Sample and Measuring

The author reached a couple of coaches working in professional football teams and basketball teams. The snowball sampling method is used to reach some other coaches. The author tried to reach all the coaches recommended by the participants. But among the 321 phone numbers given by the participants, it was possible to reach 184 coaches. 162 coaches were available and contributed to this study.

The measurement tools are discovered and tested by Hellgren et al. (1999), Allen and Meyer (1996) and Bluedorn (1982). To measure job insecurity, 5 item scale of job insecurity was used (Hellgren et al., 1999). Seker (2011) translated this scale into Turkish. 6-item scale of Allen and Meyer (1990) was used to measure affective commitment. Arzu Wasti (2002) translated this scale into Turkish, Han et al. (2018) also confirmed the validity and reliability of the questions used in our study. The turnover intention was measured by 3 item scale of Bluedorn (1982). Tanrıöver (2005) could translate this scale into Turkish.

Turkish versions of the scales developed by Seker (2011), Arzu Wasti (2002) and Tanrıöver (2005) were used in this study. 5 point Likert scale was used on the questionnaire. The options were prepared as (1) strongly disagree, (2) disagree, (3) neither agree nor disagree, (4) agree, and (5) strongly agree. The score of each question was added into the total score of each construct, and the average was taken and used as the score for each construct. Semi-structured interview techniques was preferred to collect answers from the participants.

### 2.2. Measurement Assessment

Table 1 showed the descriptive statistics of the collected data. The gender, age and income were chosen as control variables. This table also shows the allocation of the participants to the groups, mean of the groups, and standard deviation of the groups.

**Table 1.** Descriptive Statistics

Variable	Groups	n	JIS	AC	TI
			Mean-±Standard Deviation	Mean-±Standard Deviation	Mean-±Standard Deviation
Gender	Male	132	2.01-±0.87	3.89-±0.39	2.98-±0.17
	Female	30	2.09-±0.62	4.01-±0.41	3.74-±0.52
Age	18-22	46	2.01-±0.87	3.89-±0.39	2.98-±0.17
	23-27	74	2.09-±0.62	4.01-±0.41	3.74-±0.52
	28-32	28	2.03-±0.51	3.99-±0.53	3.21-±0.71
	32-36	14	2.01-±0.42	3.55-±0.42	3.55-±1.01
Income	Less than 6.000 TL	22	2.02-±0.71	3.74-±0.41	3.08-±0.89
	6.000-8.000	31	2.04-±0.45	4.01-±0.64	3.27-±1.01

	8.000-10.000	98	2.11-±0.73	3.99-±0.81	3.39-±1.01
	More than 10.000 TL	11	1.92-±0.99	4.04-±0.95	3.27-±0.96

JIS: Job insecurity  
 AC: Affective commitment  
 TI: Turnover intention

Just like the other analysis of this research, the factor analysis was also performed by using SPSS v22. To determine the dimensionality of each construct, two items of job insecurity are removed during the factor analysis. The final results indicated that the proposed constructs are uni-dimensional. The factor loadings are shown in table 2. The results were over the recommended threshold value which is 0.6 (Hair et al., 2006). KMO analysis results suggested that the items were appropriate for confirmatory factor analysis.

**Table 2.** Factor Loadings of Constructs

	Component		
	1	2	3
JIS1		0.795	
JIS2		0.768	
JIS3		0.694	
JIS4		0.758	
JIS5		0.778	
AC1	0.655		
AC2	0.796		
AC3	0.863		
AC4	0.873		
AC5	0.840		
AC6	0.746		
TI1			0.861
TI2			0.875
TI3			0.826

JIS: Job insecurity  
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### 3. FINDINGS

Cronbach Alpha (CR) values and Pearson correlation values are shown in table 2. All the values are over 0.70, which is accepted to be threshold (Nunnally, 1967). Correlation values did not indicate any multicorrelation and all of them are significant. The correlation test results showed that the relationships between job insecurity and affective commitment, job insecurity and turnover intention, and affective commitment and turnover intention are significant. Table 3 showed the Pearson correlation coefficients.

**Table 3.** Correlation Analysis Results

		MEAN	SD	CR	1	2	3
1	JIS	2.42	0.75	0.892			
2	AC	3.25	0.92	0.941	-0.616(**)		
3	TI	4.09	0.64	0.925	0.34(**)	-0.337(**)	

\*\* : Significant at the level of .01

Table 4 indicates the regression analysis results regarding the relationships between job insecurity and the other constructs. The effect of job insecurity on affective commitment and on turnover intention is significant. These results supported H1 and H3.

**Table 4.** Regression Analysis Results Related to Job Insecurity

Independent Variable	Dependent Variable	Beta	t	R <sup>2</sup>	F	Sig
Job Insecurity	Affective Commitment	-.616	-11.311	0.379	127.932	0.000

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	Turnover intention	.34	5.168	0.115	26.703	0.000
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Table 5 shows the regression analysis results of the relationships between affective commitment and turnover intention. According to the analysis results, affective commitment has a negative and significant effect on the turnover intention at a .01 level of significance. H2 is supported.

**Table 5.** Regression Analysis Results of the Relationship between Organizational Identification and Turnover Intention

Independent Variable	Dependent Variable	Beta	t	R <sup>2</sup>	F	Sig
Affective commitment	Turnover intention	-0.337	-9.047	0.113	84.287	0.000

## 4. DISCUSSION AND CONCLUSION

### 4.1. Discussion

The relationships surveyed in this study were confirmed for other occupations and industries. But it was rare to survey these relationships in the sports industry. To the best of our knowledge, this study was the first one studying these relationships among coaches.

The research model of this study was confirmed. This research suggested that job insecurity is an antecedent of affective commitment and turnover intention. This study confirmed the relationship between affective commitment and turnover intention for the coaches.

Bravo et al. (2019) collected data from coaches. The findings suggested that the effect of affective commitment on turnover intention is negative among the coaches working in the United States. Our results confirmed this finding for the coaches working in Turkey. This relationship was already determined in various industries (Bagraim, 2010; Gürbüz & Bekmezci, 2012).

Bentzen et al. (2020) supported that job insecurity is a significant antecedent of turnover intention and there is a positive relationship between these variables. The findings study is in line with our findings, because it also collected data from coaches. It also suggested that job insecurity affects the motivational factors negatively.

Shao et al. (2022) collected data from 270 participants working in various industries. The results showed that job insecurity is a significant antecedent of affective commitment. It was mentioned that an increase on job insecurity decreases affective commitment. Thus, the direction of this relationship was determined to be negative.

There was also a limited number of studies conducted among coaches and in the sports industry. Hill and Sotiriadou (2016) also showed that the confidence of the coaches to the organization affects their decision making ability. Our model showed that job insecurity is a construct that affects both affective commitment and turnover intention.

### 4.2. Theoretical and Practical Implications

The organizational behavior literature lacks the interrelationships that are surveyed by this research. The current research contributes to the literature by elaborating on these interrelationships. Moreover, it provides guidance to the scholars studying one of the surveyed relationships in the sports industry.

The findings of this study can also be used by the coaches and the managers of football teams. They can determine policies aiming to increase motivation and performance of the teams by using the results of this study. The coaches and managers can also check the results of this study before determining strategies related to job insecurity.

### 4.3. Limitations and Future Study

This study has various limitations. First, it was a national study. It was not possible to reach participants from different countries. Second, it was possible to reach only football and basketball coaches. Third, the authority and level of the coaches were different, they were not in a relatively equal position.

### 4.4. Conclusion

The findings revealed in this study contribute to the literature in three different ways. First, this research suggests that job insecurity of the coaches decreases affective commitment. This result shows that managers aiming to increase the affective commitment of the coaches should also keep an eye on job insecurity.

Second, the findings showed that job insecurity has positive effect on turnover intention. If the job insecurity of the coaches are not controlled, this may end up with turnover. Third, affective commitment affects turnover intention significantly and negatively. The decreasing affective commitment increases turnover intention and vice versa.

Consequently, the surveyed constructs have significant interrelationships and our model was supported. The power of the effect of job insecurity on affective commitment was *large* and the effect of affective commitment on turnover intention was *large* (Cohen, 1988). This evidence demonstrated the necessity of reducing job insecurity in order to decrease turnover intention. The effect of job insecurity on turnover intention was *medium*.

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