Examining the Relationship Between Job Satisfaction and Motivation of Coaches Working in the Private Sector

Özel Sektörde Çalışan Antrenörlerin İş Tatmini ve Motivasyonları Arasındaki İlişkinin İncelenmesi

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Abstract

This study aimed to examine the relationship between job satisfaction and adult motivation levels among coaches working in the private sector. The research was conducted using a quantitative correlational survey design, and the sample consisted of 202 coaches actively working in Erzurum, including 87 females and 115 males. Data were collected through a personal information form, the Job Satisfaction Scale, and the Adult Motivation Scale. Independent samples t-test, one-way analysis of variance (Anova), and Pearson correlation analysis were used for data analysis. The findings revealed that job satisfaction scores did not differ significantly according to gender ($p = .837$), age ($p = .678$), marital status ($p = .451$), educational level ($p = .060$), income level ($p = .068$), duration of employment in the private sector ($p = .166$), and difficulty in finding athletes ($p = .694$) ($p > .05$). In contrast, statistically significant differences were found in adult motivation ($p < .001$), extrinsic motivation ($p = .001$), and intrinsic motivation ($p < .001$) scores in favor of coaches working in central districts ($p < .05$). In addition, significant differences were identified in adult motivation ($p = .043$) and intrinsic motivation ($p = .030$) scores according to educational level, favoring undergraduate degree holders ($p < .05$). A negative, very weak, and statistically non-significant relationship was found between job satisfaction and adult motivation ($r = -.047$, $p = .507$). In conclusion, the motivation levels of coaches working in the private sector appear to be influenced particularly by contextual variables such as work region and educational level, whereas job satisfaction does not seem to be a primary determinant of overall motivation.

Keywords: Coaches, Job satisfaction, Motivation, Private sector, Sport sciences.

Öz

Bu çalışma, özel sektörde çalışan antrenörlerin iş tatmini ile yetişkin motivasyon düzeyleri arasındaki ilişkiyi incelemeyi amaçlamaktadır. Araştırma nicel yöntemlerden ilişkisel tarama modelinde yürütülmüş olup örneklemi Erzurum ilinde aktif olarak görev yapan 87 kadın ve 115 erkek olmak üzere toplam 202 antrenörden oluşturmaktadır. Veriler kişisel bilgi formu, İş Tatmini Ölçeği ve Yetişkin Motivasyon Ölçeği aracılığıyla toplanmış; analizlerde bağımsız örneklem t-testi, tek yönlü varyans analizi (Anova) ve Pearson korelasyon analizi kullanılmıştır. Bulgular, iş tatmini puanlarının cinsiyet ($p = .837$), yaş ($p = .678$), medeni durum ($p = .451$), eğitim durumu ($p = .060$), gelir düzeyi ($p = .068$), çalışma süresi ($p = .166$) ve sporcu bulma durumu ($p = .694$) değişkenlerine göre istatistiksel olarak anlamlı farklılık göstermediğini ($p > .05$) ortaya koymuştur. Buna karşılık çalışma bölgesine göre yetişkin motivasyonu ($p < .001$), dışsal motivasyon ($p = .001$) ve içsel motivasyon ($p < .001$) puanlarında merkezde çalışan antrenörler lehine istatistiksel olarak anlamlı farklılıklar belirlenmiştir ($p < .05$). Ayrıca eğitim durumuna göre yetişkin motivasyonu ($p = .043$) ve içsel motivasyon ($p = .030$) puanlarında lisans mezunları lehine anlamlı farklılık saptanmıştır ($p < .05$). İş tatmini ile yetişkin motivasyon arasında negatif yönlü çok zayıf ve istatistiksel olarak anlamlı olmayan bir ilişki bulunmuştur ($r = -.047$, $p = .507$). Sonuç olarak, özel sektörde çalışan antrenörlerin motivasyon düzeylerinin özellikle çalışma bölgesi ve eğitim durumu gibi bağlamsal değişkenlerden etkilendiği, iş tatmininin ise genel motivasyonu doğrudan belirleyen temel bir değişken olmadığı düşünülmektedir.

Anahtar Kelimeler: Antrenör, İş tatmini, Motivasyon, Özel sektör, Spor bilimleri

INTRODUCTION

Academic studies on the role of coaches and job satisfaction in sport sciences are of considerable importance for enhancing both individual and organizational performance (Locke, 1976; Pindek & Spector, 2016). Coaches are key professionals who support the physical and psychological development of athletes and play a fundamental role throughout this process. At all levels of sport, coaches assume a broad range of responsibilities, from planning training programs aimed at improving athletes' performance to sustaining their motivation. The effective fulfillment of these responsibilities largely depends on coaches' professional satisfaction and motivation, which are considered essential factors with significant consequences at both the individual and organizational levels (Bompa & Carrera, 2005; Chelladurai & Kim, 2022; Horn, 2008). Job satisfaction is recognized as a critical factor influencing individuals' level of contentment within the work environment and their motivational states. Motivation, in turn, is regarded as an important determinant of professional satisfaction and performance (Herzberg et al., 2011). Individuals with higher levels of job satisfaction tend to be more productive and motivated in their work settings, whereas job dissatisfaction may lead to loss of motivation, decreased performance, and intentions to leave the job (Tietjen & Myers, 1998). Motivation can be defined as the set of intrinsic and extrinsic factors that activate an individual toward a specific goal (Deci & Ryan, 2013; Vallerand, 2015). The motivation levels of coaches working in the private sector may be influenced by numerous factors, including working conditions, economic circumstances, career development opportunities, and social interactions within the workplace. Although studies on this topic exist across different disciplines, research specifically focusing on private-sector coaches remains limited (Ateş et al., 2024; Ercan et al., 2025). With the increasing number of private sport enterprises, identifying the factors that influence coaches' job satisfaction and motivation has become critically important for both sport clubs and individual coaches.

This study aims to examine the relationship between job satisfaction and motivation among coaches working in the private sector. In this context, identifying the association between job satisfaction and motivation is expected to make an important contribution to improving working conditions in the sport sector. Furthermore, the findings are anticipated to provide valuable insights for the development of policies aimed at enhancing coaches' professional satisfaction.

METHOD

This study was designed using a quantitative correlational survey model and employed a cross-sectional design to determine the relationship between job satisfaction and motivation levels among coaches working in the private sector. The correlational survey model is a research design used to identify the direction and magnitude of the relationship between two or more variables (Fraenkel, Wallen, & Hyun, 1993). Prior to data collection, ethical approval for the study was obtained from the Ethics Committee of Erzurum Technical University. Participation in the study was voluntary, and informed consent was obtained from all participants. The population of the study

consisted of coaches employed in the private sector in the Eastern Anatolia Region, while the sample comprised a total of 202 coaches actively working in Erzurum, including 87 females and 115 males.

Study Design

The study consisted of three sections. The first section included a personal information form containing demographic variables such as gender, age, marital status, educational level, economic status, work region, the duration of coaching experience in the private sector (in months), and whether the participants experienced difficulties in finding athletes. The second section consisted of the Job Satisfaction Scale, while the third section comprised the Adult Motivation Scale. Job satisfaction was measured using the Turkish version of the five-item short form of the Job Satisfaction Scale, which has been widely used and validated in previous studies (Brayfield & Rothe, 1951; Judge et al., 2002). The scale was adapted into Turkish by Bilir and Keser (2019) and was found to be suitable for employee samples in Türkiye (Keser & Bilir, 2019). The internal consistency reliability of the scale was high (Cronbach's alpha = .85). It uses a 5-point Likert-type response format, with the second and fourth items reverse-coded. The overall score is calculated by averaging the responses across all five items after reverse-coding the second and fourth items. Scores range from 1 to 5, with higher scores indicating higher levels of job satisfaction. The Adult Motivation Scale was developed by Tulunay Ateş and İhtiyaroğlu (2019) and consists of two subdimensions: intrinsic motivation and extrinsic motivation (Tulunay Ateş & İhtiyaroğlu, 2019). The intrinsic motivation subscale includes 13 items (reliability = .92), whereas the extrinsic motivation subscale includes 8 items (reliability = .82). The overall reliability coefficient of the 21-item scale was .94, indicating high internal consistency and reliability across the items. Reliability analyses were conducted for the current study sample. Cronbach's alpha coefficients were found to be .71 for the Job Satisfaction Scale, .85 for the Adult Motivation Scale, .71 for the Intrinsic Motivation subscale, and .66 for the Extrinsic Motivation subscale, indicating acceptable internal consistency for the scales used in this study. The research data were collected through an online questionnaire administered via Google Forms to coaches working in the private sector in Erzurum.

Statistical Analysis

SPSS 26.0 statistical software was used for data analysis. Prior to the main analyses, the assumptions of normality and linearity were examined. The skewness and kurtosis values for the Job Satisfaction and Adult Motivation scores were within the acceptable range of −1.5 to +1.5, indicating normal distribution (Field, 2024). Therefore, parametric statistical procedures were employed. An independent samples t-test was used to compare two independent groups, whereas one-way analysis of variance (ANOVA) was applied for comparisons involving more than two groups. When a significant difference was identified in the ANOVA, Tukey's post hoc test was conducted to determine the source of the group differences. In addition, the relationship between the Job Satisfaction Scale and the Adult Motivation Scale was examined using Pearson correlation analysis. The level of statistical significance was set at $p < .05$ for all analyses.

FINDINGS

Table 1. Sociodemographic Characteristics of the Participants

Participants' Characteristics		n	%
Gender	Male	115	56.9
	Female	87	43.1
	Total	202	100.0
Age	15-25 years	57	28.2
	26-36 years	101	50.0
	37-47 years	44	21.8
Marital Status	Single	121	59.9
	Married	81	40.1
Education Level	Undergraduate	168	83.2
	Postgraduate	34	16.8
Income Level	Low	56	27.7
	Middle	110	54.5
	High	36	17.8
Duration of Employment in the Private Sector	0-6 months	62	30.7
	7-12 months	47	23.3
	13-18 months	36	17.8
	19 months and above	57	28.2
Difficulty in Finding Athletes	Yes	71	35.1
	No	131	64.9
Working Region	City Center	159	78.7
	District	43	21.3

According to table 1, 56.9% of the participants were male (n = 115), whereas 43.1% were female (n = 87). In terms of age distribution, 28.2% were between 15–25 years old (n = 57), 50.0% were between 26–36 years old (n = 101), and 21.8% were between 37–47 years old (n = 44). Regarding marital status, 59.9% of the participants were single (n = 121), while 40.1% were married (n = 81). In terms of educational background, 83.2% held an undergraduate degree (n = 168), and 16.8% had a postgraduate degree (n = 34). With respect to income level, 27.7% of the participants reported low income (n = 56), 54.5% reported middle income (n = 110), and 17.8% reported high income levels (n = 36). Considering the duration of employment in the private sector, 30.7% had worked for 0–6 months (n = 62), 23.3% for 7–12 months (n = 47), 17.8% for 13–18 months (n = 36), and 28.2% for 19 months or longer (n = 57). In terms of difficulties in finding athletes, 35.1% responded "yes" (n = 71), whereas 64.9% responded "no" (n = 131). Finally, according to the working region, 78.7% of the participants were employed in the city center (n = 159), while 21.3% worked in district areas (n = 43).

Table 2. Comparison of Job Satisfaction and Motivation Scores According to Participants' Gender, Age, Marital Status, and Educational Status

Variable	Subgroup	n	Mean ± SD	t/f	p
Job Satisfaction	Male	115	2.48 ± 0.66	0.206	.837
	Female	87	2.46 ± 0.68		
	15–25 years	57	2.41 ± 0.74	0.390	.678
	26–36 years	101	2.51 ± 0.65		
	37–47 years	44	2.47 ± 0.64		
	Single	121	2.50 ± 0.68	0.756	.451
	Married	81	2.43 ± 0.66		
	Undergraduate	168	2.43 ± 0.64	-1.894	.060
	Postgraduate	34	2.67 ± 0.64		
Adult Motivation	Male	115	3.29 ± 0.62	-0.472	.638
	Female	87	3.33 ± 0.64		
	15–25 years	57	3.24 ± 0.66	0.538	.584
	26–36 years	101	3.34 ± 0.63		
	37–47 years	44	3.32 ± 0.58		
	Single	121	3.28 ± 0.61	-0.776	.439
	Married	81	3.35 ± 0.66		
	Undergraduate	168	3.35 ± 0.63	2.038	**.043***
	Postgraduate	34	3.11 ± 0.57		
Extrinsic Motivation	Male	115	3.29 ± 0.60	-0.483	.629
	Female	87	3.34 ± 0.61		
	15–25 years	57	3.25 ± 0.64	0.513	.600
	26–36 years	101	3.35 ± 0.60		
	37–47 years	44	3.31 ± 0.59		
	Single	121	3.30 ± 0.56	-0.440	.660
	Married	81	3.34 ± 0.67		
	Undergraduate	168	3.34 ± 0.61	1.582	.115
	Postgraduate	34	3.16 ± 0.58		
Intrinsic Motivation	Male	115	3.28 ± 0.71	-0.409	.683
	Female	87	3.33 ± 0.76		
	15–25 years	57	3.22 ± 0.75	0.459	.633
	26–36 years	101	3.34 ± 0.74		
	37–47 years	44	3.33 ± 0.67		
	Single	121	3.26 ± 0.73	-0.969	.334
	Married	81	3.36 ± 0.73		
	Undergraduate	168	3.35 ± 0.72	2.188	**.030***
	Postgraduate	34	3.06 ± 0.71		

According to table 2, job satisfaction scores did not differ statistically significantly according to gender, age, marital status, or educational status variables ($p > 0.05$). The total adult motivation score did not show a significant difference according to gender, age, or marital status ($p > 0.05$); however, a statistically significant difference was found according to educational status ($p = 0.043$). Similarly, intrinsic motivation scores showed a statistically significant

difference only according to educational status (p = 0.030). In contrast, extrinsic motivation scores did not reveal any significant differences according to gender, age, marital status, or educational status variables (p > 0.05).

Table 3. Comparison of Job Satisfaction and Adult Motivation Scores According to Participants' Difficulty in Finding Athletes and Working Region

Variable	Subgroup	n	Mean ± SD	t	p
Job Satisfaction	Yes	71	2.498 ± 0.690	0.394	.694
	No	131	2.459 ± 0.661		
Adult Motivation	Yes	71	3.335 ± 0.621	0.472	.637
	No	131	3.291 ± 0.630		
Extrinsic Motivation	Yes	71	3.343 ± 0.588	0.538	.591
	No	131	3.295 ± 0.616		
Intrinsic Motivation	Yes	71	3.327 ± 0.735	0.365	.715
	No	131	3.288 ± 0.726		
Job Satisfaction	City Center	159	2.471 ± 0.672	-0.064	.949
	District	43	2.479 ± 0.672		
Adult Motivation	City Center	159	3.391 ± 0.601	3.799	**.000***
	District	43	2.995 ± 0.624		
Extrinsic Motivation	City Center	159	3.382 ± 0.570	3.252	**.001***
	District	43	3.051 ± 0.665		
Intrinsic Motivation	City Center	159	3.400 ± 0.712	3.806	**.000***
	District	43	2.939 ± 0.673		

According to table 3, no statistically significant differences were found in job satisfaction, adult motivation, extrinsic motivation, or intrinsic motivation scores according to difficulty in finding athletes (p > 0.05). With respect to the working region, job satisfaction scores did not show a significant difference (p > 0.05). In contrast, statistically significant differences were identified in total adult motivation scores (p < 0.001), extrinsic motivation scores (p < 0.001), and intrinsic motivation scores (p < 0.001).

Table 4. Comparison of Job Satisfaction and Adult Motivation Scores According to Participants' Economic Status and Duration of Employment

Variable	Subgroup	n	Mean ± SD	F	p
Job Satisfaction	Low	56	2.335 ± 0.691	2.728	.068
	Middle	110	2.480 ± 0.602		
	High	36	2.666 ± 0.794		
Adult Motivation	Low	56	3.456 ± 0.622	2.454	.089
	Middle	110	3.269 ± 0.626		
	High	36	3.189 ± 0.607		
Extrinsic Motivation	Low	56	3.436 ± 0.579	1.919	.150
	Middle	110	3.285 ± 0.603		
	High	36	3.200 ± 0.637		
Intrinsic Motivation	Low	56	3.475 ± 0.756	2.384	.095
	Middle	110	3.254 ± 0.719		
	High	36	3.177 ± 0.678		
Job Satisfaction	0–6 months	62	2.380 ± 0.687	1.710	.166
	7–12 months	47	2.659 ± 0.574		
	13–18 months	36	2.422 ± 0.707		
	19 months and above	57	2.452 ± 0.688		
Adult Motivation	0–6 months	62	3.406 ± 0.633	1.502	.215
	7–12 months	47	3.171 ± 0.612		
	13–18 months	36	3.241 ± 0.608		
	19 months and above	57	3.352 ± 0.631		
Extrinsic Motivation	0–6 months	62	3.415 ± 0.585	1.749	.158
	7–12 months	47	3.201 ± 0.630		
	13–18 months	36	3.194 ± 0.545		
	19 months and above	57	3.365 ± 0.630		
Intrinsic Motivation	0–6 months	62	3.397 ± 0.744	1.178	.319
	7–12 months	47	3.141 ± 0.679		
	13–18 months	36	3.288 ± 0.753		
	19 months and above	57	3.339 ± 0.729		

According to table 4, no statistically significant differences were found in job satisfaction, adult motivation, extrinsic motivation, or intrinsic motivation scores according to economic status and duration of employment variables ($p > 0.05$).

Table 5. Correlation Test Results Between Participants' Total Job Satisfaction Scores and Total Adult Motivation Scores

Correlation (r)		Adult Motivation
Job Satisfaction	Pearson Correlation (r)	-,047
	p	.507
	n	202

According to table 5, although a negligible negative relationship was found between job satisfaction and adult motivation, this relationship was not statistically significant ($r = -0.047$, $p > 0.05$).

DISCUSSION

This study aimed to examine the relationship between job satisfaction and motivation levels of coaches working in the private sector within the scope of variables including gender, age, marital status, educational status, income level, duration of employment, difficulty in finding athletes, and working region. It was determined that there were no statistically significant differences in total job satisfaction scores, total adult motivation scores, or subdimension scores according to participants' gender. Accordingly, it may be suggested that individuals of both genders are influenced by similar factors, leading to comparable levels of job satisfaction and adult motivation. In a previous study, no significant gender-based differences were reported in job satisfaction, job performance, and organizational citizenship behaviors among university employees (Bozer & Yanık, 2020). Similarly, another study examining the effects of occupational health and safety practices on job satisfaction found no statistically significant differences between genders (Tatlıcan & Çögenli, 2020). These findings are consistent with the results obtained in the present study. Likewise, no statistically significant difference was found between marital status and mean job satisfaction scores (Knight et al., 2018; Özaydın & Özdemir, 2014). In a study conducted on Generation Y employees in Türkiye, no statistically significant differences were observed among different marital status groups in terms of extrinsic motivation (Saracel et al., 2016). This finding is also in line with the present data. The absence of significant differences between marital status and job satisfaction/motivation suggests that this variable alone may not be a determining factor. Rather, job satisfaction and motivation are thought to depend more on factors such as the nature of the job, career opportunities, the working environment, and individuals' personal expectations. No statistically significant difference was observed in job satisfaction values according to participants' educational status. However, a statistically significant difference was identified in the adult motivation subtotal score, favoring participants with an undergraduate degree. Similarly, among the adult motivation subdimensions, a statistically significant difference was found in the intrinsic motivation subdimension, again in favor of those with an undergraduate education level. A previous study reported that employees' job satisfaction and performance levels did not differ significantly according to educational status (Çelik & Demir, 2020). This result does not align with the findings of the present study. In another study investigating the effects of intrinsic and extrinsic motivation tools on employees' organizational commitment, motivation levels were found not to differ significantly according to educational status. However, significant differences were observed in adult motivation and intrinsic motivation, whereas no differences were found in job satisfaction and extrinsic motivation (Şener, 2021). Intrinsic motivation and adult motivation are

thought to rely more on individuals' subjective and personal goals, self-fulfillment, and internal satisfaction, whereas job satisfaction and extrinsic motivation are more strongly associated with the working environment, rewards, and external expectations. Therefore, differences between educational status and intrinsic/adult motivation may be linked to more subjective and personal motivational resources, while differences in job satisfaction and extrinsic motivation may be shaped by more complex environmental and contextual factors. Educational status may particularly influence intrinsic and adult motivation levels; however, its relationship with job satisfaction or extrinsic motivation may be less determinative.

It was determined that there were no statistically significant differences in mean job satisfaction scores, mean adult motivation scores, or subdimension scores according to whether the participants were able to find athletes or not. The literature emphasizes that job satisfaction plays an important role in enhancing employees' performance and motivation levels (Judge & Klinger, 2008). However, the present findings suggest that the ability to find athletes does not have a direct effect on job satisfaction. The study findings also indicate that the ability to recruit athletes did not create a significant difference in adult motivation levels. This may suggest that motivation is more likely to be influenced by intrinsic and environmental factors, such as individual characteristics and the nature of the work itself. In the literature, extrinsic motivation is generally associated with rewards and external incentives, whereas intrinsic motivation is linked to individuals' internal rewards and inherent satisfaction (Hallmann, Wicker, Breuer, & Schönherr, 2012; Ryan & Deci, 2000b). The results of the present study demonstrate that the ability to find athletes did not have a significant effect on either of these two types of motivation. This finding suggests that individuals' extrinsic and intrinsic motivation levels may be more strongly associated with personal characteristics and environmental factors. It was determined that there was no statistically significant difference in the mean job satisfaction scores according to the participants' working region. However, a statistically significant difference was identified in the adult motivation subtotal scores, favoring those working in the central region. The study findings further revealed statistically significant differences in the extrinsic motivation ($p = .001$) and intrinsic motivation ($p < .001$) subdimensions according to working region, again in favor of coaches employed in the central region. This result indicates that coaches working in central areas demonstrate higher motivation levels compared to those employed in rural regions. The literature appears to contain limited research examining whether employees' job satisfaction and motivation levels differ according to working region. Existing studies have predominantly focused on demographic variables such as age, gender, and educational status, as well as job-related factors including task distribution and institutional characteristics (Narman & Öge, 2024). In this context, it may be argued that the differences observed between central and rural regions could stem from geographical, social, and economic opportunities. Coaches working in central regions may have greater access to rewards, recognition, social support, and professional development opportunities, which may enhance extrinsic motivation. At the same time, the greater availability of meaningful work experiences, career advancement, and self-actualization opportunities may also positively influence intrinsic motivation. This finding suggests that strengthening external incentives and expanding professional development practices aimed at improving the motivation levels of coaches working in rural areas may be beneficial. In addition, a previous study examining the job satisfaction of personnel working in sports centers

reported a significant relationship between work experience and job satisfaction, although no specific difference related to working region was identified (Yakut & Gençay, 2022). From this perspective, the present findings contribute to the literature by demonstrating that, although job satisfaction does not differ regionally, significant variations emerge in the motivation dimensions.

The study findings revealed no statistically significant differences in job satisfaction, adult motivation, extrinsic motivation, or intrinsic motivation scores according to economic status and duration of employment in the private sector. This result suggests that, among coaches working in the private sector, job satisfaction and motivation levels may not be independently influenced by variables such as economic status or length of professional experience. In other words, as coaches accumulate professional experience or as their perceived economic conditions vary, an automatic change in job satisfaction and motivation levels does not necessarily emerge (Judge et al., 2017; Park & Kim, 2024). It appears that coaches' job satisfaction and motivation are more often explained by psychosocial variables, such as the quality of professional experience, perceived organizational support, positive emotions, passion for the profession, and career adaptability, rather than by demographic indicators alone. Indeed, it has been reported that harmonious passion is positively associated with job satisfaction among sports coaches, while positive emotions support both job satisfaction and task performance. Similarly, perceived organizational support in sports organizations has been shown to be significantly associated with employee attitudes and work engagement (Peixoto et al., 2023). Within this framework, the present findings suggest that economic status and duration of employment may remain secondary factors in determining coaches' job satisfaction and motivation, whereas variables such as institutional support, professional development opportunities, the quality of the work environment, and the psychological experience of coaching practice may be more decisive. Particularly in studies conducted with high-performance sports coaches, it has been reported that extrinsic job satisfaction is sensitive to salary, fringe benefits, and working conditions, whereas overall job satisfaction cannot be explained solely by demographic variables. In addition, career adaptability and perceptions of professional competence among coaches have been shown to be associated with mental health and occupational functioning (Jung et al., 2024; Park & Kim, 2024). The absence of significant differences according to economic status and duration of employment therefore highlights that the job satisfaction and motivation levels of coaches working in the private sector should be evaluated more comprehensively within organizational and psychological contexts. For this reason, future studies are recommended to examine variables such as organizational support, manager–coach relationships, professional burnout, career development, and the quality of the work environment, in addition to salary level and length of service.

A negligible and statistically non-significant relationship was identified between job satisfaction and adult motivation levels among coaches working in the private sector. This finding suggests that job satisfaction may not function as a primary determinant of motivation within this specific professional context. Rather than indicating the absence of a meaningful association, this result may reflect the multidimensional and context-dependent nature of motivation in sport settings. In line with the Self-Determination Theory, motivation is primarily driven by the satisfaction of basic psychological needs namely autonomy, competence, and relatedness rather than by general job-related attitudes such

as job satisfaction (Liu et al., 2025; Ryan & Deci, 2000a). From this perspective, coaches' motivation levels may be more strongly shaped by intrinsic psychological processes, professional meaning, and the quality of coach–athlete interactions than by their overall evaluation of job conditions. Particularly in the private sport sector, where performance expectations, athlete demands, and competitive pressures are prominent, coaches may sustain high levels of motivation independently of their job satisfaction levels. This context-specific dynamic may weaken the direct linear relationship between job satisfaction and motivation. Furthermore, previous research indicates that job satisfaction is more closely associated with extrinsic and organizational factors such as salary, working conditions, and institutional commitment, whereas motivation especially intrinsic motivation is more closely linked to internalized goals, passion for the profession, and psychological need fulfillment (Dimitrios et al., 2013; Aktaş et al., 2024). Accordingly, the present findings contribute to the literature by suggesting that the job satisfaction–motivation relationship may not be universal and may vary depending on the structural and psychological characteristics of the professional environment. Therefore, future studies should adopt more comprehensive models that incorporate both psychological and organizational variables to better explain motivation in sport contexts.

CONCLUSION

In conclusion, the findings indicate that the job satisfaction and motivation levels of coaches working in the private sector exhibit a largely similar structure independent of most demographic variables. In contrast, contextual variables such as educational status and working region appear to exert more pronounced effects, particularly on the motivation dimensions. In particular, the fact that coaches working in central regions demonstrated higher levels of both intrinsic and extrinsic motivation suggests that the social, professional, and organizational opportunities provided by the work environment play a significant role in shaping motivation. On the other hand, the absence of a direct significant relationship between job satisfaction and overall adult motivation reveals that coach motivation has a multidimensional structure that cannot be explained solely by job satisfaction. Accordingly, in order to enhance the professional effectiveness and productivity of coaches working in the private sector, it is recommended that organizational support mechanisms be strengthened, career development opportunities be expanded, and work environments be structured in ways that support psychological needs. Nevertheless, the findings of this study should be interpreted in light of certain limitations. The study was conducted only with coaches working in the private sector in Erzurum, which may limit the generalizability of the findings to other regions and populations. In addition, the use of self-report measurement tools may have introduced response bias. Future research should include larger and more diverse samples from different regions of Türkiye and examine additional variables such as organizational support, burnout, leadership style, and career development opportunities to better understand the factors influencing coaches' job satisfaction and motivation.

Ethical Statement

This study was conducted in accordance with the principles of the Declaration of Helsinki and received approval from the Erzurum Technical University Scientific Research and Publication Ethics Committee (Meeting No: 04, Decision No: 06, Date: 04.04.2024).

Author Contributions

Study Design: İA, BSA; Supervision: İA, BSA; Data Collection: İA, BSA; Data Analysis: İA, BSA; Literature Review: İA, BSA; Writing: İA, BSA; Critical Review: İA, BSA.

Information

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