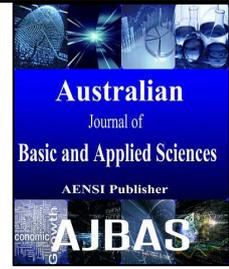




AUSTRALIAN JOURNAL OF BASIC AND APPLIED SCIENCES

ISSN:1991-8178 EISSN: 2309-8414
Journal home page: www.ajbasweb.com



Job Satisfaction and Organizational Commitment of Sports Managers

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ARTICLE INFO

Article history:

Received 12 February 2016

Accepted 29 March 2016

Available online 4 April 2016

Keywords:

Sports Manager, Organizational Commitment, Job Satisfaction

ABSTRACT

People spend most of their time working in a job. Therefore, the satisfaction rate had hoped that the work of the individual work is influenced to a large extent the life. Similarly, the efforts shown above normal but can be explained by the organization to be successful, commitment to employees of the organization. In this study, the sports director job satisfaction and organizational commitment is important in determining the perception and the provision of information to sports organizations in this direction. The research population living in the province of Istanbul constitutes sports managers. The sample of the study consisted of 363 sports administrators selected by simple random sampling method. A questionnaire was used to collect data in research. The questionnaire consists of three sections. Job satisfaction scale in the first part, the second part is located questions relating to demographics and the third part of the organizational commitment scale. The study was conducted with data analysis using SPSS 16 software package. When the relationship between job satisfaction and organizational commitment, has been found to be significant and positive relationship between affective commitment and job satisfaction. Affective commitment and job satisfaction, perceptions of sports administrators are moving in the same direction.

INTRODUCTION

Developing market conditions are making competitive conditions tougher day by day. In this tough competitive environment, survival of firms depends on using the assets of the firms in the best way. The most important asset of the firms is the human factor. Employees' commitment to organizations is the sole ingredient to maintain business continuity.

Employees' commitment to organizations is not only an important condition to keep the business going but also to increase productivity. Employees who have organizational commitment are the employees who stay loyal to the organization's merits and do their best to improve the organization. Existence of the employees who had adopted organizational commitment will be a factor to keep the organizations standing on their feet even when tough conditions show up.

Another important element in firms' structure is the subject of job satisfaction. Job satisfaction is related to the satisfaction the employees' get from the work they do. It is hard to expect productivity from the employees who are not satisfied of the work they do. In this context, harmony is extremely important between the employees and the work. Matching the employees and the suitable work may increase the job satisfaction of the employees. As a result, the employee who has maintained job satisfaction adapts to the work easily and keeps the business going.

Managers who take part in managing in sports clubs are introduced to us as the people who administer clubs' activities. In this context, managers maintaining job satisfaction and organizational commitment will

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To Cite This Article: Mehmet Kargun, Mehmet Dalkilic and Murat Atasoy., Job Satisfaction and Organizational Commitment of Sports Managers. *Aust. J. Basic & Appl. Sci.*, 10(8): 38-44, 2016

affect the clubs' future directly. This paper will focus on the organizational commitment and job satisfaction of sports managers.

The Notion "Organizational Commitment":

The notion organizational commitment is one of the topics which are emphasized on especially nowadays. When literature is examined, there are many ideas about organizational commitment. And among these ideas, a consensus couldn't be managed. One of the most important reasons of this is because various science fields have different definitions about organizational commitment.

Employees' contributions on the organizations and their will to fulfill their works are related with the organizational commitment. In this context, employees' desire will be risen up by opportunities which firms provide. Rewarding the employees with some assets will assist to increase their organizational commitment (Cetin, 2004: 45).

There are some definitions for organizational commitment in literature. Balay (2000) explained that the organizational commitment is the act of the employees in the firm or the corporation; employees' tendency for behavioral commitment; employees' action in accordance to the aims and goals. In another definition, Yuksel (2000) defined that organizational commitment is not only the employees' loyalty for their employers but also their actions for the firm to improve and succeed.

In another definition, organizational commitment is the loyalty of the employees to the corporations and corporate structure without any pressure (Sing, 2006: 30). But Col (2004) stated that the organizational commitment is the approval of the employees as a part of the corporation and so keep working by adopting principles and merits of the corporation.

In another definition, organizational commitment is defined with these items respectively (Liou, 2008: 120):

- a) Being loyal to the corporation and corporate goals,
- b) Corporate employees' being in contact with each other and express themselves,
- c) Accepting corporate aims and goals,
- d) Being loyal to the goals of the corporation,
- e) Keep working under the corporate structure for years.

In another definition, organizational commitment is the level of adoption of firm employees' intended for the organization (Saglam, 2003:22). In another definition, organizational commitment is stated as the inner rules ensuring internalization of the actions to achieve the firm's goals (Wiener, 1982: 421).

Organizational commitment notion, which explains the devotion of corporate employees, is also expressed as the assimilation of corporate goals by the employees to stay in the corporate structure (Yalcin and Iplik, 2005: 397).

Bayram (2005) defined organizational commitment as the desire of the employees' to keep working in the corporation; putting effort for the corporation to grow and succeed; and the interest for the success of the corporation.

According to these definitions in literature, some writers stated that the organizational commitment is based on three fundamental components. These three components are also mentioned as the three component model of commitment. These three components are as follows (Meyer and Allen, 1990:2-4):

- **Affective Commitment:** One of the most emphasized component in research and definitions. Explained as a strong emotional attachment of the employees' to their organization.
- **Continuance Commitment:** In this type of commitment, the employees think that they will face a big risk or the consequences and because of this reason, they maintain their commitment to their organization.
- **Normative Commitment:** Because of the reason the employees' sense of obligation to their corporation, they feel the need to stay. The employees maintain their commitment to the organization because of their inner sense of obligation, not external reasons.

The Notion "Job Satisfaction":

Another important element to secure business continuity in firms is job satisfaction. In literature, there are lots of definitions related to job satisfaction. In one of these definitions, job satisfaction is explained as apart from the working conditions, an emotional reaction of employees for their jobs (Schermerhorn and others, 1994:126).

In another definition, job satisfaction is defined as the happiness and the satisfaction that the employees feel for the job; the consonance between the demands of the employees' and the demands on them (Davis, 1984: 96). In another definition, job satisfaction is explained as the case that the result of the employees' evaluation of their work or their work experiences, feelings of positive events or appreciating some elements (Brough and Frame, 2004: 9).

Job satisfaction is an emotional effect on the employees by the employees' values related to their jobs and values provided by the job to the employees (Oshakgemi, 2000: 331). In another definition, job satisfaction is defined as the emotional element that is raised by the employees' inner and financial gains (Eren, 2004: 202).

In another definition, job satisfaction is explained as the existence of emotional states which induced by realizing the satisfying elements when an individual reviews his/her job or job experiences (Luthans, 1999). In another definition, job satisfaction is explained as fulfilling the demands of the employees by the organization (Akcamete and others, 2001).

Job satisfaction is realized as a notion which consists of employee's values, thoughts and emotions. In this context, job satisfaction contains various elements. It is possible to sort the elements as follows (Simsek and others, 2003: 136-140):

- Job satisfaction is related to financial gains of the employees,
- Job satisfaction is related to job security,
- Job satisfaction is closely related to the employee's capability,
- Job satisfaction is related to the suitability of the job for the employee,
- Job satisfaction is related to the joy of producing something,
- Job satisfaction is related to the social relationships in the job,
- Job satisfaction is related to the behavior of the managers,
- Job satisfaction is related to the economic conditions of the firm,
- Job satisfaction is related to the work conditions.

Especially the main topic of our subject, job satisfaction of managers, should be should be approached from different aspects. In this context, it is possible to compile the aspects of job satisfaction of managers as follows (Volkwein and others, 2003: 151):

- a) Inner satisfaction through experiences like fulfilling tasks, intervening, independent decision-making and showing creativity,
- b) External satisfaction through salaries, promotion possibilities, higher income expectancies,
- c) The satisfaction through manager's working conditions, work stress, attitude towards corporate policy,
- d) Managers relationships with other managers.

Managers job satisfactions are examined under four aspects as seen above. In this context, managers are satisfied not only by high incomes but also by creating work conditions, relationships with other managers and people, and succeeding through shaping the job.

Process:

Population and Sampling:

The research population living in the province of Istanbul constitutes sports managers. The sample of the study consisted of 363 sports administrators selected by simple random sampling method.

Data Collection Tool:

A questionnaire was used to collect data in research. The questionnaire consists of three sections. Job satisfaction scale in the first part, the second part is located questions relating to demographics and the third part of the organizational commitment scale.

To evaluate job satisfaction, Minnesota Satisfaction Questionnaire was used which is developed by Weiss, Davis England and Lofquist (1967), localized to Turkish by Oran (1989). In this research, Cronbach's Alpha coefficient of the scale was identified as 0,966.

To evaluate organizational commitment, the research "'Commitment to Occupations: Extension and Test of a Three-Component Conceptualization' by Meyer and his colleagues" was referred. In this research, Cronbach's Alpha coefficient of the scale was identified as 0,960.

In the last part of the questionnaire is the questions related to the age, gender and educational status of participants.

Data Analysis:

The study was conducted with data analysis using SPSS 16 software package. Frequency, percentage, descriptive statistics, t-test, ANOVA and Pearson Correlation test are implemented in the data analysis.

Have not encountered a significant relation between gender and job satisfaction ($p>0,05$). There is no significant difference of the perception of job satisfaction between the males and the females. Sports managers' job satisfaction is not related to the gender. Because of the working environment of them are is similar regardless of the gender, there is no significant difference between their job satisfaction.

Have not encountered a significant relation between age and job satisfaction ($p>0,05$). There is no significant difference of the perception of job satisfaction between age ranges. Regardless of the sports managers' ages, their job satisfactions are similar due to their similar working environments and workloads.

Results And Comments:**Table 1:** Results related to Demographic Characteristics.

	Frequency	%
Gender		
Female	51	14,6
Male	309	85,4
Total	363	100,0
Age		
18-25	83	23,1
26-32	122	33,6
33-42	132	36,5
43-50	18	4,9
51 and above	7	1,9
Total	363	100,0
Marital Status		
Married	192	52,9
Single	163	44,9
Divorced	8	2,2
Total	363	100,0

85,4% of the participants are male, 36,5% of them are between 33-42 age range and 52,9% are married.

Table 2: t-test: Relation between Gender and Job Satisfaction.

		\bar{x}	Ss	t-value	p.
Inner satisfaction	Female	24,27	9,74	0,530	0,596
	Male	23,77	8,48		
External satisfaction	Female	17,67	7,56	0,318	0,750
	Male	17,44	7,54		
General satisfaction	Female	42,08	14,43	0,544	0,587
	Male	41,30	14,43		

Table 3: ANOVA: Relation between Age and Job Satisfaction.

		\bar{x}	ss	F-value	p.
Inner satisfaction	18-25	24,61	9,72	0,269	0,898
	26-32	23,90	9,56		
	33-42	23,94	8,97		
	43-50	23,13	9,41		
	51 and above	24,87	12,72		
External satisfaction	18-25	17,69	7,65	0,693	0,597
	26-32	18,02	8,08		
	33-42	17,49	7,16		
	43-50	15,83	5,97		
	51 and above	15,75	11,33		
General satisfaction	18-25	42,38	14,63	0,426	0,790
	26-32	42,16	14,84		
	33-42	41,53	13,93		
	43-50	38,89	11,59		
	51 and above	40,62	23,76		

Table 4: ANOVA: Relation between Marital Status and Job satisfaction.

		\bar{x}	Ss	F-value	p.
Inner satisfaction	Married	23,43	9,32	3,426	0,033
	Single	24,90	9,60		
	Divorced	20,65	7,51		
External satisfaction	Married	16,84	7,52	3,312	0,037
	Single	18,35	7,80		
	Divorced	16,39	4,49		
General satisfaction	Married	40,41	13,98	4,494	0,012
	Single	43,39	14,97		
	Divorced	37,04	8,95		

When the relation between marital status and job satisfaction is examined, some correlation is identified ($p < 0,05$). Individuals whose marital status is single are the ones who have the highest average of general satisfaction, inner satisfaction and external satisfaction. This situation shows that the single individuals' job satisfaction is higher than the others. Married individuals' job satisfaction is lowered because their family responsibilities are higher when compared to the singles. Divorced individuals have the lowest average of general satisfaction, inner satisfaction, external satisfaction. This situation shows that the divorced individuals'

job satisfaction is lower than the others. Sports managers' workload along with their family responsibilities or problems lowers their job satisfaction.

Table 5: t-test: Relation between Gender and Organizational Commitment.

		\bar{x}	Ss	t-value	p.
Affective Commitment	Female	19,13	8,07	0,245	0,806
	Male	18,94	7,99		
Normative Commitment	Female	15,87	7,92	-0,252	0,801
	Male	16,06	7,71		
Continuance Commitment	Female	18,41	7,39	0,409	0,683
	Male	18,12	7,26		

Have not encountered a significant relation between gender and organizational commitment ($p>0,05$). There is no significant difference of the perception of organizational commitment between the males and the females. Sports managers' organizational commitment is not related to the gender because their working conditions does not differ according to their gender.

Table 6: ANOVA: Relation between Age and Organizational Commitment.

		\bar{x}	Ss	F-value	p.
Affective Commitment	18-25	18,36	8,11	0,921	0,452
	26-32	19,42	7,86		
	33-42	19,70	8,07		
	43-50	18,48	7,83		
	51 and above	17,75	9,99		
Normative Commitment	18-25	15,29	7,44	1,594	0,174
	26-32	16,53	7,97		
	33-42	16,28	8,00		
	43-50	13,33	7,95		
	51 and above	16,00	8,29		
Continuance Commitment	18-25	17,55	7,08	1,582	0,177
	26-32	19,10	7,29		
	33-42	18,67	7,34		
	43-50	16,90	8,93		
	51 and above	17,75	7,86		

Have not encountered a significant relation between age and organizational commitment ($p>0,05$). There is no significant difference of the perception of organizational commitment between age ranges. Regardless of the sports managers' ages, their job satisfactions are similar due to their similar working conditions.

Table 7: ANOVA: Relation between Marital Status and Organizational Commitment.

		\bar{x}	Ss	F-value	p.
Affective Commitment	Married	19,73	7,73	1,358	0,258
	Single	18,69	8,09		
	Divorced	18,75	9,90		
Normative Commitment	Married	16,35	8,01	0,897	0,408
	Single	15,56	7,60		
	Divorced	16,66	8,82		
Continuance Commitment	Married	18,72	7,37	0,712	0,491
	Single	18,03	7,25		
	Divorced	18,75	7,97		

Have not encountered a significant relation between marital status and organizational commitment ($p>0,05$). There is no significant difference of the perception between organizational commitment and marital status. Marital status of sports managers does not affect their organizational commitment. Organizational commitment of sports managers does not change according to their marital status.

Table 8: Relation between Job Satisfaction and Organizational Commitment.

		Inner Satisfaction	External Satisfaction	General Satisfaction
Affective commitment	Pearson Correlation	,032	,038	,040
	p.	,001	,010	,005
	N	618	632	611
Normative commitment	Pearson Correlation	,056	,017	,044
	p.	,165	,676	,276
	N	619	634	612
Continuance commitment	Pearson Correlation	,046	-,004	,028
	p.	,252	,922	,484
	N	616	631	609

When the relation between job satisfaction and organizational commitment is examined, significant and positive relation can be seen between affective commitment and job satisfaction ($p>0,05$). The job satisfaction of the sports managers gets higher as their affective commitment gets higher.

Conclusion:

In this research, job satisfaction and organizational commitment perceptions of sports managers are examined. Job satisfaction and organizational commitment are closely related notions. They can affect individuals' work performance positively and negatively. The elements causing satisfaction or dissatisfaction may differ from person to person. An element may not affect some people as strong as they affect the others. Because of this reason, satisfaction or dissatisfaction source from personal conditions in the organization. The effort that put above average for the organization to succeed can be explained with the employees' commitment to the organization.

In this research, significant and positive relation is found between the subscale of organizational commitment, affective commitment, and job satisfaction. Sports managers' affective commitment and job satisfaction perceptions are parallel. Feeling emotionally attached to the job, increases the job satisfaction for the sports managers. Actually this situation is directly related to the commitment for the job of the manager. Likewise, a sports manager's job satisfaction perception is lower if he/she is not attached to the job emotionally. In the research, have not encountered a significant relation between normative and continuance commitment and job satisfaction. This situation is originated from the sports managers' not thinking about quitting their job and not considering it as an obligation. Affective commitment of sports managers is seen as the sole element of commitment that increases job satisfaction. When the literature analyzed, which supports our research, the most desired situation is the employees having primarily high affective commitment, then normative commitment, for last continuance commitment (Brown 2003). Differently, in his work Kemeriz (2014) came to the conclusion that is the normative commitment affects job satisfaction more. Also there are studies which indicate that organizational commitment with all of its subscales affects job satisfaction. In a lot of research, it is found that job satisfaction and organizational commitment are coherent and in positive correlation with each other (Carikci, 2001; Konuk, 2006; Sigrı and Basim, 2006; Akgunduz, 2006; Samadov, 2006; Guner, 2007; Gozen, 2007; Kayir, 2008; Tokoglu, 2009; Canik,2010; Alan, 2010).

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