

# Analysing the Correlations between Sports Provincial Representatives' Levels of Organisational Commitment and Job Satisfaction

NAHIT ÖZDAYI<sup>1</sup>

<sup>1</sup>Balıkesir University Faculty of Sports Sciences, Balıkesir, Türkiye, Orcid: 0000-0002-5534-3153

Correspondence to Dr Nahit ÖZDAYI, Email. [nahitozdayi@balikesir.edu.tr](mailto:nahitozdayi@balikesir.edu.tr), Cell: +90 (266) 612 14 00 (171113)

## ABSTRACT

**Aim:** This study aims to analyse the correlations between sports provincial representatives' organisational commitment and job satisfaction.

**Methods:** The study, which was conducted by using Minnesota job satisfaction scale, reached 84 volunteering athletes who were the provincial representatives in Çanakkale and Balıkesir and 19 of whom were female and 65 of whom were male. The data collected were analysed on the SPSS programme. Descriptive statistics were used for the demographic variables. The validity and reliability tests were done for the scales used. The kurtosis and skewness values were tested in analysing the distribution of the data and the data were regarded to have normal distribution.

**Results:** It was found on comparing the Çanakkale and Balıkesir provincial sports representatives' average scores for organisational commitment and job satisfaction that there were statistically significant differences between the athletes in the external satisfaction sub-factor of job satisfaction and in the attendance commitment sub-factor of organisational commitment. Accordingly, the sports provincial representatives in Çanakkale were found to have higher score averages than the ones in Balıkesir. An examination of the participants in terms of their work experience, on the other hand, demonstrated that the representatives with 10 year or more experience had higher internal satisfaction and emotional commitment score averages than the ones with 7–9-year experience.

**Conclusion:** It may be concluded that sports provincial representatives' organisational commitment and job satisfaction increase in parallel to the increase in their work experience.

**Key words:** Job satisfaction, commitment, organisational commitment

## INTRODUCTION

Sports programmes are monitored and supervised by provincial representatives depending on the duties of sports federations<sup>23</sup>. A sports representative representing a province is available for each branch of sport in each province under the responsibility of the governor in accordance with regulation. The representatives are appointed within two months after federation presidents are elected and they have four-year duration of duty. They should have such qualities as having worked as a referee, trainer or athlete in the branch of sport they represent, being recognised in the community and having received good education. The sports provincial representatives who have honorary office have responsibilities and liabilities such as establishing the connections between the federation they are affiliated to and the field organisation and working in harmony with their federation (Regulation for provincial Sport Branch, Sports General Directorate)<sup>29</sup>.

Individuals' state of their ability to meet their economic, sociological and psychological needs so that they can survive in the society they live is called a job<sup>5,37</sup>. Jobs fulfil basic functions in providing the financial income that individuals need to sustain their life<sup>11</sup>. Satisfaction is the phenomenon of internal happiness individuals can perceive<sup>17</sup>. Job satisfaction, on the other hand, involves the evaluation of the conditions or the desired results in the work environment by individuals themselves and their perceptions of work conditions<sup>10</sup>. In its most general sense, the positive feelings one has about a job as a result of his or her evaluation of the properties of a job are called job satisfaction<sup>14</sup>. Job satisfaction is an individual's feeling of

achievement about his or her job<sup>18</sup>. In this context, it can be described as the calculation of whether or not individuals are happy and satisfied with their job<sup>1</sup>. Employees' performance and achievement increase when they have positive feelings about their job<sup>23</sup>. Job satisfaction can generally be attributed to two fundamental elements. One of them is related to the personal state of an employee, his or her behaviours, feelings and ideas, demands and requirements<sup>8</sup>.

According to Locke<sup>21</sup>, job satisfaction is an emotional state which stems from good job experience or from the job itself-which is also a widespread definition of job satisfaction. Locke (1976b)<sup>21</sup> argues that the most important values and conditions for job satisfaction include:

1. Mentally challenging activities that individuals can cope with,
2. Their personal interest in the job itself,
3. Their activities which are not physically tiring,
4. Performance rewards which are fair, informative, which conform to individuals' physical needs and which make it easier for individuals to achieve their goals,
5. High self-respect from the aspect of employees,
6. Interesting work, wages and free gifts whose basic values are similar to one's own and which minimise role conflicts and uncertainties.

The constructs which unveil job satisfaction are the job itself, wages, pay rise, leave of absence, counseling, the distance between home and the workplace, clear and open route to career, rotation opportunities, personal

relations, motive for respect, good quality supervision and the form of organisational management<sup>8</sup>. Job satisfaction, which is said to be a very important determiner of individual and institutional performance (Yeşil and Dereli, 2012)<sup>35</sup>, is influenced by several individual and organisational variables<sup>40,20</sup>. The factors which influence job satisfaction are usually divided into individual factors and organisational factors<sup>35</sup>. The factors which influence job satisfaction individually and organisationally are age, gender, personality, status, educational status, the job itself, opportunities for promotion, wage, work conditions, communication, security, participation in decision-making, form of management and colleagues<sup>25,28</sup>.

Scholl<sup>26</sup> defines commitment as “the power of balancing which is activated in sustaining the behaviours when the expected conditions or the conditions desired to be equal are not met”. It is individuals’ associating a series of consistent behaviours with issues which are not relevant to the behaviours (Becker, 1960)<sup>6</sup>. The difficulty of a job, the properties of a duty, organisational goals, the difficulty of the process, the form of management, the status of relations, organisational trust, personal importance, feedback and the state of participation are mentioned as the factors influential in emotional commitment<sup>4</sup>. Organisational commitment is defined as employees’ attitudes of deciding to remain in an organisation and to become the permanent staff of the organisation depending on their relations in the organisation<sup>15</sup>. Three basic elements-namely, employees’ internalisation of organisational goals and the power of their belief in the goals, the efforts they make to achieve the organisational goals and their desire to remain in the organisation for a long time- enable employees to identify themselves with their organisation<sup>33</sup>. Securing that experienced and hardworking staff are permanent in an organisation is as important as providing the organisation with experienced staff who can work effectively and efficiently<sup>2</sup>. Employees’ levels of organisational commitment also affect how long they serve to an organisation<sup>16</sup>. Factors influential in organisational commitment are listed as personal factors, expectations from a job, personal characteristics and psychological contracts<sup>38</sup>. Differences in personal characteristics can lead to differences in the results obtained<sup>30</sup>. Factors such as the quality and importance of work, style of management and leadership, wages, organisational justice and organisational culture- which change from organisation to organisation- can be referred to as the factors which influence organisational commitment. Thus, the current paper aims to analyse the correlations between sports provincial representatives’ levels of organisational commitment and job satisfaction.

## MATERIAL & METHODS

The Minnesota Job Satisfaction Scale was used in order to measure the participants’ job satisfaction in this study. The scale was developed by Weiss, Davis, England and Lofquist<sup>34</sup> and was adapted into Turkish by Baycan<sup>5</sup>. It is a five-pointed Likert type scale which is graded between 1 and 5. In grading, the scale was evaluated as: I am not pleased at all:1, I am not pleased: 2, I am indecisive: 3, I am very pleased: 4, I am pleased very much: 5. There are no items graded reversely in the scale. Analyses were

done so as to make the scale valid and reliable. Accordingly, after the exploratory factor analysis (EFA), the results obtained were as in the following: KMO=0.845, Barlett’s Test=1120.666, df=153 and p=0.000. Items 13 and 16 were excluded from the analysis because they were found to have low factor loads as a result of the factor analysis, and the test was repeated. Accordingly, 18 items were obtained with factor loads of 0.319-0.767. The 18 items were divided into two sub-factors and they were found to explain 58.17% of the variance. Thus, sub-factor one labelled as internal satisfaction contained items 2, 4, 9, 10, 11, 12, 15 and 20 while sub-factor two labelled as external satisfaction contained items 1, 3, 5, 6, 7, 8, 14, 17, 18 and 19. Cronbach’s Alpha  $\alpha$ =0.938, internal satisfaction  $\alpha$ =0.902 and external satisfaction  $\alpha$ =0.902.

Organisational commitment scale was developed by Allen and Meyer (1997) and adapted into Turkish by Özkan (2010). It is a five-pointed Likert type scale which is graded between 1 point and 5 points. Grading is as in the following: I absolutely disagree=1, I disagree=2, I am indecisive=3, I agree=4 and I absolutely agree=5.

After the exploratory factor analysis (EFA), the results obtained were as in the following: KMO=0.798, Barlett’s Test=1299.403, df=190 and p=0.000. Items 4 and 22 were excluded from analysis due to the fact that they had low factor loads, and the test was repeated. As a result, 20 items with factor loads between 0.455 and 0.846 were obtained. Then, the 20 items were divided into 3 sub-factors and explained 64.088% of the variance. Sub-factor one- emotional commitment contained items 1, 2, 3, 5, 6, 7, 8 and 21 while sub-factor two-attendance commitment-contained items 9, 10, 11, 12, 13, 14 and 16 and sub-factor three-normative commitment-contained items 15, 17, 18, 19 and 20. The total Cronbach’s Alpha for the scale was  $\alpha$ =0.911, emotional commitment  $\alpha$ =0.921 and normative commitment  $\alpha$ =0.738.

The data collected were analysed on the SPSS programme. Descriptive statistics was used in analysing the demographic variables and the frequencies and percentages were tabulated. Validity and reliability tests were done for the scales. Then, the sub-factors for the scales were determined. Skewness and kurtosis values were found to analyse the distribution of the data. Accordingly, the skewness values ranged between 0.713 and 0.312 and the kurtosis values ranged between 0.962 and 1.079. Hence, the data was considered to have normal distribution. The t-test was used for groups of two whereas one-way ANOVA test was used in comparing the averages of groups of more than two. Pearson’s correlation test was used to find the correlations between the sub-factors. The statistical results were regarded as significant between  $p < 0.05$  and  $p < 0.01$ .

## RESULTS

According to the data collected from sports provincial representatives in Çanakkale and in Balıkesir, the majority of the participants (77.4%) were male. They were largely (34.5%) in the 41-45 age range. As to their educational status, 57.1% of the participants held a bachelor’s degree. Most of them (73.8%) came from departments other than BESYO (school of physical education and sports). On examining whether or not the participants did sport, 84.5%

of them were found to do sport. Besides, most of them (38.1%) were found to have 4–6-year experience on examining how long they had been working.

As a result of correlation analysis which was done to find the correlations between job satisfaction and organisational commitment, high and significant correlations were found between total organisational

commitment and emotional commitment, between attendance commitment and total job satisfaction and between internal satisfaction and external satisfaction. However, no significant correlations were found between normative commitment and total job satisfaction or between internal commitment and external commitment.

Table 1. The Frequencies and Percentages for the Descriptive Variables

Variables		f	%
Gender	Female	19	22.6%
	Male	65	77.4%
Age	30 and below	22	26.2%
	31-40	20	23.8%
	41-45	29	34.5%
	46 and above	13	15.5%
Educational status	Associate degree	14	16.7%
	Bachelor's degree	48	57.1%
	Post-graduate degree	22	26.2%
Department	BESYO (School of physical education and sports)	22	26.2%
	OTHER	62	73.8%
Whether they do sport	Yes	71	84.5%
	No	13	15.5%
How long they have been working	3 years and less	11	13.1%
	4-6 years	32	38.1%
	7-9 years	16	19.0%
	10 years and more	25	29.8%
Province	Çanakkale	42	50.0%
	Balıkesir	42	50.0%
Total		84	100%

Table 2. The Correlations between Job Satisfaction and Organisational Commitment

Variables		2	3	4	5	6	7
1	r	.660**	.913**	.953**	.783**	.534**	.158
	p	.000	.000	.000	.000	.000	.152
2	r	1	.638**	.603**	.811**	.871**	.693**
	p		.000	.000	.000	.000	.000
3	r		1	.748**	.797**	.457**	.183
	p			.000	.000	.000	.096
4	r			1	.685**	.531**	.122
	p				.000	.000	.270
5	r				1	.532**	.329**
	p					.000	.002
6	r					1	.488**
	p						.000

1= Job satisfaction; 2= organisational commitment; 3= internal satisfaction; 4= External satisfaction; 5= Emotional commitment; 6= Attendance commitment; 7= Normative commitment  
 \*\* Correlations are significant at the level of 0.01.

Table 3. The t-test Results According to Descriptive Variables

Variables	Provinces	n	Mean	Ss	t	p
External satisfaction	Çanakkale	42	4.18	0.74	2.56	0.01
	Balıkesir	42	3.79	0.62		
Attendance commitment	Çanakkale	42	3.79	0.97	3.52	0.00
	Balıkesir	42	3.10	0.81		

Table 4. ANOVA Analysis Results according to Descriptive Variables

Variables	How long they have been working	n	Mean	Ss	F	p	Tukey
Internal satisfaction	3 years or shorter	11	4.35	0.31	3.28	0.02	7-9 years <10 years or longer
	4-6 years	32	4.14	0.76			
	7-9 years	16	3.90	0.71			
	10 years or longer	25	4.50	0.47			
Emotional commitment	3 years or shorter	11	4.21	0.53	2.93	0.03	7-9 years <10 years or longer
	4-6 years	32	3.96	0.83			
	7-9 years	16	3.61	0.97			
	10 years or longer	25	4.31	0.60			

It was found on examining the test results for the participants' score averages for the sub-factors of job satisfaction and organisational commitment scales that there were statistically significant differences in the external satisfaction sub-factor of job satisfaction and in the attendance commitment sub-factor of organisational commitment. Thus, it became apparent that the sports provincial representatives in Çanakkale had higher score averages than the ones in Balıkesir.

No statistically significant differences were found between paired groups in their score averages for job satisfaction and organisational commitment according to gender, department, whether or not the participants did sport.

An examination of the variance analysis results for the participants' score averages for the sub-factors of job satisfaction and organisational commitment scales according to how long they had been working demonstrated that there were significant differences in the sub-factors of internal satisfaction and emotional commitment. According to the results of Tukey test which was used in determining from which groups the differences stemmed, the sports provincial representatives with 10 year or more experience had higher internal satisfaction and emotional commitment than those with 7–9-year experience.

No statistically significant differences were found between groups' score averages for the overall scales of job satisfaction and organisational commitment or for the sub-factors of the scales according to age and educational status.

## DISCUSSION

Alev<sup>3</sup> investigated the organizational commitment levels of 81 province representatives who worked in separate provinces under the roof of Turkey Basketball Federation during the 2015-2016 basketball season. Accordingly, the researcher found that there were no significant differences between the provincial representatives' levels of organizational commitment in terms of three sub-factors according to age, whether they were university graduates or graduates of other schools and according to their own choice of work. This current study did not find any significant differences between paired groups according to gender, departments and whether or not the participants did sport according to total score averages or score averages for the sub-factors. When considered from this aspect, the results obtained in this study are in parallel to the ones obtained in Alev<sup>3</sup>.

In a meta-analysis study, Ülbeği and Yalçın<sup>32</sup> found high correlations between organizational commitment and job satisfaction. On the other hand, high correlations were found between emotional commitment and normative commitment- the sub-factors of organizational commitment- while weak correlations were found between attendance commitment and job satisfaction in the above-mentioned study. The results obtained in the studies investigating the correlations between organizational commitment and job satisfaction were found to be similar to the ones obtained in this current study.

Yıldız<sup>39</sup>, in a study which analysed the job satisfaction

levels of 368 participants working in the provincial organisations of the Sport General Directorate of the ministry of Youth and Sport according to regions, concluded that the staff who worked in the western regions had higher external satisfaction than those who worked in the eastern regions. Thus, the study obtained results similar to the one obtained in this study- which found that the sports provincial representative working in Çanakkale had higher external satisfaction than the ones working in Balıkesir.

Şen<sup>31</sup>, on the other hand, investigated the job satisfaction levels of 191 people who were the members of administrative staff in Karabük University. The study, which was conducted in 2018, concluded that the employees differed in job satisfaction and organisational commitment according to their educational status, and that their job satisfaction and organisational commitment decreased as their level of education rose.

Güçlü and Zaman<sup>12</sup>, who analysed 192 guide teachers' job satisfaction and organisational commitment according to the faculty of graduation, reached the conclusion that teachers' job satisfaction or organisational commitment did not differ according to the faculties they had graduated from. Yıldız<sup>39</sup> found that the employees who were the graduates of physical education teaching department and coaching education department had higher internal and external satisfaction than those who were the graduates of sports management department. In a study analysing the correlations between the organisational commitment and job satisfaction of 204 teachers- 119 of whom were female and 85 of whom were male- who worked in elementary schools located in Gaziosmanpaşa, Büyükçekmece and Avcılar districts of Istanbul in 2009-2010 academic year, Karataş and Güleş<sup>19</sup> found positive and high correlations between those teachers' job satisfaction and organisational commitment. This current study also found high and positive correlations as a result of the correlation analysis which was done to find the correlations between job satisfaction and organisational commitment- a result in parallel to the one obtained in Karataş and Güleş<sup>19</sup>.

In another study conducted by Serinkan and Bardakçı<sup>27</sup> -which analysed the job satisfaction of 122 academicians who worked in Pamukkale university- it was found that the factors that were the most influential in academicians' job satisfaction were team management, the quality of work and decision-making process whereas the factors the least influential were wages and promotion opportunities. This current study found no statistically significant correlations between any sub-factors of job satisfaction and the third sub-factor of organisational commitment. In this respect, the findings obtained here are not similar to the ones obtained in Serinkan and Bardakçı<sup>27</sup>.

Bülbül<sup>9</sup> analysed the job satisfaction and organisational commitment levels of 535 volunteering participants who worked in a public institution all over Turkey in the period when the institution was privatised. The study concluded that there were positive and significant correlations between the participants' job satisfaction and emotional commitment. This current study also found significant correlations between sports provincial

representatives' internal satisfaction and emotional commitment as a result of statistical comparisons made according to their length of working. Thus, the results obtained here were similar to the ones obtained in Bülbül<sup>9</sup>.

Ekici, Hacicaferoğlu and Çalışkan<sup>12</sup> investigated the organisational commitment and organisational cynism levels of 434 employees 409 of whom were male and 25 of whom were female and who worked in the Youth Service and Sport provincial Directorates and youth centres of the ministry of youth and sport. The study found differences between employees' levels of organisational commitment according to gender, marital status, level of education, position in the job, the region where participants worked and how long they had been working. The study found no statistically significant differences between paired groups in the total scores or in the average scores for the sub-factors according to gender, departments or whether or not the participants did sport. In this respect, the findings obtained in this study were not similar to the ones obtained in Ekici, Hacicaferoğlu and Çalışkan<sup>12</sup>.

## CONCLUSION

The data collected in this study, which was conducted so as to analyse the correlations between sports provincial representatives' organisational commitment and job satisfaction levels, demonstrated that the majority of the participants (77.4%) was male. It was also found that they were mostly (34.5%) in 41-45 age range and that 57.1% of them held bachelor's degree. Besides, most of them (73.8%) were also the graduates of schools other than BESYO (school of physical education and sport).

Following the comparison of the participants' score averages for job satisfaction and organisational commitment, statistically significant differences were found in the external satisfaction sub-factor of job satisfaction and in the attendance commitment sub-factor of organisational commitment. Accordingly, the participants from Çanakkale had higher score averages. No significant differences were found between paired groups in total scores or in the score averages for the sub-factors according to gender, departments and whether or not they did sport. On examining their length of working, it was found that the participants with 7-9-year work experience had higher internal satisfaction. Hence, it may be said that sports provincial representatives' organisational commitment and job satisfaction increase as their work experience increases.

## Recommendations

1. It is recommended that the study-which was conducted so as to analyse the correlations between sports provincial representatives' organisational commitment and job satisfaction- be repeated with larger sample size.
2. It can be recommended that the job satisfaction and motivation of sports provincial representatives living in Çanakkale and in Balıkesir be analysed.
3. It can also be recommended that the factors which influence the organisational commitment levels of the sports provincial representatives living in Çanakkale and in Balıkesir be analysed.

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