

## INVESTIGATION OF THE RELATIONSHIP BETWEEN JOB SATISFACTION AND CAREER SATISFACTION AND WORK-LIFE BALANCE IN SPORTS MANAGERS’\*

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### ABSTRACT

*The aim of this study is to examine the relationship between job satisfaction and career satisfaction and work-life balance in sports managers. In the study, it has also been analyzed if there is any significant difference in the sports managers’ job satisfaction, career satisfaction and work-life balance levels in terms of gender, age, duty status, year of service and level of education. 322 sports managers, who work at Department of Sports Service’s Central and Field Organization at least as a chief in the manager position, have been chosen with random sampling method and they have voluntarily participated in the study.*

*In the study, Minnesota Satisfaction Questionnaire, developed by Weis et. all. (1967) and adapted Turkish version by Baycan (1985), and career satisfaction scale, developed by Vatansever (2008), and work-life balance scales, developed by Apaydin (2011), have been used as data collection tools.*

*The survey form used as a data collection tool in the study included a personal information form consisting of 5 questions, questioning the gender, age, duty status, years of service and level of education. In the study, Pearson Correlation Analysis has been used for defining sports managers’ job satisfaction and career satisfaction’s correlation with work-life balance; T-test for binary grouping and Anova Analysis have been used for more than binary groups in order to determine if there is any significant difference in sports managers’ job satisfaction, career satisfaction and work-life balance levels in terms of the participants’ duty status, year of service and level of education.*

*According to the research results, it has been found that there is a positive correlation between sports managers’ job satisfaction, life satisfaction, and work-life balance levels. Also, the results show that there is a significant difference in the level of job satisfaction, career satisfaction, and work-life balance in terms of duty status, year of service, and level of education; however, the results reveal that there is no significant difference in terms of age groups and gender.*

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**Keywords:** *Sports Manager, Job Satisfaction, Career Satisfaction, Work-Life Balance*

## INTRODUCTION

National and international sports organizations ability to carry out the needs in this area effectively and efficiently undoubtedly depends on the managerial effectiveness of sports managers who were given authority and responsibility in this field. Sports managers are the people who are directly responsible for planning, coordination, execution, examination, and evaluation of results of organized sports activities. For this reason, sports managers' organizational behavior culture is one of the important affecting factors as much as their personal skills in this field. In this context, it is possible to list the determining factors of sports managers' managerial effectiveness as the emotions such as job satisfaction, career satisfaction, and work-life balance.

Job satisfaction which describes the relationship between the work and humans generally means the joy that the workers have from their work. Job satisfaction is a phenomenon which occurs when the job's specifications and the workers' needs are in harmony, and which defines the workers' satisfaction of the job (Akinçi, 2002). Job satisfaction is a result of the workers evaluating the job as positive and a pleasant emotion (Davis, 1988). Job satisfaction is a function that is described as "values" which "an individual's desire to achieve consciously or subconsciously". In a career, the higher the satisfied/achieved values the higher the job satisfaction would be (Wagner, Hollenbeck, 2010). Accordingly, for executive staff that is the most important source of sports organizations, keeping the job motivation and job satisfaction high plays an important role in terms of realizing sports goals.

Job satisfaction emerges in two forms which are intrinsic and extrinsic satisfaction. It is stated that the satisfaction achieved by having economic rewards such as salary is "extrinsic satisfaction"; the satisfaction felt while working such as the feeling of success is "intrinsic satisfaction" (Deniz, 2005). Job satisfaction differs from person to person. And this changes by a person's values and the importance of their values. For example, for an individual, while the promotional opportunities are the primary source of satisfaction, for another it is the salary. It could be said that a worker who does the work s/he wants in their job life, receives a fee to meet their needs, at least partially finds the desired opportunities and conditions, and satisfies most of their needs, undoubtedly would be at peace having a material and spiritual satisfaction. Whereas, because an individual who cannot do a job they want, works in an environment that their needs are constantly ignored, and cannot satisfy their needs would have a negative attitude, their job and non-job lives would be affected negatively by these conditions. Job satisfaction shows itself as the positive emotions that are achieved by an individual by evaluations of their job or job experiences (Can, 2016).

Job satisfaction is a personal evaluation of the job conditions (the job itself, the attitude of the management) or the result of the job (salary, job safety) (Cekmecelioglu, 2005). In this sense, the job satisfaction is "the reaction of the

individual to the working environment". While the job satisfaction is described as the individuals' content and discontent with their jobs, it is stated that the job satisfaction could occur when the job's qualifications and the workers' demands are in harmony. Davis, (1984) stated that job satisfaction is a spiritual condition and it surrounds mental evaluations as well as emotional evaluations, and it could be both temporary and permanent in time. Veenhoven (1996) pointed out that in organizational behavior, job satisfaction is the base that occurs when the individual's job characteristics bear the qualifications important for them. Heller et al., (2002) stated that job performance is related to the important outputs including career satisfaction and work-life balance state.

One of the other important factors affecting worker performance is the worker's perception of career satisfaction. The notion career is generally defined as the success and expertise which the employee aims to achieve in their job life (Yuksel, 2000). And the career satisfaction is known as the satisfaction of reaching the goals of an individual. Grenhaus et al., (1990) states that career satisfaction perception depends on reaching the goals in five basic fields. These are the Professional achievements, general Professional goals, income-related goals, professional progress and acquiring new skills. Person's success in achieving these basic goals is the determiner of the career satisfaction. Career satisfaction is among the recent important subjects because of the necessity of meeting the individual and organizational needs simultaneously (Ozgen and Yalcin, 2010). The notion career is understood as "the professional progress and the workers' progress in organizations while being equipped with required knowledge, skills, and motivation according to the workers' self-expectations and desires (Gercek et al., 2015). Career satisfaction includes the people's meeting the success in their expectations and goals of their career. Workers' career satisfaction emotion is negatively affected by the job conditions, unfair distribution of rewards, workload, stress, and the conflict between the individuals' private and job lives (Dobson, et al., 2007). Organizations effective and efficient use of this source depends on their needs, desires, and enthusiasm at work. Accordingly, if the organizations want their employees to work more efficiently, they should take care of and pay attention to their career satisfaction.

The studies in recent years show that the work-life balance is one of the factors affecting the work performance in organizations. The notion work-life balance includes being in control of the job life, the flexibility in the job and other activities, sociability and individuality (Barnett, 1999). Clark (2000) states that this balance is achieved by having the conflict between the individual's roles at work and outside work at the lowest level. Work-Life balance is achieved through having the individuals' job and family demands and their own needs in harmony (Pichler, 2008). According to this, if the workers cannot play their parental roles as expected because of the intensity of work, and the intensity at work delays the responsibilities of family and home, work-life balance is at danger (Pichler, 2008). In this context, the organizations' main goal is to maintain the integration of the workers' job and outside job lives to maximize their productivity and to be able to keep control of their qualified workers (Barnett, 1999). Also, the fact that family- or job-related negativity affecting other fields directly, individuals' both areas of

life being in contact, requires forming a balance. While the work-life balance is subjectively conceived as the satisfaction at work and in private life; objectively, it is qualified as the success of private life, career, and health (Hilderbrandt, 2006). The fact that workers' satisfaction at work and private life, also affect the organizations positively. Workers having the required time to develop themselves increase their qualifications and skills, and that directly results in an increase in productivity.

## METHODOLOGY

The aim of this study is to examine the relationship between job satisfaction and career satisfaction and work-life balance in sports managers. In the study, it has also been analyzed if there is any significant difference in the sports managers' job satisfaction, career satisfaction and work-life balance levels in terms of gender, age, duty status, year of service and level of education.

322 sports managers, who work at Department of Sports Service's Central and Field Organization at least as a chief in the manager position, have been chosen with random sampling method and they have voluntarily participated in the study.

In the study, Minnesota Satisfaction Questionnaire, developed by Weis et. all. (1967) and adapted Turkish version by Baycan (1985), and career satisfaction scale, developed by Vatansever (2008), and work-life balance scales, developed by Apaydin (2011), have been used as data collection tools. The survey form used as a data collection tool in the study included a personal information form consisting of 5 questions, questioning the gender, age, duty status, years of service and level of education.

In the study, Pearson Correlation Analysis has been used for defining sports managers' job satisfaction and career satisfaction's correlation with work-life balance; T-test for binary grouping and Anova Analysis have been used for more than binary groups in order to determine if there is any significant difference in sports managers' job satisfaction, career satisfaction and work-life balance levels in terms of the participants' duty status, year of service and level of education.

## FINDINGS

**Table 1.** The correlation between job satisfaction, career satisfaction and work-life balance

		Job Satisfaction	Career Satisfaction	Work-Life Balance
Job satisfaction	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	322		
Career satisfaction	Pearson Correlation	,577**	1	
	Sig. (2-tailed)	,000		
	N	322	322	
Work-Life balance	Pearson Correlation	,441**	,627**	1
	Sig. (2-tailed)	,000	,000	
	N	322	322	322

\*\*Correlation is significant at the 0.01 level (2-tailed).

According to the study result, positive correlations were found between sports managers' job satisfaction and career satisfaction ( $r=,577^{**}$ ); job satisfaction and work-life balance ( $r=,441^{**}$ ); career satisfaction and work-life balance ( $r=,627^{**}$ ).

**Table 2.** The analysis of difference in participant sports managers' job satisfaction, career satisfaction and work-life balance perception in terms of gender

	Gender	N	Mean	Std. Deviation	t	Sig. (2-tailed)
Job satisfaction	Female	142	3,5717	,53754	-,751	,453
	Male	180	3,6179	,55595		
Career satisfaction	Female	142	3,7100	,70746	-,563	,574
	Male	180	3,7580	,79818		
Work-Life balance	Female	142	3,8075	,61201	-1,797	,073
	Male	180	3,9343	,64172		

A meaningful difference was not found between participant sports managers' job satisfaction, career satisfaction and work-life balance perception in terms of gender ( $p>0,05$ ).

**Table 3.** The analysis of difference in participant sports managers' job satisfaction, career satisfaction and work-life balance perception in terms of age groups

	Age groups	Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	,603	4	,151	,500	,736
	Within Groups	95,635	317	,302		
	Total	96,238	321			
Career satisfaction	Between Groups	7,755	4	1,939	3,472	,009
	Within Groups	177,036	317	,558		
	Total	184,791	321			
Work-Life balance	Between Groups	8,116	4	2,029	5,374	,000
	Within Groups	119,684	317	,378		
	Total	127,801	321			

A meaningful difference was not found in participants' job satisfaction in terms of age groups ( $p>0,05$ ). A meaningful difference was found between sports managers' career satisfaction and work-life balance perception in terms of age groups ( $p<0,05$ ).

**Table 4.** The analysis of difference in participant sports managers' job satisfaction, career satisfaction and work-life balance perception in terms of years of service

	Years of service	Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	,499	4	,125	,413	,799
	Within Groups	95,739	317	,302		
	Total	96,238	321			
Career satisfaction	Between Groups	6,083	4	1,521	2,698	,031
	Within Groups	178,708	317	,564		
	Total	184,791	321			
Work-Life balance	Between Groups	7,215	4	1,804	4,742	,001
	Within Groups	120,585	317	,380		
	Total	127,801	321			

A meaningful difference was not found in participants' job satisfaction in terms of years of service ( $p > 0,05$ ). A meaningful difference was found between sports managers' career satisfaction and work-life balance in terms of years of service ( $p < 0,05$ ).

**Table 5.** The analysis of difference in participant sports managers' job satisfaction, career satisfaction and work-life balance perception in terms of education levels

Education		Sum of Squares	df	Mean Square	F	Sig.
Job satisfaction	Between Groups	1,428	3	,476	1,596	,190
	Within Groups	94,810	318	,298		
	Total	96,238	321			
Career satisfaction	Between Groups	4,435	3	1,478	2,607	,052
	Within Groups	180,356	318	,567		
	Total	184,791	321			
Work-Life balance	Between Groups	2,413	3	,804	2,039	,108
	Within Groups	125,388	318	,394		
	Total	127,801	321			

A meaningful difference was not found in participants' job satisfaction in terms of education levels ( $p > 0,05$ ). A meaningful difference was found in sports managers' career satisfaction and work-life balance in terms of education levels ( $p < 0,05$ ).

## DISCUSSION AND CONCLUSION

This study was carried out to investigate the relationship between sports managers' job satisfaction, career satisfaction, and work-life balance. Also in the study, it was analyzed if there were meaningful differences in the sports managers' job satisfaction, career satisfaction and work-life balance levels in terms of gender, age, duty status, year of service and level of education.

The results of the study showed that there was a positive correlation between sports managers' job satisfaction and career satisfaction ( $r = ,577^{**}$ ); job satisfaction and work-life balance ( $r = ,441^{**}$ ); career satisfaction and work-life balance ( $r = ,627^{**}$ ).

On the other hand, there were meaningful differences were found in sports managers' career satisfaction work-life balance in terms of education levels, years of service and age groups ( $p < 0,05$ ). A meaningful difference was not found between participant sports managers' job satisfaction, career satisfaction and work-life balance perception in terms of gender ( $p > 0,05$ ). Also, a meaningful difference was not found in job satisfaction in terms of age groups and years of service ( $p > 0,05$ ). A meaningful difference was not found in participants' job satisfaction in terms of education levels ( $p > 0,05$ ).

In some studies, on the subjects of job satisfaction, career satisfaction, and work-life balance, it was found that career satisfaction differs in terms of the age of workers. It possible to interpret this result as the sense of satisfaction of the individuals would increase who reaches more satisfying results by aging up.

Because of a job is an important part of a person, the connection between job satisfaction and life satisfaction is meaningful. Work satisfaction and life satisfaction are related. While the workers are affected by the events and situations outside their work environment, behaviors and emotions unrelated to work are affected by job satisfaction (Saari and Judge, 2004).

According to the results of some studies, some inconsistent and contradictory results actually draws the attention. Some scientific studies, while they suggested that satisfaction at work affects the satisfaction in life or outside work, some studies reported the results that factors outside work affect the job satisfaction (Chacko, 1983).

In the studies before, it was seen that work-life satisfaction is an increasing factor in workers' career satisfaction (Heslin, 2005; Kirbaslar et al., 2014).

There are unclear matters about the career satisfaction in the literature. There are views on that the career satisfaction and the job satisfaction are not so different, and actually these two notions have the same characteristics (Heslin, 2005). Despite that, while workers are satisfied with their careers, they could feel dissatisfaction with job-related factors such as job conditions and working hours. Therefore, it should not be ignored that the career satisfaction does not reflect the job satisfaction completely, and it is only one of the sub-factors of the job satisfaction Gattiker and Larwood, 1988).

When the recent studies are examined, it was seen that the work-life balance was effective on individuals' intentions to quit their jobs in different working environments. There is a similar situation with the career satisfaction is also effective on the workers' intentions to quit their jobs. In the studies carried out on the workers of 4 organizations in Korea that were in Fortune Global 500 (Joo and Park, 2010), and the nurses in England (Laschinger, 2012), it was seen that in case the individuals feel career satisfaction, their intentions to quit their jobs would be lower. These results in the literature are in parallel with the findings in our study. In the studies before, it was seen that work-life satisfaction is an increasing factor in workers' career satisfaction (Heslin, 2005; Kirbaslar et al., 2014).

As a result, sports managers' emotions of job satisfaction, career satisfaction, and work-life balance affect each other positively. Thus, workers who have a responsibility in sports organizations should pay close attention to improve the emotions of job satisfaction, career satisfaction, and work-life balance.

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