

## INVESTIGATION OF RELATIONSHIP BETWEEN ORGANIZATIONAL SUPPORT PERCEPTION AND ORGANIZATIONAL COMMITMENT AND CAREER SATISFACTION IN SPORTS MANAGERS\*

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### ABSTRACT

*The aim of this study is to analyze sports managers' organizational support perception, organizational commitment sensation's correlation with career satisfaction. In the study, it has also been analyzed if there is any significant difference in the sports managers' organizational support perception, organizational commitment sensation, and career satisfaction levels in terms of gender, age, duty status, year of service and level of education.*

*In the study, 186 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, the organizational support perception scale Developed by Eisenberger et al. (1986) and adapted to Turkish version by Giray, M.D. and Sahin, N.D. (2012), Organizational Commitment Scale developed by Meyer and Allen (1991) and adapted to Turkish by Wasti (2000), career satisfaction scales developed by Vatansever (2008) have been used as a data collection tool. The survey form used as a data collection tool in the survey 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' organizational support perception, correlation of organizational commitment sensation with career satisfaction; 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' organizational support perception, organizational commitment sensation, and career satisfaction 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' organizational support perception, organizational commitment sensation, and career satisfaction levels. Also, the results*

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*show that there is a significant difference in the level of organizational support prediction, organizational commitment sensation 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.*

**Keywords:** *Sports Manager, Organizational Support Perception, Organizational Commitment, Career Satisfaction*

## INTRODUCTION

Sports managers are the people who are responsible for a series of managerial functions such as planning, coordination, execution, examination, and evaluation of results of organized sports activities, and who have tasks, authority and responsibilities on these subjects. While the sports managers need some personal skills carrying out these tasks and responsibilities, they also need to act appropriately to the structural, functional and social features of the organization they are in charge of. On the other hand, it is important for sports managers, like all employees, to have strong sensations of organizational commitment, organizational support perception, and career satisfaction in terms of managerial effectiveness.

Organizational commitment is a psychological state that connects the individual to the organization (Meyer and Herscovitch, 2001; Wasti, 2002). Meyer and Allen, discuss the organizational commitment under three components (Meyer and Allen, 1991, Allen and Meyer, 1990). The first component is the affective commitment. The affective commitment is the individual's thought of staying within the organization as a result of the organization's support or closeness towards the individual (Meyer and Allen, 1991). The second component is the continuance commitment. In this commitment, the individual decides to stay within the organization because s/he thinks that there is no alternative out there, the other alternatives would have higher psychological costs, or his/her income would suffer (Meyer and Allen, 1991). The third and the last component is the normative commitment. In this commitment, the individual stays within the organization because s/he thinks that s/he cannot leave the job in the organization due to ethical reasons, s/he has to do that job himself/herself, it wouldn't be appropriate if s/he just quits (Meyer and Allen, 1991; Allen and Meyer, 1990). The individuals who decide to be a manager in any sports organization desires to stay loyal to the organization which they represent with the emotions of affective commitment, continuance commitment, and normative commitment. This commitment sensation helps the sports managers to manage more effectively and efficiently.

Another important factor which affects the sports managers' managerial effectiveness is the organizational support perception. Organizational support perception is described as the employee's awareness of their contributions to the organization and minding his/her welfare (Natunann, et al., 1995). In the related literature, the notion "organizational support" is used as "the perceived organizational support" or "the organizational support perception". The reason for this is rather than the amount of support the organization provides the employee

with, the employee's perception related to the amount of this support being the important thing. Because one of the two people who work in the same organization under equal conditions could feel high organizational support perception while the other one believes the support is low depending on his/her organizational expectations. Generally, the organizational support perception is described as satisfying the employees' needs of getting respect, acceptance and the sense of belonging (Armeli, et al., 1998). Eisenberger and colleagues (1986) stated that the organizational support perception is the organization's appreciation of their employees, care for their happiness and positively affecting their emotional relations with the organization by showing these to them.

Organizational support perception was investigated by some researchers under two aspects as "the organizational support" which the employee gets from the organization, and "the manager support" which the employee gets from his/her manager (Florence and Vandenberghe, 2003; Wayne, et al., 1997). The reason why the organizational support perception is divided into two perceptions is the employees having different levels of support from their organizations and their managers (Yuksel, 2005). Because even if the employees are not satisfied with their managers, the perceived organization support could be higher than the perceived manager support because they could consider this as temporary (Florence and Vandenberghe, 2003). Some employees could consider the manager support as one with the organizational support because they think that the manager represents the organization (Johlke, et al., 2002). When the employees are starting to work in an organization, they sign two contracts, one of which being concrete and regulating economic change, and the other being psychologically signed in hearths and regulating social change. In this second contract called psychological contract, while the employer expects commitment and performance from the employee, the employee expects trust and support from the organization (Turnley, et al., 2003). The higher levels of support from the organization direct the employee to make a greater effort and achieve success for his/her organization (Kraimer, and colleagues, 2001). In this deal, the material and nonmaterial motivators such as the work conditions, wages and rewards take an important place in the performance of the employee.

Another important factor affecting the employee's performance is the career satisfaction perception of the employee. 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. 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.

## **METHODOLOGY**

The aim of this study is to analyze sports managers' organizational support perception, organizational commitment sensation's correlation with career satisfaction. In the study, it has also been analyzed if there is any significant

difference in the sports managers' organizational support perception, organizational commitment sensation, and career satisfaction levels in terms of gender, age, duty status, year of service and level of education.

In the study, 186 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, the organizational support perception scale Developed by Eisenberger et al. (1986) and adapted to Turkish version by Giray, M.D. and Sahin, N.D. (2012), Organizational Commitment Scale developed by Meyer and Allen (1991) and adapted to Turkish by Wasti (2000), career satisfaction scales developed by Vatansever (2008) have been used as a data collection tool. The survey form used as a data collection tool in the survey 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' organizational support perception, correlation of organizational commitment sensation with career satisfaction; 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' organizational support perception, organizational commitment sensation, and career satisfaction levels in terms of the participants' duty status, year of service and level of education.

## FINDINGS

**Table 1.** *The correlation between organizational commitment, organizational support perception and career satisfaction*

		Career satisfaction	Organizational support	Organizational commitment
Organizational support perception	Pearson Correlation	,468**	1	
	Sig. (2-tailed)	,000		
	N	186	186	
Organizational commitment	Pearson Correlation	,708**	,581**	1
	Sig. (2-tailed)	,000	,000	
	N	186	186	186

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

According to the study result, positive correlations were found between sports managers' organizational support perception and organizational commitment sensation ( $r=,581^{**}$ ); organizational commitment sensation and career satisfaction ( $r=,708^{**}$ ); organizational support perception and career satisfaction ( $r=,468^{**}$ ).

**Table 2.** The analysis of difference in participant sports managers' organizational commitment, organizational support perception and career satisfaction sensations in terms of gender

	Gender	N	Mean	Std. Deviation	t	Sig. (2-tailed)
Organizational support	Female	71	3,5022	,53982	-2,121	,035
	Male	115	3,6802	,56600		
Organizational commitment	Female	71	3,6604	,72979	-,818	,414
	Male	115	3,7587	,83439		
Career satisfaction	Female	71	3,7882	,62080	-1,326	,186
	Male	115	3,9222	,69695		

A meaningful difference in favor of the male managers was found in participant sports managers' organizational support perception in terms of gender ( $p < 0,05$ ). On the other hand, a meaningful difference was not found in managers' organizational commitment and career satisfaction sensations in terms of gender ( $p > 0,05$ ).

**Table 3.** The analysis of difference in participant sports managers' organizational commitment, organizational support perception and career satisfaction sensations in terms of age groups

Age groups		Sum of Squares	df	Mean Square	F	Sig.
Organizational support	Between Groups	,943	4	,236	,744	,563
	Within Groups	57,367	181	,317		
	Total	58,310	185			
Organizational commitment	Between Groups	8,827	4	2,207	3,690	,006
	Within Groups	108,246	181	,598		
	Total	117,073	185			
Career satisfaction	Between Groups	10,069	4	2,517	6,235	,000
	Within Groups	73,071	181	,404		
	Total	83,140	185			

A meaningful difference was not found in participants' organizational support perception in terms of age groups ( $p > 0,05$ ). A meaningful difference was found in sports managers' organizational commitment and career satisfaction sensations in terms of age groups ( $p < 0,05$ ).

**Table 4.** The analysis of difference in participant sports managers' organizational commitment, organizational support perception and career satisfaction sensations in terms of years of service

Years of service		Sum of Squares	df	Mean Square	F	Sig.
Organizational support	Between Groups	1,973	4	,493	1,585	,180
	Within Groups	56,338	181	,311		
	Total	58,310	185			
Organizational commitment	Between Groups	10,754	4	2,689	4,577	,002
	Within Groups	106,319	181	,587		
	Total	117,073	185			
Career satisfaction	Between Groups	12,513	4	3,128	8,017	,000
	Within Groups	70,626	181	,390		
	Total	83,140	185			

A meaningful difference was not found in participants' organizational support perception in terms of years of service ( $p > 0,05$ ). A meaningful difference was found in sports managers' organizational commitment and career satisfaction sensations in terms of years of service ( $p < 0,05$ ).

**Table 5.** *The analysis of difference in participant sports managers' organizational commitment, organizational support perception and career satisfaction sensations in terms of education levels*

Education		Sum of Squares	df	Mean Square	F	Sig.
Organizational support	Between Groups	1,530	3	,510	1,635	,183
	Within Groups	56,780	182	,312		
	Total	58,310	185			
Organizational commitment	Between Groups	6,033	3	2,011	3,296	,022
	Within Groups	111,040	182	,610		
	Total	117,073	185			
Career satisfaction	Between Groups	3,515	3	1,172	2,678	,048
	Within Groups	79,625	182	,437		
	Total	83,140	185			

A meaningful difference was not found in participants' organizational support perception in terms of education levels ( $p > 0,05$ ). A meaningful difference was found in sports managers' organizational commitment and career satisfaction sensations in terms of education levels ( $p < 0,05$ ).

## DISCUSSION AND CONCLUSIONS

The aim of this study is to analyze sports managers' organizational support perception, organizational commitment sensation's correlation with career satisfaction. In the study, it has also been analyzed if there is any significant difference in the sports managers' organizational support perception, organizational commitment sensation, and career satisfaction levels in terms of gender, age, duty status, year of service and level of education.

In some studies, it was identified that the perceived organizational support affects the affective commitment positively (Currie and Dollery, 2006; Mankanjee, et al., 2006). Despite this, a generally negative weak and meaningful correlation was identified in the studies carried out in North America. Again, in the studies in some countries with collectivist culture, despite the finding of a negative weak and meaningful correlation, there are studies that didn't produce meaningful correlations. These inconsistencies could originate from important factors such as culture, economy and the differences of sectors the studies were focused on (Wasti, 2005; Meyer, et al., 2002; Kaplan and Ogut, 2012). There are findings of positive and meaningful correlations (Ozdevecioglu, 2003), and negative and meaningful correlations (Kaplan and Ogut, 2012) in the little number of studies in Turkey.

One of the other important factors affecting worker performance is the worker's perception of career satisfaction. In some studies, it was seen that work-life satisfaction is an increasing factor in workers' career satisfaction (Heslin, 2005;

Kirbaslar et al., 2014). Despite that, while workers are satisfied with their careers, they could feel dissatisfaction with job-related factors such as job conditions and working hours. (Gattiker and Larwood, 1988).

When the recent studies were 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 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.

The employees' organizational support perception and organizational commitment also fall into the mentioned work-life balance. It cannot be said that the employees who do not have this support perception and organizational commitment have a balance in their job life. In this situation, while it is not possible to talk about the career satisfaction, employee withdrawals and career endings are possible.

The results of in this study show positive correlations between sports managers' organizational support perception and organizational commitment sensation ( $r=,581^{**}$ ); organizational commitment sensation and career satisfaction ( $r=,708^{**}$ ); organizational support perception and career satisfaction ( $r=,468^{**}$ ).

Also in the study, a meaningful difference in favor of the male managers was found in participant sports managers' organizational support perception in terms of gender ( $p<0,05$ ). Meaningful differences were found in sports managers' organizational commitment and career satisfaction sensations in terms of age groups and years of service ( $p<0,05$ ).

It was identified that the sports managers whose years of work was higher also had more organizational commitment. It is an expected situation that there would be a meaningful difference between sports managers' first years and senior years in terms of career satisfaction.

On the other hand, a meaningful difference was not found in managers' organizational commitment and career satisfaction sensations in terms of gender ( $p>0,05$ ). Meaningful differences were not found in participants' organizational support perception in terms of age groups and years of service ( $p>0,05$ ).

As a result, sports managers' organizational commitment sensations organizational support perceptions and career satisfaction sensations affect each other positively. Thus, workers who have a responsibility in sports organizations should pay close attention to improve the sensations of organizational commitment, organizational support perception, and career satisfaction.

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