

The Evaluation of Youth Sport Province Directorites' Performances in Turkey

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Abstract: The definition of job satisfaction levels of the Youth Sports Province Headmasters who work in the Youth Sports General Directorate centre and provincial organizations. The research is done to define the job satisfaction levels of The Youth Sports Province Headmasters who work in the Youth Sports General Directorate centre and provincial organizations. Job satisfaction levels of 69 Youth Sports Province Headmasters who work in The Youth Sports General Directorate centre and provincial organizations were applied job satisfaction survey that was improved by hacman and oldman. Then, the findings were evaluated in the SPSS 15.0 pocket programme. In the reseach, the form that determines the demographic and job features of the Youth and Sports Province Headmasters (the YSPH) includes five questions: The unit he works, civil status, the school from which he graduated the last, how many years he has been Province Headmasters. In the study, it is defined that the jobs of Youth and Sports Province Headmasters (the YSPH) satisfy them in supplying self confidence, personel development and being promoted. It is determined that Youth and Sports Province Headmasters (the YSPH) satisfy by the level of behavior and respect that their foremen present, the sense of being appreciated and to be able to apply their own and independent thoughts and behaviours in their jobs. Finally, it is found that the factors that define the levels of job satisfaction levels of the Youth Sports Province Headmasters (the YSPH) are the confidence that their jobs give, their sallaries and promotions, their own developments and promotion possibilities, their job friends, the sense of being appreciated and the manner of the management.

Key words: Headmasters, satisfaction, province, level, Turkey

INTRODUCTION

The main goal of the research is to determine job satisfaction surveys of the Youth Sports Province Headmasters (the YSPH) who work in the Youth Sports General Directorate and provincial organizations according to some variables. The effects on their job satisfactions of variables which are genders, ages, marital status, promotion and salaries, sociological and pyhschological situations are searched in the research (Anderson, 2003; Aviv, 2001; Benjamin *et al.*, 2002).

The content of the research: main reasons of obstacles in working of the Youth Sports Province Headmasters (the YSPH), to grow solutions to solve the reasons and try to appraise solutions positively by the Youth Sports Province Headmasters (the YSPH) and the Youth Sports General Directorate (Bird and Wagner, 1997; Bjerregaard and Lizotte, 1995).

Nowadays, there are many researches about job satisfactions of employees. When foreign resources are

searched, many researches which are about job satisfactions of employees can be found. In Turkey, researches about job satisfaction of employees are more or less especially about employees of the Youth Sports Directorate Center (Booth, 1997; Boyle and McKay, 1995):

- The amounts of promotion and salary of the Youth Sports Province Headmasters (the YSPH) are enough.
- One of factors which determines job satisfacion is the salary of employees.
- The Youth Sports Province Headmasters (the YSPH) are pleased with people who are in the communication and the interaction with them.
- The just behaviours and respects of superiors of the Youth Sports Province Headmasters (the YSPH) are satisfactory.
- The emotion of being praised of the Youth Sports Province Headmasters (the YSPH) is on level which they want.

- The Youth Sports Province Headmasters (the YSPH) have chances which they can perform their own independent opinions and behaviours.
- The supports and the guidances of superiors of the Youth Sports Province Headmasters (the YSPH) are enough.
- The guarantee for their future which is committed is satisfactory.

These are limitations and obligations:

- Symptoms of the research are limited with 69 the Youth Sports Province Headmasters (the YSPH) from 81 the Youth Sports Province Headmasters (the YSPH).
- The job satisfaction method which is improved by Hackman and Oldman is limited with the job satisfaction survey which is improved by administrators in Turkey.
- The personal introduction form which is used in the research is limited with questions which include their gender, age, marital status, period of work, communication with managers of the institution, promotion sufficiency and to be praised level.
- Because of heavy working tempos of the Youth Sports Province Headmasters (the YSPH) and their missions which are out of their cities, many difficulties happened in the face-to-face method (Burley, 1996; Buysse, 2004; Cahn, 1994; Carmichael *et al.*, 2000; Dawson, 2002; Dimeo, 2003; Dworkin, 1992, 1999; Evans, 1997; Green, 2004).

MATERIALS AND METHODS

In the research, the experimental group is occurred by 69 the Youth Sports Province Headmasters (the YSPH) who depend to Youth Sports General Directorate. The province headmasters introduction form is used to determine sociodemographic skills of the Youth Sports Province Headmasters (the YSPH). Besides, to determine job satisfaction levels of the Youth Sports Province Headmasters (the YSPH), the job satisfaction survey is used.

The introduction form which is developed by researchers and to determine demographic skills and work specialties of the Youth Sports Province Headmasters (the YSPH) includes 5 questions:

- In which department do they work?
- Which school did they graduate from at last?
- How many years have they been working in the Youth Sports General Directorate?

- How many years have they been working as a the Youth Sports Province Headmasters (the YSPH).

The data about 69 the Youth Sports Province Headmasters (the YSPH) are commented in SPSS 15, 00 packet programme. The dependent factor of the research is the job satisfaction; independent factors are the age, the marital status, the school from which graduated at the last, how many years they have been working in the Youth Sports General Directorate, how many years they have been working as a Youth Sports Province Headmaster (the YSPH). The frequency, the percentage, the standard deviation and the technique are used to analyse data (Berry *et al.*, 1999; Cahn, 1994; James and Nafziger, 1996; Rovegno, 1992; Wright, 1992).

RESULTS

To become administrator in Turkey it is required to have definite seniority. For this reason, age group of administrators is 40 (Table 1).

Because of being age group 40 and above it is normal administrators to be married (Table 2).

Since, most people cannot be employed in respect of schools they graduated, the number of directors is few. However, that number is increasing day by day (Table 3).

That situation arises from the need to become director which requires to be state staff a certain year at least 10 years and at the same time staff transitions inter institutions (Table 4).

Because director appointments is fulfilled according to governments, directors change frequently (Table 5).

It is seen that directors are satisfied from the job they have predominantly (Table 6).

As monthly income of officials generally low, it is clear from the Table that it does not satisfy the ones in director position (Table 7).

Administrators clarify their pleasure working in that situation because of the working place which is sports institution has many activities and requires to do activity (Table 8).

It is concluded from the table administrators do not state their gladness exactly in this subject. It causes from not directors' working in state to have chance to choose their own personal (Table 9).

Directors declare that their chiefs' behaviors are fair. Those people in situation of top level and middle level administrators join with each other in a short time since they always have interaction (Table 10).

If director behaves fair, noble and with love to his/her colleague in period of management, his/her coworkers also behave him/her with respect and love. This communication enables solidarity of both sides (Table 11).

Table 1: The age variable

Age	Number	(%)
36-41	14	20.3
42-47	22	31.9
48-53	33	47.8
Total	69	100.0

Table 2: The marital status variable

Marital Status	Number	(%)
Married	65	94.2
Single	2	2.9
Others	2	2.9
Total	69	100.0

Table 3: The school graduated variable

School	Number	(%)
Sports High School	23	33.3
Others	46	66.7
Total	69	100.0

Table 4: Working years variable in Youth Sports General Direktorat

Years of working	Number	(%)
12-17 years	36	52.2
18-23 years	21	30.4
24 and over	12	17.4
Total	69	100.0

Table 5: How many years the Youth Sports Province Headmasters (the YSPH) who attend to the research have been in the mission.

Years of mission	Number	(%)
1-3 years	39	56.5
4-7 years	9	13.0
8-11 years	11	15.9
16 and over	10	14.5
Total	69	100.0

Table 6: The allocation of security degrees which are served by working of the Youth Sports Province Headmasters (the YSPH) who attend to the research

Security Degree	Number	(%)
It never satisfies me	5	7.2
It doesn't satisfy me enough	18	26.1
I am unstable	9	13.0
It satisfies me	31	44.9
It satisfies me much	6	8.7
Total	69	100.0

Table 7: The allocation which is according to salaries and promotion satisfactions of the Youth Sports Province Headmasters (the YSPH) who attend to the research

Amount of salary and promotion	Number	(%)
It never satisfies me	11	15.9
It doesn't satisfy me enough	29	42.0
I am unstable	7	10.1
It satisfies me	19	27.5
It satisfies me much	3	4.3
Total	69	100.0

Table 8: The allocation of personal develop and rising amount of the Youth Sports Province Headmasters (the YSPH) which are served by working

Amount of personal develop and promotion	Number	(%)
It never satisfies me	3	4.3
It doesn't satisfy me enough	15	21.7
I am unstable	7	10.1
It satisfies me	35	50.7
It satisfies me much	9	13.0
Total	69	100.0

Table 9: The allocation which is according to employees who are in communication and work with the Youth Sports Province Headmasters (the YSPH) who attend to the research

Employess	Number	(%)
It never satisfies me	3	4.3
It doesn't satisfy me enough	19	27.5
I am unstable	13	18.8
It satisfies me	28	40.6
It satisfies me much	6	8.7
Total	69	100.0

Table 10: The allocation of the just behaviours and respects degrees of the Youth Sports Province Headmasters (the YSPH) who attend to the research

Employess	Number	(%)
It never satisfies me	6	8.7
It doesn't satisfy me enough	7	10.1
I am unstable	11	15.9
It satisfies me	30	43.5
It satisfies me much	15	21.7
Total	69	100.0

The struggle of an administrator to recognize his/her coworkers in all aspects or to know them is important for production. As it increases the output it provides mutual satisfaction (Table 12).

Being appreciated, aware of being loved are nourishments of human beings' spirit. For this reason, administrators' being appreciated by their chiefs and colleagues in written and orally make them happy (Table 13).

Directors announce they cannot take their real salary as it is compared with the work they have done. But, it is a general subject (Table 14).

As a general tendency every person has an inclination to make his/her decision freely and use his/her initiative (Table 15).

Security is a need. A director can produce new projects without having anxiety about future if s/he feels him/herself secure in his/her position (Table 16).

Directors' sharing joy and sorrow of workers in terms of forming group dynamism supplies both sides to be pleased with this situation substantially (Table 17).

Competition between institutions increases productivity in every area. So, in every place of the world mercilessly rivalry occurs and standards are determined (Table 18).

Understanding of control from the centre limit the management skills of directors. They like use their initiatives. Therefore, if the opportunity is given them to do that it will become fact that directors will have a big satisfaction (Table 19).

As Table 20-26 are examined carefully it is clear to say that modifications can be seen in job content of administrators related to factors like age, education, job stress, seniority in management.

Table 11: The allocation of emotion of being praised of the Youth Sports Province Headmasters (the YSPH) who attend to the research when they work

Emotion of being praised	Number	(%)
It never satisfies me	3	4.3
It doesn't satisfy me enough	8	11.6
I am unstable	9	13.0
It satisfies me	29	42.0
It satisfies me much	20	29.0
Total	69	100.0

Table 12: The allocation of chances of knowing people who the Youth Sports Province Headmasters (the YSPH) who attend to the research work with

Chances of knowing people work with	Number	(%)
It never satisfies me	3	4.3
It doesn't satisfy me enough	8	11.6
I am unstable	9	13.0
It satisfies me	29	42.0
It satisfies me much	20	29.0
Total	69	100.0

Table 13: The allocation of supports and guidance of superiors of the Youth Sports Province Headmasters (the YSPH) who attend to the research

Supports and guidance of superiors	Number	(%)
It never satisfies me	4	5.8
It doesn't satisfy me enough	11	15.9
I am unstable	7	10.1
It satisfies me	29	40.0
It satisfies me much	18	26.1
Total	69	100.0

Table 14: The allocation of the justice degree of salaries of the Youth Sports Province Headmasters (the YSPH) who attend to the research which is for working

The justice degree of salaries for working	Number	(%)
It never satisfies me	13	18.8
It doesn't satisfy me enough	28	40.6
I am unstable	10	14.5
It satisfies me	15	21.7
It satisfies me much	3	4.3
Total	69	100.0

Table 15: The allocation of performing opportunities their own independent opinion and behaviours of the Youth Sports Province Headmasters (the YSPH) who attend to the research.

Performing opportunities their own independent opinion and behaviours	Number	(%)
It never satisfies me	7	10.1
It doesn't satisfy me enough	9	13.0
I am unstable	9	13.0
It satisfies me	28	40.6
It satisfies me much	16	23.2
Total	69	100.0

Table 16: The allocation of the guarantee degree for their future which is committed by working of the Youth Sports Province Headmasters (the YSPH) who attend to the research.

The guarantee degree for their future which is committed by working	Number	(%)
It never satisfies me	6	8.7
It doesn't satisfy me enough	15	21.7
I am unstable	9	13.0
It satisfies me	28	40.6
It satisfies me much	11	15.9
Total	69	100.0

Table 17: The allocation of opportunities of the Youth Sports Province Headmasters (the YSPH) who attend to the research helping people who work with in the office.

Opportunities of helping people who work with in the office	Number	(%)
It never satisfies me	3	4.3
It doesn't satisfy me enough	7	10.1
I am unstable	3	4.3
It satisfies me	34	49.3
It satisfies me much	22	31.9
Total	69	100.0

Table 18: The allocation of competition opportunities of the Youth Sports Province Headmasters (the YSPH) who attend to the research in the office

Competition opportunities	Number	(%)
It never satisfies me	1	1.4
It doesn't satisfy me enough	8	11.6
I am unstable	6	8.7
It satisfies me	39	56.5
It satisfies me much	15	21.7
Total	69	100.0

Table 19: The allocation of the management manners of the Youth Sports Province Headmasters (the YSPH) who attend to the research in the office

The management manners	Number	(%)
It never satisfies me	6	8.7
It doesn't satisfy me enough	6	8.7
I am unstable	9	13.0
It satisfies me	29	42.0
It satisfies me much	19	27.5
Total	69	100.0

Table 20: Observing the relationship between the age range and the job satisfaction level of the Youth Sports Province Headmasters (the YSPH)

Age-Year	N	X	Ss
36-41	14	45.79	11.90
42-47	22	49.95	11.02
48-53	33	48.58	9.79
Total	69	48.45	10.58

Table 21: Differentiation of job satisfaction points of the Youth Sports Province Headmasters (the YSPH) according to the age variable

	Total of squares	Sd	Average of squares	F	p-value
Between groups	149.7	2	74.85	0.662	0.519
In Groups	7461.372	66	113.051		
Total	7611.072	68			

Table 22: Observing of relationships between the age allocation and the job satisfaction level of the Youth Sports Province Headmasters (the YSPH)

The graduated school	N	X	Ss	t	p-value
Sports high school	23	48.39	11.42	-0.032	0.975
Others	46	48.48	10.26	-0.031	0.976

Table 23: Observing of relationships between the occupational priority degrees and the job satisfaction level of the Youth Sports Province Headmasters (the YSPH)

Occupational Priority (Year)	N	X	Ss
12-17 Years	36	47.56	11.98
18-23 Years	21	48.43	9.42
24 and over	12	51.17	7.96
Total	69	48.45	10.58

Table 24: Differentiation of job satisfaction points of the Youth Sports Province Headmasters (the YSPH) according to the occupational priority variable

	Total of squares	Sd	Avarage of squares	F	p-value
Between groups	117.374	2	58.687	0.517	0.599
In groups	7493.698	66	113.541		
Total	7611.072	68			

Table 25: The average and the standart deviation of job satisfaction points of the Youth Sports Province Headmasters (the YSPH) according to the occupational priority variable

Years of Headmasters	N	X	sS
1-3 Years	39	47.87	11.38
4-7 Years	9	48.56	8.14
8-11 Years	11	52.64	11.85
16 and over	10	46.00	7.36
Total	69	48.45	10.58

Table 26: Differentiation of job satisfaction points of the Youth Sports Province Headmasters (the YSPH) according to the headmaster priority variable

	Total of squares	Sd	Avarage of squares	F	p-value
Between groups	265.946	3	88.649	0.784	0.507
In groups	7345.127	65	113.002		
Total	7611.072	68			

Besides, it is also obvious that aged people satisfied much more than young people (Table 21), there is no difference between graduates graduated from variant faculties and sports colleges in aspect of knowledge (Table 22) the ones whose work time is much satisfy more (Table 24 and 25) and administration seniority goes up content from the work decreases (Table 26). It causes from keeping back of administrators to make a change who are the supporters of central management understanding. Hence, it prevents directors to enjoy from their jobs in the course of time.

DISCUSSION

Over the 80% of the Youth Sports Province Headmasters (the YSPH) are 40 and over 40 years old. Over 90% of them are married, 66% of them graduated from BESYO, over the 50% of them have been serving for 12-17 years in the Youth Sports General Direktorat and over the 50% of them have been as a Youth Sports Province Headmaster (the YSPH) for 1-3 years (Anderson, 2003; Aviv, 2001; Benjamin *et al.*, 2002; Guha, 1998; Hope, 2003; Inge, 1997; James and Nafziger, 1996; Swain, 2004; Szymanski, 2003; Tranter, 2000; Wageman, 2001).

The security which are served by working never satisfies 7.2% of the Youth Sports Province Headmasters (the YSPH), it satisfies 53.9% of them. We can say the Youth Sports Province Headmasters (the YSPH) trust their working. Total 57.9% of the Youth Sports Province Headmasters (the YSPH) are not pleased, 31.8% of them are pleased because of their salary and amount of the

promotion. When we look the allocation of salary and promotion satisfaction of the Youth Sports Province Headmasters (the YSPH), they don't satisfy 67.9% of the Youth Sports Province Headmasters (the YSPH), they satisfy 31.8 of the Youth Sports Province Headmasters (the YSPH) (Berry *et al.*, 1999; Bird and Wagner, 1997; Bjerregaard and Lizotte, 1995; Booth, 1997; Boyle and McKay, 1995; Jarvis and Coleman, 2001; Keys, 2003; Kruckemeyer, 2002; Marschik, 1999).

When we look the allocation of personal development and amount of the rising of the Youth Sports Province Headmasters (the YSPH), they don't satisfy 25.8 of the Youth Sports Province Headmasters (the YSPH), they satisfy 63.7 of the Youth Sports Province Headmasters (the YSPH). When we look the allocation of the just behaviour and respect degree of superiors of the Youth Sports Province Headmasters (the YSPH), 65.2% of the Youth Sports Province Headmasters (the YSPH) are pleased, 18.8% of them aren't pleased.

When we look the allocation of the emotion of being praised of the Youth Sports Province Headmasters (the YSPH), it doesn't satisfy 15.9% of the Youth Sports Province Headmasters (the YSPH), it satisfies 71% of them (Dawson, 2002; Dimeo, 2003; Dworkin, 1992, 1999; Evans, 1997; Green, 2004; Miller *et al.*, 1999; Pelak, 2002; Penney, 2004; Rosen and Sanderson, 2001; Rotella *et al.*, 1991).

The allocation of the chance of knowing people who work with satisfies 82.6% of the Youth Sports Province Headmasters (the YSPH) but it doesn't satisfy 5.8% of them. When we look the allocation of the support and guadiance, 21.8% the Youth Sports Province Headmasters (the YSPH) aren't satisfied, 68.1% of them are pleased. When we look the allocation of the justice degree of salary which the Youth Sports Province Headmasters (the YSPH) take for their working, 59.4 of the Youth Sports Province Headmasters (the YSPH) are not glad. Besides this, it satisfies 26% of them (Booth, 1997; Boyle and McKay, 1995; Green, 2004; Guha, 1998; Hope, 2003; Inge, 1997; Rovegno, 1992; Rupert *et al.*, 1997; Schmidt and Berri, 2004; Swain, 2004; Szymanski, 2003; Tranter, 2000; Wageman, 2001).

When we look the allocation of performing their own independent opinions and behaviours, it doesn't satisfy 23.12% of the Youth Sports Province Headmasters (the YSPH), 63.8% of them are pleased. When we look the allocation of the guarantee for future of the Youth Sports Province Headmasters (the YSPH), we can see that it doesn't satisfy 30.4% of the Youth Sports Province Headmasters (the YSPH) but it satisfies 56.5% (Anderson, 2003; Burley, 1996; Buysse, 2004; Cahn, 1994; Carmichael *et al.*, 2000; Keys, 2003; Kruckemeyer, 2002;

Marschik, 1999; Miller *et al.*, 1999; Washington and Karen 2001; Willoughby, 2002; Wolfe and Putler, 2002; Wright, 1992; Wright, 1999; Yperen and Janssen, 2002).

The competition opportunity of the Youth Sports Province Headmasters (the YSPH) in the office satisfies 78.2% of the Youth Sports Province Headmasters (the YSPH), besides this it doesn't satisfy 13% of them. When we look the allocation of the management manners of the Youth Sports Province Headmasters (the YSPH), it doesn't satisfy 17.42% of the Youth Sports Province Headmasters (the YSPH), 69.5% of them are pleased (Bjerregaard and Lizotte, 1995; Booth, 1997; Boyle and McKay, 1995; Dworkin, 1999; Evans, 1997; Green, 2004; Guha, 1998; Hope, 2003; Inge, 1997; James and Nafziger, 1996; Jarvis and Coleman, 2001; Keys, 2003; Kruckemeyer, 2002; Rupert *et al.*, 1997; Schmidt and Berri, 2004; Wolfe and Putler, 2002; Wright, 1992; Wright, 1999; Yperen and Janssen, 2002).

Job satisfaction should be evaluated prove the needs of education, recognition and similar necessities as proportion of gained output from organization in return to contributions of personnel organizations. Job satisfaction results from job behaviors or positive or negative emotions of stuff encountered in job environment. To work of a person in a job as s/he want constitutes the feel of satisfaction. Job satisfaction only appears when features of job and wishes of personnel are overlapped. Individual factors such as age, gender, educational level and priority affect job satisfaction. Moreover, it is affected from factors like the job itself, salary, promotion possibility, management, inspection and colleagues. (Aviv, 2001; Booth, 1997; Burley, 1996; Buysse, 2004; Carmichael *et al.*, 2000; Dimeo, 2003; Guha, 1998; James and Nafziger, 1996; Kruckemeyer, 2002; Penney, 2004; Rovegno, 1992; Schmidt and Berri, 2004; Wageman, 2001; Yperen and Janssen, 2002).

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