

Full Length Research Paper

A study on the effects of managers' behaviors and attitudes on job satisfaction and motivation of workers in the Directorate of Sports and Youth Services through the eyes of workers

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This study dealt with how managers' behaviors and attitudes affected the job satisfaction and motivation of workers in the Directorate of Sports and Youth Services in the eyes of workers. The study used a qualitative method. It focused on the workers' ideas of how they were affected by their managers' attitudes and behaviors in terms of job satisfaction and motivation. Considering the target population, the study is a 'case study'. The participants of the study were 12 workers, 7 women and 5 men, working in the Provincial Directorate of Youth Services and Sports in Trabzon, Turkey. The study used a semi-structured interview form as the data gathering tool. The participants were asked to give answers to the questions on the form and their answers were recorded. In data analysis, 'constant comparative analysis' method was used. The study found a significant relationship between personnel's job satisfaction and motivation and managers attitudes and behaviors.

Key words: Job satisfaction, sports personnel and managers.

INTRODUCTION

It has been reported that, in 21th century, the institutions aiming to achieve success should always search and evaluate how the needs of their workers can be met (Chen, 2004). This underlines the importance of the general managers in an institution. Recently, a change has been experienced in the concept of general manager: from the manager who has an appropriate answer to all questions to the one who determines and defines problems and takes the worker's suggestions into consideration and makes use of them during the process of solution (Davis, 2004). The change in the prototype of general managers is very important in terms of their effect on the workers. In this context, workers of this

century have such expectations from their managers and institutions as job security, institutional interest, motivation, professional improvement and development, job satisfaction and flexible working hours (Dhanasarnsilp et al., 2006). Theorists of the concept of modern administration suggest that service efficiency and workers' satisfaction are two main administrative principals (Koç et al., 2009).

Job satisfaction is one of the crucial topics, which researchers think, is of great importance (Özaltın et al., 2002). So far there have been many studies dealing with job satisfaction, most of which have come up with various definitions using different approaches Theoretically, job

satisfaction is an emotional reaction resulting from worker's evaluation of both his work and his environment. Job satisfaction signifies the level at which workers' physical, psychological and social needs are met, and is one of the most important factors that contribute to workers' success, happiness and productivity (Duxbury et al., 1984). According to common definition made by research studying the subject, job satisfaction or dissatisfaction is individual's positive or negative reactions against his work, environment, behaviors in the work place and against services he has received there (Testa, 1999; Weiss, 2002). Similarly in Turkey, job satisfaction is a topic deriving academic interest from many researchers who have come up with various new definitions. According to Erdoğan (1996), the job satisfaction is the general attitude of a worker towards his job. A worker's attitude towards his job can be both positive and negative. While a worker's positive psychological mood shaped after his working experiences can be called job satisfaction, the negative psychological mood is dissatisfaction. According to Aksayan (1990), job satisfaction is accepted as the last phase of the motivation process required to contribute a worker's professional activities.

Job satisfaction is not a static phenomenon. Therefore, job satisfaction or dissatisfaction is possible to arise from individual factors or some other factors (Iam, 1995). Accordingly, it has been demonstrated by research studies that organizational factors depending upon workplace environment are also included in the elements exerting some sort of effect on job satisfaction (Loher et al., 1985; Vara 1999). Tözün et al. (2008) have reached a conclusion supporting the fact that job satisfaction is affected by the administrative activities. Gezer (1998) emphasizes the interaction between the administrator and employee and concludes that stress affects job satisfaction. Low level of job satisfaction shows that there is some sort of disorder at the functioning of an organization (Davis, 1972). Workers' dissatisfaction may lead to such negative consequences as excessive absenteeism (Silva, 2006), decrease in productivity (Avşaroğlu et al., 2005), discord among workers (Ceylan and Ulutürk, 2006), depression (Okutan and Tengilimoğlu, 2002), and disobedience to business rules and orders (Carmeli and Freund, 2004). This makes it crucial to identify which manager attitudes and behaviours in the workplace affect job satisfaction.

Motivation is one of the key elements necessary for a worker to be successful. The word 'motivation' derives from the Latin word '*movere*' in the meaning of 'move' and is used for a basic psychological process (Pekel, 2001; Örucü and Kanbur, 2008). It is clear that a lot of research in Turkey and in the international literature dealing with motivation has been carried out. According to Robbins and De Cenzo (2007), motivation is to willingly spend much to achieve organizational goals. According to Akbaş (2007), motivation is meant to create

behavioural changes. For this reason, motivation can be defined as an element which changes the level of forces having influence on an individual's choices of decisions, and therefore on his behavior. A certain level of satisfaction is achieved depending upon the things supplied by the job itself and workplace, and a worker's mood and motivation change based upon this (Barutçugil, 2004). Individual needs are the factors leading to the process of motivation. An individual wants to meet it when a need arises and thus individual is stimulated by a driving force. The individual stimulated by internal and external influences is directed to a variety of behaviors. The purpose is the satisfaction of the desire for the needs (Pekel, 2001).

The process of an individual's motivation in organizations includes four phases; the need, warning, behaviour, and satisfaction (Aşıkoğlu, 1996). What is important is not the need of the individual but to meet this need and to reach the desired satisfaction. Individual will be happy, willing, more efficient, and will have high performance as long as he is satisfied. In this context, there are lots of theories about motivation included in the literature. Maslow's Theory of Hierarchy of Needs, Alderfer ERG Theory; Mc Gregor X and Theory Y, Herzberg Two Factors Theory, and Victor Vroom Expectation Theory are examples of such theories (Toker, 2008). These theories are important in terms of revealing the universal qualities of motivation. Even if it is accepted that some studies are universal in their dealing with motivation, it is not likely to develop an appropriate model of motivation for every person, every community, and every operation (Boyett and Boyett, 1999). In some research studies conducted in Turkey (Altuğ, 1997; Barutçugil, 2004; Sabuncuoğlu and Tüz, 2001; Şimşek et al., 2001) some major tools of motivation have been found. They are socio-economic instruments (income, premium system, and reward policy), psycho-social tools (independent working atmosphere, value and status, to respect for private life, harmony with environment), organizational and administrative tools (responsibility balance and transfer of authority, and promotion, to participate in decisions, communication).

Organizational and workers' success depend on some psychological factors related to the job itself. Job satisfaction and motivation, which are included in these factors, are the ones that the present study deals with. The study puts it that increase job satisfaction and worker's motivation in order to improve productivity and professional efficiency are two main targets of the management. In literature review, no research dealing with job satisfaction and motivation in depth has been found. In that sense, this study aims to make important contributions to the related literature. Considering this, the objective of this research is determined as the analysis of effect of the managers' attitudes and behaviors on job satisfaction and motivation of the staff working in the Provincial Directorate of Youth and Sports.

Table 1. The demographic data of the participants.

P	Age	Education	Year in office	Marital status	Gender	Duty
P 1	32	College	14	Married	Male	Civil Service
P 2	24	Undergraduate	6	Married	Male	Civil Service
P 3	36	University	7	Married	Male	Trainer
P 4	36	College	6	Married	Male	Trainer
P 5	35	University	12	Married	Male	Specialist
P 6	30	University	4	Single	Female	Civil Service
P 7	31	University	2	Married	Female	Civil Service
P 8	26	University	2	Married	Female	Secretary
P 9	31	University	4	Married	Female	Civil Service
P 10	33	University	8	Married	Female	Specialist
P 11	37	Master Degree	9	Married	Male	Department Manager
P 12	45	University	20	Married	Male	Civil Service

METHODOLOGY

The study used the qualitative research technique commonly used in social sciences. One of the important characteristics of qualitative research is that they help observe the cases and circumstances in views of the participants. In this research, the experiences related to the job satisfaction, motivation and the attitudes of the managers were analyzed through the perspectives of the workers. Since the target population of the study is the staff working in the Provincial Directorate of Youth and Sports, case study can be considered the most ideal type, for case studies deal with one or more cases in details Bogdan and Biklen, 1992; Yıldırım and Şimşek, 2006. Participants are 12 people -7 female and 5 male working in Trabzon Provincial Directorate of Youth and Sports. The demographic data of the participants are given in Table 1.

Data gathering tool and procedure

The study used semi-structured interview to gather the required data. The questions in the interview were directed to the participants and the answers were recorded. In the first part of the interview, the demographic data of the participants were obtained.

Data analysis

The data obtained through the semi-structured interview form and recorded were written down. In the process of analyzing the data, constant comparative method of analysis developed by Glaser and Strauss (qtd. in Ekiz 2009), which is widely used in qualitative research was applied. The data analyzed through Constant Comparative method of analysis were coded in categories and, at the same time, they were constantly compared with one another. With this analysis, the experiences of each worker were identified and then the experiences showing the same or similar characteristics were compiled under another title. The experiences were gathered under some categories, interpreted by the researcher and shown in tables. The data obtained were supported by the direct quotations from the participants.

FINDINGS AND DISCUSSION

This part presented the analyses and finding obtained

through the semi-structured interview form. As understood from Table 2, participants define the human relations at work as typical (6), bad (4), unfriendly (3) or self-interested (3). Apart from these, they label the relations as loveless (2), feigned (2) and informal (2). The opinions of some staff about this subject are as follows:

P2: *So bad. Nobody likes each other and they see each other as rivals. This feigned attitude between the staff also causes the loss of work performance.*

P4: *Not good. Everybody feels compelled to behave to each other in an unfriendly and feigned way. In order to run the business and keep the discipline in the company, sometimes we feel obliged to wear a smiling face for our workmates that we do not actually like.*

P9: *I think it is typical and just mid-way. In my opinion, we could not be active enough due to certain reasons like living conditions and financial difficulties. As a result, we can say that it is typical.*

P11: *It is artificial. Relationships are settled according to daily prospects, because when least expected, your workmate can be jealous of you and even we can hurt each other to hold the same position.*

Staff participating in research emphasized that human relations at work are generally typical. Besides, it was stated that educational level affects business atmosphere, their level of general knowledge is influential in mutual relations and work productivity.

As seen in Table 3, participants classified the managers' attitude and behavior in job environment as good(5), insufficient(4), formal(3), rude(2) and inconsistent(2). The opinions of some staffs about this subject are like that:

P1: *Our working environment is monotonous and boring and the reason for this is that our managers' interactions with us are so formal. If a manager is a good-humored and kind person, it increases the level of productivity at*

Table 2. Opinions about the Human Relations at Work.

Participant	Typical	Informal	Feigned	Self-interested	Bad	Loveless	Unfriendly
P 1			X	X	X		
P 2					X	X	
P 3		X					
P 4			X		X		
P 5	X						
P 6	X						
P 7					X	X	X
P 8	X						
P 9	X						
P 10	X	X		X			X
P 11				X			X
P 12	X						

Table 3. Opinions of participants about managers' attitude and behavior in workplace.

Participants	Formal	Rude	Inconsistent	Insufficient	Routine/Good
P 1	X			X	
P 2					X
P 3	X	X			
P 4			X	X	
P 5					X
P 6				X	
P 7	X				
P 8					X
P 9					X
P 10		X			
P 11			X	X	
P 12					X

workplace.

P3: *I cannot say it is as we desire it to be. There is not a systematic hierarchy, there is a corrupted order. Everybody seems to be doing their jobs, but in fact they are not.*

P6: *I do not think that the behaviors are in a sufficient level: sometimes we are face with improper behaviors, but to me, this is because of their psychological state. I think that 80% of managers have psychological problems.*

P9: *It is as it should be. First of all, managers should be respectful, polite, tender and faithful in order to carry out works in a planned way. I can say the secret of our success lies in our interaction with the manager.*

Most of the staff participating in the study said they had some sort of harmony with their managers. Besides this, the ones who stated they cannot get enough respect and sympathy from their managers noted that the business was carried on in a really formal way.

Participants' perceptions of the managers' attitudes

During the interviews, participants were asked about the attitudes of the managers towards them and how they – the staff- response to these attitudes. The results were summed up in Table 4.

From Table 4, the expected attitudes of managers according to some staff of the Provincial Directorate of Youth and Sports, were “being moderate, indulgent and fatherly” (4), some used the description of “being courteous, leader, idealist, planned and disciplined” (3) while some others reported as “being forbearing, indulgent and fair”, “being logical” (2). Only one of the participants reported the attitudes must be “consistent and confidential” (1).

Some of the participants stated their opinions of the effects of managers' attitudes and behaviors on the staff as follows.

P3: *A manager should a mediator, forbearing and have a*

Table 4. Participants' perceptions of the managers' attitudes

Opinions	Participants
The managers' attitudes should be:	
moderate, indulgent and fatherly	P1,P2,P3,P8
forbearing, indulgent and fair	P2, P9, P11
logical	P3, P4
And managers should be:	
courteous, leader, idealist, planned and disciplined	P6, P7, P12
consistent and confidential	P10

Table 5. Opinions about managers' way of management and its effects on job satisfaction and motivation of the staff.

Opinions	Participants
Positive, just and perceptive manager affects the motivation of workers and the peace in workplace positively	P1,P2,P5,P6,P8
To respect workers, to give importance to their ideas and to say nice things to them affect motivation and job satisfaction	P3,P6,P10,P12
The trust to managers and belief in them raise the enthusiasm for work	P4,P5
Negative attitudes, undervaluing and despot manager affects the work quality and the communication in workplace negatively	P1,P3,P9,P11,P12

capacity of solving the problems reasonably. S/he should be just to each of his/her staff, should have the ability to distinguish between a hard-working personnel and a lazy one, one who do not let anyone to suppress his/her staff.

P5: Managers should assign the duties to his/her staff in areas where they can be more efficient and productive.

P6: The attitudes of the managers should be more courteous, with a quality of leadership, idealistic and productive.

P10: Managers should have consistent and confidential characteristics. If the juniors know the seniors are fair and modest, the outcome will be more beneficial.

As can be seen, to increase the yield or the performance of the staff, almost all the applicants agreed on that their managers' attitudes should be consistent, tender, fatherly and fair so as to increase the productivity of the workers. While some of the participants reported that the managers' attitudes should be well-planned and disciplined as well as idealist to increase the workplace productivity. Another important point in Table 4 was that some of the applicants expected their manager only to be logical.

Opinions about managers' way of management and its effects on job satisfaction and the staff motivation

The participants were asked to express their opinions about how their managers' way of management affected their willingness and enthusiasm. The results were summed up in Table 5.

In depth analysis of the study showed that participants valued those managers who were positive, just and tolerant (5), that they were critical of those who were despotic, unjust and rude to their staff (5), and that they were of the opinion that motivation would increase in case the managers valued their ideas (4).

P1: Yes it affects. Because I believe that the workers are to be affected positively by their managers positive attitudes and bad attitudes affects us negatively.

P9: Of course it affects. Imagine how negatively it would affect you to work with a man who always shouts at his workers. Workers lose the enthusiasm for work. In my opinion, workers' productivity is affected by their managers' behaviors. A civil servant who works willingly and enthusiastically also works efficiently and carefully.

Table 6. Opinions of the effect of managers' ability of troubleshooting on job satisfaction and motivation

Opinions	Participants
No, it does not affect. One cannot improve himself if he does not want to.	P1
Yes, it affects. It is important that manager discusses problems by valuing corporate culture and their employees.	P2,P3,P4,P5,P8, P11
The troubleshooting methods of managers are very important for workers to be productive and corporation	P6
The troubleshooting in a democratic manner brings about work confidence and responsibility.	P9,P10,P12

Table 7. Opinions about the impacts of the managers from within the field and of those from outside the field on the productivity of workers.

Opinions	Participants
Managers who come from field of sport are more effective in solving problems.	P1, P5, P8, P10
Managers from within the field are better at developing empathy with trainers and at inspiring confidence.	P3, P4
They are more gregarious	P11
The fact that managers come from outside the field will not create a problem	P6, P7, P9, P12

And I think this can be possible with polite, just and tender behaviors of managers.

P10: Yes it affects. My workplace productivity depends on my supervisor's behavior towards me. If his behavior is positive, I can work efficiently, but if it is negative, I can't be efficient.

P11: The behavior of managers affects the performance of the workers directly. Deification and love must be the method not frightening and suppressive attitudes.

As a result, most of the participants reported that increase in work efficiency depended on the positive and just attitudes of managers and that decrease in work efficiency depended on negative, despotic attitudes of the managers.

The effect of managers' ability of troubleshooting skills on job satisfaction and motivation

The participants were asked about how their managers' ability of troubleshooting affected their job satisfaction and motivation. The obtained findings were showed in Table 6.

As seen in Table 6, half of the participants reported that their manager should value corporate culture (6), some argued that problems should be dealt with in a democratic manner (3), and one of them emphasized the method of operation and productivity of corporation. Only one participant reported that troubleshooting required loving for the job.

Some of the ideas of the participants were as follows:

P1: No, it does not affect. Because employee can not improve himself if s/he does not want to and so s/he cannot work productively.

P3: It affects. Namely, an employee who sees the operational system works well under the command of a good leader smoothly becomes happy at the office and s/he works in a cheerful environment.

P9: In my opinion, it affects. Because you work comfortably. You know that you have a leader who will defend you in the face of a problem, so you work effectively. You gain self-confidence. You are not afraid of work because when you are in trouble, having a leader who will help you is very important.

P10: Certainly it affects. If there is a manager who does not solve the problem, how can s/he expect performance from his/her employees. Employee should be encouraged by their managers. When you are in trouble, presence of a practical manager gives you relief.

It can be said that job satisfaction and workers' level of motivation depends very much on corporate culture, and that following a democratic and just path in solving problems increases the productivity in offices. Besides, for a manager to be experienced in finding solutions to problems easily gives confidence to his workers.

Opinions about the impacts of the managers from within the field and of those from outside the field on the productivity of workers

Data related to this topic were analyzed in Table 7. Some

of the detailed opinions of the participants are as follows:

P1: *It would be ideal. Knowing about the field makes solutions easy. Managers from outside the field spend too much time until they understand that sports is a complex phenomenon.*

P2: *Yes it would be influential because this is an institution directly related to sports and a manager from the field of sport always contributes very much to organizational productivity.*

P7: *I don't think it will make a difference as long as everybody does his best at work. Productivity would come any way.*

P9: *It might be; but administrative duties are the same. No matter from which ever field you come from if you make the right decision, there will be no problem. However, when you come from that field, nobody can deceive you. After all, this is a group work. You should trust in your department managers and give them responsibilities. Otherwise, you cannot do everything alone. Of course, we can say that it would be better if all managers came from the field of sports.*

Main theme of the study lied in this part. Though some participants reported that it would create no positive or negative influence, based on the reports of the majority of the participants, it can be understood that managers from the field of sports will contribute very much to corporate culture and workers' productivity. It can be understood that a manager who knows about the world of sports will easily be able to find solutions to problems and to improve working conditions.

CONCLUSION AND SUGGESTIONS

The first finding of the study is about human relations among workers in the workplace. Regarding this issue, the participants reported that the human relations in their working environment are generally within the acceptable level. They also reported that workers' level of education and culture was reflected on their working environment and increased their productivity. Research put it that job satisfaction and motivation are among the organizational factors based on working environment (Vara, 1999; Tözün et al., 2008). According to Harris (1993), a contemporary understanding of management is not characterized by individuals with high level of expert knowledge and professional experience but by the ones qualified with broad knowledge of various branches, respecting his business and employees. Research also showed that a just and respectful understanding of management in the workplace is essential for the success of an institution and its employees.

Second finding of the study is that viable, reliable, affectionate and good-natured managers contribute very much to organizational productivity. Some of the participants emphasized the role of authority idealism in

productivity. An important point is that some participants expected managers to be only rational. Psychologically-wellbeing is important not only for the employee but also for the institution where he works (Tuten and Neidermeyer, 2004). Similarly, Yüksel (2002) asserted that it is important not only for the workers but also for the institution to know about the level of the workers' psychological moods and job satisfaction. Studies showed that the most important characteristic they liked in their managers was viability (Lund, 2003), their ability to be unbiased while dealing with problems (Toker, 2008), and to approach them intimately (Testa, 1999). From this perspective, it becomes obvious that the managers having an objective and intimate understanding of management are very important for the employees' motivation and their job satisfaction.

Thirdly, what workers expect from their managers is that they should developed a positive and fair understanding of management. They reported that rude, intolerant and thoughtless behaviors' of managers affect productivity and job satisfaction negatively. This makes it clear that if managers appreciate their employees and talk to them positively, workers' productivity will increase and the success will be achieved easily. According to Sabunoğlu and Tüz (2001), the more appreciated, the more important a worker thinks he is, considering himself as a part of the institution, the more devoted he will feel, which will contribute very much to institutional success. According to Gümüş (2002), managers who try to do everything by themselves, who hold all the authorities and responsibilities alone in their hands and do not take initiatives cannot motivate their workers. Koçel (2006) stated that workers' motivation is affected by the manager's positive attitudes and guidance. Some other studies showed that tolerant managers with a positive approach to solutions exert positive impact on workers' job satisfaction and productivity.

The fourth one is the connection between the employees' work satisfaction and motivation and employer's appreciation of corporate culture and personnel. It can be understood that pursuing fair and democratic solutions to problems increases employees' productivity. In addition, managers' experience and ability to deal with problems reflects on the working staff as a sense of confidence. Participants reported that, in order to increase workers' productivity and to motivate workers in a positive way, managers should create in their workers a strong sense of confidence (Aşıkoğlu, 1996; Yılmaz and Eroğlu, 2008). According to Pekel (2001), if managers in an institution aim to keep the work performance and satisfaction at the utmost level, they must manage their staff fairly and cooperate with their employees in problem solving. Company manager must always be a reference to show his personnel when to talk to him frankly giving clues by his/her personal manner and must be consistent with his attitudes towards his workers (Teke, 2009). Based upon these studies, one can conclude that there is

a strong relationship between manager's confidence to the employees and cooperation with them in problem solving with the increasing effect of the workers' motivation and work performance.

Lastly, the study found that when managers come from within the field of sports, this leads to the development of corporate culture and productivity. This finding could be considered as the main idea which this study tries to get at. An experienced manager knowing about sports is believed to be effective in finding possible remedies to problems. This finding stands out as the original finding of this study and is thought to contribute to the literature substantially. Two of the organizational factors which affect the motivation are stated to be management approach and managers' relationships with workers (Wance and Edward, 1989). A strong corporate culture of the organization has a positive effect on the success and lead to an increase in employees' level of motivation in the organization (Schneider and Baker, 2006). In this sense, a manager who has a sports background is crucial in terms of his dominance over the sports culture, over workers' job satisfaction and increase in their motivations.

As a result, there is a close relationship between fair managers with a corporate culture of sports background and their workers' job satisfaction and motivation. The study makes some suggestions regarding the results. First of all, managers should help workers' with their problems, do their jobs better, and solve individual problems. Employees must organize social activities with the purpose of cooperation within the framework of corporate culture. Taking into account the impact of level of motivation on performance, attention should be given to workers' motivation. Developing appropriate strategies or using materials seems to be important for improving the workers' job satisfaction and motivation.

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