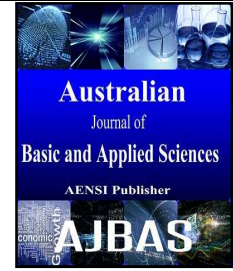




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Youth And Sports Organization Of Employee Job Satisfaction The Coach

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ABSTRACT

Purpose of this study is to determine the coaches' job satisfaction levels and reveal variations according to their demographic features (gender, age, education level, job satisfaction levels, service time, service time as a coach, and team gender). "Minnesota Satisfaction Questionnaire (MSQ)" was applied on 35 women and 139 men, 174 people in total from different regions of Turkey. Information analyzed with the program SPSS 20.0. In the analysis, independent sample t-test, one-way analysis of variance and Tukey's test was used. As a result, a logical difference could not be found according to the job satisfaction, gender, teams' gender, service time and age between the participants ($p > 0,05$); a logical difference was found according to different education levels and graduates' overall average from different areas ($p < 0,05$).

INTRODUCTION

Job satisfaction levels are closely related with the expected performances from coaches and also qualities of the athletes which they will train in the clubs they work. It is important that the coaches, who help sports to grow, is satisfied with their jobs in the clubs they work and works in the teams because it will affect the athletes' they train and success of the teams. As the level of the coaches ' job satisfaction affects their teams' or clubs' success positively, it is also seen that it affects the success negatively if job satisfaction is at low levels. The coaches, who had reached job satisfaction, provide positive effect on themselves, on the society and on the country's economy.

In the aspect of the organizations taking place in the changing and developing world order and the workers in these organizations, job satisfaction has always been a study subject. Since early 1900s, scientists who are interested in behavioral sciences have done research to determine the extent of job satisfaction and the elements affecting the job satisfaction. The first studies done to maintain job satisfaction are "Hawthorne" studies which developed by Elton Mayo and colleagues in America, Chicago Western electricity corporation in 1920s, but results were available in 1930s. Hawthorne studies state that failing to treat the workers as human beings caused by problems such as low morale and performance, and if the workers are respected more, industrial corporations would have much more efficiency (O'Connor 1999; Simsek et al. 2001). Vroom (1964) defines job satisfaction as 'the pleasing or positive emotional state which is caused by the individual who evaluates their work or work experience'.

The Importance of Job Satisfaction:

People want to put their personal abilities forward and expect them to become real. People get disappointed if job satisfaction could not be maintained. Job is the basis of human life. An unemployed person falls into despair. Could not be able to maintain job satisfaction causes disaffection from the job, demoralization and as a result, an unhealthy society. Maintaining job satisfaction is not easy in practice. The reason is the difficulty to

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find a job which will realize the needs and desires of the people. There are different opinions that defend the job satisfaction is either important or not (Kaynak 1990).

Job satisfaction is one of the subjects which are overemphasized because it causes demoralization for workers, and evidence that shows the conditions are breaking down for organizations. In an organization, job dissatisfaction comes after sudden strikes, slowing down the job, low efficiency, discipline problems and other organizational problems. From the aspect of organizational results, job satisfaction might cause unwillingness for the workers to go to work, leaving the organization, insufficiency emotion, could not managing cooperation, making mistakes at work, will to become distant from the work, making wrong decisions, and quality and quantity drops (Bas and Ardic 2001). Job satisfaction studies carry great importance for the subjects such as detection of the problems related to the workers and the work, cultivating their attitudes for the work, determining organizational training needs, planning and managing organizational alteration, and arranging communication within the organization (Newstrom and Davis 1993).

The Factors Affecting Job Satisfaction:

Job satisfaction is not a static or stable phenomenon. So, personal or some other factors may cause job satisfaction or dissatisfaction. In this context, the factors which are classified as personal and work or work environment related factors (Kumas 2008).

Personal Factors:

“Worker’s expectations from their work are primarily related with their own personal attributes. Their personal base attributes are decisive with the individual’s expectations from their work and work environment with regard to quality and quantity” (Alkis 2008).

Environmental Factors:

Job’s general appearance, social and economical benefits provided to workers and working environment conditions are effective factors for the workers to get satisfied with their jobs. Before anything else, these factors are alterable by the manager to increase job satisfaction of the workers. The combination of the worker’s attitude with some factors with their work and working environment emerges as job satisfaction (Dogan et al. 1997).

Tools And Methods:

“Minnesota Satisfaction Questionnaire (MSQ)” was applied on 35 women and 139 men, 174 people in total from different regions of Turkey. The 20 entries scale developed by Weiss, Dawis, England and Lofquist, using “Minnesota Satisfaction Questionnaire” long form (100 entries) combining entries related to satisfaction statuses including internal and external factors is the most frequently used scale in studies related to job satisfaction. The short form MSQ’s validity and reliability are determined by Gillet and Schwab. The short form MSQ consists of 20 questions and each question consists of 5 options. Evaluating the options “I’m not satisfied at all”, “I’m not satisfied”, “I’m not sure”, “I’m satisfied”, “I’m very satisfied”, scores from 1 to 5 used respectively. According to this, the highest score in the scale is 100, and the least is 20. In the scale, scores represent job satisfaction; 20-39 are very low, 40-59 are low, 60-79 are sufficient, and 80-100 are high (Baycan, F.A., 1985).

Calculation of overall job satisfaction;

Overall Satisfaction Score = (Total Score / Total Sample Individual)

Overall Satisfaction Average = (Total Score / Total Frequency)

Calculation of satisfaction score (SS) and satisfaction average (SA);

Satisfaction Score = (Total Score * 100 / Maximum Score required to add)

Satisfaction Average = (Total Score / Total Frequency)

Statistical methods used in the study:

Data set was analyzed with program package SPSS 20.0. In the analysis, independent sample t-test, one-way analysis of variance and Tukey’s test was used.

Study hypotheses:

H₁: Job satisfaction level shows logical difference related to gender.

H₂: Job satisfaction level shows logical difference related to age.

H₃: Job satisfaction level shows logical difference related to education level.

H₄: Job satisfaction level shows logical difference related to area.

H₅: Job satisfaction level shows logical difference related to service time.

H₆: Job satisfaction level shows logical difference related to coaching category.

H₇: Job satisfaction level shows logical difference related to team gender.

Findings:

In the study, job satisfaction scale was applied on 175 participants working as coaches in different provinces.

Table1: Number of Coaches by Provinces.

| | N | % |
|-------------------|----|-----|
| 1. Nevsehir | 3 | 1.7 |
| 2. Antalya | 5 | 2.9 |
| 3. Samsun | 5 | 2.9 |
| 4. Mugla | 2 | 1.1 |
| 5. Istanbul | 9 | 5.1 |
| 6. Afyonkarahisar | 2 | 1.1 |
| 7. Yozgat | 2 | 1.1 |
| 8. Karabük | 2 | 1.1 |
| 9. Diyarbakir | 2 | 1.1 |
| 10. Edirne | 2 | 1.1 |
| 11. Mersin | 4 | 2.3 |
| 12. Burdur | 2 | 1.1 |
| 13. Kirsehir | 1 | ,6 |
| 14. Agri | 3 | 1.7 |
| 15. Van | 4 | 2.3 |
| 16. Ankara | 8 | 4.6 |
| 17. Konya | 1 | ,6 |
| 18. Corum | 4 | 2.3 |
| 19. Tunceli | 2 | 1.1 |
| 20. Igdir | 3 | 1.7 |
| 21. Hakkari | 4 | 2.3 |
| 22. Mardin | 2 | 1.1 |
| 23. Sivas | 4 | 2.3 |
| 24. Adiyaman | 1 | ,6 |
| 25. Artvin | 1 | ,6 |
| 26. Gümüşhane | 2 | 1.1 |
| 27. Aydın | 2 | 1.1 |
| 28. Gaziantep | 3 | 1.7 |
| 29. Osmaniye | 3 | 1.7 |
| 30. Batman | 2 | 1.1 |
| 31. Izmir | 10 | 5.7 |
| 32. Erzurum | 7 | 4.0 |
| 33. Giresun | 1 | ,6 |
| 34. Sanliurfa | 2 | 1.1 |
| 35. Denizli | 2 | 1.1 |
| 36. Balikesir | 3 | 1.7 |
| 37. Sakarya | 3 | 1.7 |
| 38. Bursa | 2 | 1.1 |
| 39. Tokat | 1 | ,6 |
| 40. Bitlis | 2 | 1.1 |
| 41. Hatay | 1 | ,6 |
| 42. Zonguldak | 1 | ,6 |
| 43. Elazig | 1 | ,6 |
| 44. Kilis | 1 | ,6 |
| 45. Aksaray | 4 | 2.3 |
| 46. Kocaeli | 2 | 1.1 |
| 47. Kirikkale | 3 | 1.7 |
| 48. Erzincan | 2 | 1.1 |
| 49. Bilecik | 2 | 1.1 |
| 50. Mersin | 3 | 1.7 |
| 51. Tekirdag | 1 | ,6 |
| 52. Rize | 1 | ,6 |
| 53. Sinop | 2 | 1.1 |
| 54. Karaman | 3 | 1.7 |
| 55. Kirklareli | 1 | ,6 |
| 56. Usak | 1 | ,6 |
| 57. Siirt | 2 | 1.1 |
| 58. Amasya | 2 | 1.1 |
| 59. Malatya | 1 | ,6 |
| 60. Yalova | 2 | 1.1 |
| 61. Adana | 1 | ,6 |
| 62. Bayburt | 2 | 1.1 |
| 63. Mus | 1 | ,6 |
| 64. Düzce | 1 | ,6 |
| 65. Kars | 1 | ,6 |
| 66. Bingöl | 1 | ,6 |

| | | |
|---------------|-----|-------|
| 67. Manisa | 2 | 1.1 |
| 68. Bolu | 1 | .6 |
| 69. Trabzon | 1 | .6 |
| 70. Simak | 1 | .6 |
| 71. Kastamonu | 1 | .6 |
| 72. Kayseri | 1 | .6 |
| 73. Bartin | 2 | 1.1 |
| Total | 175 | 100.0 |

These 175 coaches are working in different branches.

Table2: Number of Coaches by Branches.

| | N | % |
|------------------|-----|-------|
| 1. Cycling | 1 | .6 |
| 2. Athletics | 47 | 26.9 |
| 3. Tennis | 8 | 4.6 |
| 4. Wushu | 2 | 1.1 |
| 5. Badminton | 12 | 6.9 |
| 6. Judo | 20 | 11.4 |
| 7. Taekwando | 7 | 4.0 |
| 8. Swimming | 4 | 2.3 |
| 9. Boxing | 9 | 5.1 |
| 10. Kickboxing | 4 | 2.3 |
| 11. Muaythai | 1 | .6 |
| 12. Basketball | 3 | 1.7 |
| 13. Wrestling | 22 | 12.6 |
| 14. Karate | 7 | 4.0 |
| 15. Table Tennis | 7 | 4.0 |
| 16. Skiing | 6 | 3.4 |
| 17. Gymnastics | 3 | 1.7 |
| 18. Archery | 1 | .6 |
| 19. Volleyball | 2 | 1.1 |
| 20. Handball | 5 | 2.9 |
| 21. Barbell | 2 | 1.1 |
| 23. Triathlon | 1 | .6 |
| 24. Fencing | 1 | .6 |
| Total | 175 | 100.0 |

Number of coaches by sportsmanship level is below.

Table 3: Number of Coaches by Sportsmanship Level.

| | n | % |
|-------------------------|-----|-------|
| 1. National Team Level | 77 | 44.0 |
| 2. Team Player | 5 | 2.9 |
| 3. Amateur | 20 | 11.4 |
| 4. Upper Level-Elite | 12 | 6.9 |
| 5. Licensed | 10 | 5.7 |
| 6. National | 4 | 2.3 |
| 7. Professional | 30 | 17.1 |
| 8. Master Trainer | 4 | 2.3 |
| 9. 2. League | 5 | 2.9 |
| 10. Performance Athlete | 1 | .6 |
| 11. 1. League | 2 | 1.1 |
| 12. Contestant Athlete | 3 | 1.7 |
| 13. Super League | 2 | 1.1 |
| Total | 175 | 100.0 |

Table 4: Demographic Features.

| Gender | F | % |
|------------------------|-----|------|
| Men | 139 | 79.9 |
| Women | 35 | 20.1 |
| Age | F | % |
| <29 | 63 | 36.2 |
| 30-35 | 62 | 35.6 |
| 36-41 | 31 | 17.8 |
| 42 and above | 18 | 10.3 |
| Educational Level | F | % |
| Secondary School | 6 | 3.4 |
| High School | 45 | 25.7 |
| University | 119 | 68.0 |
| Postgraduate-Doctorate | 5 | 2.9 |
| Area | f | % |
| PES | 113 | 64.6 |

| | | |
|-------------------|-----|------|
| Other | 62 | 35.4 |
| Service Time | f | % |
| 1-4 | 91 | 52.3 |
| 5-8 | 38 | 21.8 |
| 9 years and above | 45 | 25.9 |
| Category | f | % |
| Teeny | 17 | 9.7 |
| Star | 13 | 7.4 |
| Young | 5 | 2.9 |
| Mature | 4 | 2.3 |
| At least two | 136 | 77.7 |
| Team Gender | f | % |
| Women | 10 | 5.7 |
| Men | 28 | 16.0 |
| Individual mixed | 137 | 78.3 |

Of the participants: 79,9% men; 20,1% women; 36,2% below age 29; 35,6% between ages 30-35; 17,8% between ages 36-41; 10,3% age 42 and above.

Of the participants: 3,4% secondary school; 25,7% high school; 68% university; 2,9% postgraduate. 64,6% are in PES. 52,3% of the participants' service time is 1-4 years; 21,8% 5-8 years; 25,9% 9 years and above.

Of the participants: 9,7% teeny; 7,4% star; 2,9% young; 2,3% mature; 77,7% at least two.

Of the participants' team gender: 5,7% women; 16% men; 78,3% individual mixed.

Table 5: Comparisons Related to Gender.

| | | N | Avg. | SS | t | p |
|----------------------|-------|-----|--------|--------|------|------|
| Internalsatisfaction | Men | 139 | 4.5911 | ,32738 | ,150 | ,881 |
| | Women | 35 | 4.5810 | ,46110 | | |
| Externalsatisfaction | Men | 139 | 4.1233 | ,51802 | ,569 | ,570 |
| | Women | 35 | 4.0679 | ,50580 | | |
| Total | Men | 139 | 4.4041 | ,37296 | ,389 | ,698 |
| | Women | 35 | 4.3757 | ,43663 | | |

According to the results of independent sample t-test, there is no logical difference between men and women participants related to job satisfaction level. ($p > 0,05$)

Table 6: Comparisons Related to Age.

| | | N | Avg. | SS | F | p | Difference (Tukey) |
|-----------------------|----------|-----|--------|--------|-------|------|--------------------|
| Internal Satisfaction | <29 | 63 | 4.5873 | ,32738 | ,483 | ,694 | - |
| | 30-35 | 62 | 4.5605 | ,42255 | | | |
| | 36-41 | 31 | 4.5860 | ,32807 | | | |
| | 42 and + | 18 | 4.6759 | ,24735 | | | |
| | Total | 174 | 4.5867 | ,35653 | | | |
| External Satisfaction | <29 | 63 | 4.1213 | ,48307 | 1,946 | ,124 | - |
| | 30-35 | 62 | 4.0181 | ,54690 | | | |
| | 36-41 | 31 | 4.1048 | ,51447 | | | |
| | 42 and + | 18 | 4.3472 | ,49734 | | | |
| | Total | 174 | 4.1050 | ,51788 | | | |
| Total | <29 | 63 | 4.4011 | ,35725 | 1,276 | ,284 | - |
| | 30-35 | 62 | 4.3435 | ,43518 | | | |
| | 36-41 | 31 | 4.3935 | ,36532 | | | |
| | 42 and + | 18 | 4.5444 | ,32262 | | | |
| | Total | 174 | 4.3941 | ,38623 | | | |

According to the one-way variance analysis results, there is no logical difference related to age in means of job satisfaction. ($p > 0,05$)

Table 7: Comparisons Related to Educational Level.

| | | N | Ort. | SS | F | p | Difference (Tukey) |
|----------------------|------------------------|-----|--------|--------|-------|------|--------------------|
| Internalsatisfaction | Secondary School | 6 | 4.5972 | ,26571 | ,722 | ,540 | - |
| | High School | 45 | 4.6426 | ,25415 | | | |
| | University | 119 | 4.5623 | ,39569 | | | |
| | Postgraduate-Doctorate | 5 | 4.7000 | ,16245 | | | |
| | Total | 175 | 4.5881 | ,35600 | | | |
| Externalsatisfaction | Secondary School | 6 | 4.3542 | ,31041 | 3.274 | ,023 | 2-3 |
| | High School | 45 | 4.2583 | ,46036 | | | |
| | University | 119 | 4.0264 | ,53654 | | | |
| | Postgraduate-Doctorate | 5 | 4.3750 | ,25000 | | | |
| | Total | 175 | 4.1072 | ,51726 | | | |

| | | | | | | | |
|-------|------------------------|-----|--------|--------|-------|------|---|
| Total | Secondary School | 6 | 4.5000 | ,24495 | 2.000 | ,116 | - |
| | High School | 45 | 4.4889 | ,30281 | | | |
| | University | 119 | 4.3481 | ,41782 | | | |
| | Postgraduate-Doctorate | 5 | 4.5700 | ,14832 | | | |
| | Total | 175 | 4.3958 | ,38581 | | | |

As seen in the table 7, internal and overall job satisfaction doesn't show difference related to educational level, there is some logical difference with external satisfaction levels. ($p < 0,05$) According to the results of dual comparisons done with Tukey's test, it is determined that participants whose educational level is high school have higher external satisfaction levels when compared to the participants who has university level education.

Table8: Comparisons Related to Graduate Area.

| | | N | Avg. | SS | t | p |
|----------------------|-------|-----|--------|--------|--------|------|
| Internalsatisfaction | PES | 113 | 4.5605 | ,40370 | -1.389 | ,166 |
| | Other | 62 | 4.6384 | ,24140 | | |
| Externalsatisfaction | PES | 113 | 4.0177 | ,53657 | -3.171 | ,002 |
| | Other | 62 | 4.2704 | ,43891 | | |
| Total | PES | 113 | 4.3434 | ,42334 | -2.753 | ,007 |
| | Other | 62 | 4.4915 | ,28484 | | |

In the results of t-test, while internal satisfaction does not show difference related to graduated area, external and overall satisfaction levels differ logically. ($p < 0,05$) PES graduates have lower external and overall satisfaction levels compared to the other participants.

Table9: Comparisons Related to Service Time.

| | | N | Avg. | SS | F | p | Difference (Tukey) |
|----------------------|---------------|-----|--------|--------|------|------|--------------------|
| Internalsatisfaction | 1-4 | 91 | 4.5971 | ,34432 | ,473 | ,624 | - |
| | 5-8 | 38 | 4.5417 | ,45715 | | | |
| | 9 years and + | 45 | 4.6148 | ,28052 | | | |
| | Total | 174 | 4.5896 | ,35649 | | | |
| Externalsatisfaction | 1-4 | 91 | 4.1305 | ,50239 | ,178 | ,837 | - |
| | 5-8 | 38 | 4.0761 | ,50220 | | | |
| | 9 years and + | 45 | 4.0917 | ,57121 | | | |
| | Total | 174 | 4.1086 | ,51845 | | | |
| Total | 1-4 | 91 | 4.4104 | ,37354 | ,279 | ,757 | - |
| | 5-8 | 38 | 4.3558 | ,44407 | | | |
| | 9 years and + | 45 | 4.4056 | ,36622 | | | |
| | Total | 174 | 4.3972 | ,38647 | | | |

According to the one-way variance analysis results, it is determined that job satisfaction level does not show logical difference related to service time. ($p > 0,05$)

Table 10: Comparisons Related to Categories.

| | | N | Avg. | SS | F | p | Difference (Tukey) |
|----------------------|--------------|-----|--------|--------|------|------|--------------------|
| Internalsatisfaction | Teeny | 17 | 4.5931 | ,35707 | ,903 | ,464 | - |
| | Star | 13 | 4.6090 | ,30120 | | | |
| | Young | 5 | 4.3167 | ,25276 | | | |
| | Mature | 4 | 4.4583 | ,34359 | | | |
| | At least two | 136 | 4.5993 | ,36367 | | | |
| | Total | 175 | 4.5881 | ,35600 | | | |
| Externalsatisfaction | Teeny | 17 | 4.2059 | ,42606 | ,782 | ,538 | - |
| | Star | 13 | 4.1745 | ,52414 | | | |
| | Young | 5 | 3.8750 | ,60596 | | | |
| | Mature | 4 | 3.8125 | ,56366 | | | |
| | At least two | 136 | 4.1057 | ,52416 | | | |
| | Total | 175 | 4.1072 | ,51726 | | | |
| Total | Teeny | 17 | 4.4382 | ,34393 | ,900 | ,465 | - |
| | Star | 13 | 4.4362 | ,37035 | | | |
| | Young | 5 | 4.1400 | ,36980 | | | |
| | Mature | 4 | 4.2000 | ,43012 | | | |
| | At least two | 136 | 4.4018 | ,39179 | | | |
| | Total | 175 | 4.3958 | ,38581 | | | |

There is no logical difference with job satisfaction levels between the participants working in different categories. ($p > 0,05$)

Table 11: Comparisons Related to Team Gender.

| | | N | Avg. | SS | F | p | Difference (Tukey) |
|----------------------|-----------------|-----|--------|--------|-------|------|--------------------|
| Internalsatisfaction | Women | 10 | 4.5000 | ,47952 | ,386 | ,680 | - |
| | Men | 28 | 4.5714 | ,32371 | | | |
| | Individualmixed | 137 | 4.5979 | ,35412 | | | |
| | Total | 175 | 4.5881 | ,35600 | | | |
| Externalsatisfaction | Women | 10 | 3.7375 | ,64939 | 2,894 | ,058 | - |
| | Men | 28 | 4.0855 | ,45657 | | | |
| | Individualmixed | 137 | 4.1387 | ,51174 | | | |
| | Total | 175 | 4.1072 | ,51726 | | | |
| Total | Women | 10 | 4.1950 | ,51502 | 1,552 | ,215 | - |
| | Men | 28 | 4.3775 | ,34768 | | | |
| | Individualmixed | 137 | 4.4142 | ,38146 | | | |
| | Total | 175 | 4.3958 | ,38581 | | | |

According to the results of the one-way variance analysis, there is no logical difference with job satisfaction level related to team gender. ($p > 0,05$)

Discussion:

It is determined that there is no logical difference with job satisfaction level between men and women. ($p > 0,05$) The study by Sahin states that men and women have similar job satisfaction levels. Dalkilic *et al.* There was no significant difference by gender in the work they are doing and this supports our study. It can be said that job satisfaction cannot be explained only with gender, and gender has increasing ability over job satisfaction; but also social culture and living conditions which shape women's social status have differing effect over job satisfaction.

Job satisfaction level of coaches does not show logical difference related to age. According to the results of the one-way variance analysis, it is identified that job satisfaction levels does not show logical difference related to age. ($p > 0,05$) The study by Yerlisu states that job satisfaction levels of the coaches does not show logical difference related to age. In the studies related to the variable age no logical difference detected between job satisfaction and age, which supports our study.

As seen in the table 7, internal and overall job satisfaction doesn't show difference related to educational level, there is some logical difference with external satisfaction levels. ($p < 0,05$) According to the results of dual comparisons done with Tukey's test, it is determined that participants whose educational level is high school have higher external satisfaction levels when compared to the participants who has university level education. The results of the study by Yaman states, which coincides with our study, educational level has not much important effect on job satisfaction.

In the results of t-test, while internal satisfaction does not show difference related to graduated area, external and overall satisfaction levels differ logically. ($p < 0,05$) PES graduates have lower external and overall satisfaction levels compared to the other participants. This result supports the studies by Yerlisu and Dogan and colleagues and so our study.

According to the one-way variance analysis results, it is determined that job satisfaction level does not show logical difference related to service time. ($p > 0,05$) This has shown similarities with the studies by Yelisu and colleagues.

There is no logical difference between coaches in different areas related to job satisfaction. ($p > 0,05$) This is in parallel with the studies of Yerlisu and colleagues. We think that result have come different because of the features being different such as coaches' management style, working conditions, advancement, different branches and promotions.

According to the results of the one-way variance analysis, it is identified that job satisfaction level does not show logical difference related to team gender. ($p > 0,05$) Coknaz's study about team and individual sports coaches' genders supports our study.

As a result; the factors affecting coaches' job satisfaction have analyzed and a logical difference with coaches' job satisfaction levels related to gender, team gender, service time and age ($p > 0,05$); logical difference has found related to different educational levels and average of graduates from different branches ($p < 0,05$).

Conclusion:

According to these results, considering the factors affecting job satisfaction of coaches and clubs, and taking precautions to improve job satisfaction carry importance for the coaches and the clubs to maintain and make their success persistent.

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