

Relation Between Job Satisfaction and Personal Traits of Female Managers in Professional Sports

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Abstract: Human resources having motivation to be fruitful are one of the most important factors in productivity. In the present study, the statistical subjects included 345 sports managers that were chosen randomly from all managers working in organizations, federations and sports boards in Tehran. They were given some questionnaires. 300 questionnaires were filled out and sent back. They were used to statistical analysis. Two main questionnaires were used in this study i.e. Minesota job satisfaction questionnaire (MSQ) and Brown Estin personality test. The results of the study showed that there is a significant relation between personal traits and job satisfaction in women. The results from Pierson correlation showed that a 39% increase can be seen in job satisfaction with the increase in personal traits. In other words there is a positive and significant relation between these two variables. The results of the study show that success seeking is higher in female managers with the job experience of about five to ten years. Therefore, it is suggested that sports organizations provide necessary infrastructures to improve the working situations for these people and cause more productivity in future.

Key words: Human resources • Productivity • Job Satisfaction • Personal Traits • Professional Sports
• Sports organizations

INTRODUCTION

Human resources having motivation to be fruitful are one of the most important factors in productivity. In other words, managers' motivations are the key elements of the efficiency in an organization and cause job satisfaction [1]. When speaking about managers' job satisfaction, it should be noted that managers enter an organization for different reasons. Some are satisfied only by money, while others are only concerned with their job security [2]. Since it is very important to consider personal differences in an organization, personal traits of female managers should be considered so that the essential motivations to improve an organization's efficiency can be provided. Scholars have different ideas about managers' personal traits [3]. Among these we can refer to two of them i.e. Etkinses and Mack Cland. They have done some researches about managers' personal traits and also have classified managers as "success seekers" "power seekers" and "dependence seekers" according to their needs. Each of these categories behaves in a special manner [4].

They have their own skills and qualifications and of course they have their own needs. The managers in the first group tend to surpass others and show their priority and need to observe the feedback of their actions. The managers in the second group pay more attention to organizational successes and are serious and tough in their decisions [5]. On the other hand, those who pay attention to dependency would rather friendly relations with employees and show no desire to obey the organizational rules. In general, managers with different personal traits have different behaviors, expectations, needs and motivations. On the other hand, organizations, in turn, have their own needs. They require special expectations, needs and motivations. Therefore, there should be an agreement between personal traits on one hand and organizations and jobs on the other hand.

One of the most important issues in small scale and large scale planning is considering human resources. While women are considered as half of the active population of Iran, only 12 % of economical activities are done by them [6,7]. This value has been around 10%

during the past four decades. Experts believe that the number of women who have jobs hasn't changed since 20 years ago. It should be noted that the ratio of women working in high level and management jobs to those who have regular jobs is only 9.4 %. Data show that the ratio of women employers and those who work in private sector to overall women workers in private sector is 1.37 %, while this ratio for public and governmental organizations is 9.4%. Also the results of the present study show some statistics which are not satisfactory. The abovementioned ratio is 18.1 according to the results of this study [3,6]. The results show that there is a lack of skilled and professional woman managers in organizations. This can play an important role in Iran's improvement and development provided that sports organizations can employ skilled and professional woman managers. These managers have special needs, expectations, motivations and goals according to their behavioral patterns. Organizations, on the other hand, demand special needs and expectations. Therefore, there is a special work place and occupation for each kind of personal trait [4,8,9]. Many experts in organizational behavior issues believe that job satisfaction is one of the most challenging conceptions and is the base for management guidelines and policies to improve organizational productivity and efficiency. Job satisfaction is one of the most important factors affecting the woman managers' trends. Trend, in turn, affects motivation [7,9]. Motivation, on the other hand, is the base for one's behavior in their work place. Therefore job satisfaction affects some decision like staying in an organization and efficiency in managers.

Because woman managers' participation in organizations results from their job satisfaction and personal traits and also because little study has been done in this regard, it seems necessary to discover the relation between job satisfactory and personal traits in woman managers working in professional sports organizations. We hope that the results of the present study can help employ efficient and competent woman managers in professional sports organizations.

MATERIALS AND METHODS

According to the statistics provided by sports organizations in Tehran, there are about 1700 individuals who work as presidents, vice presidents, head masters, managers and secretaries in sports federations, committees and boards with more than five years of experience. These people are considered as the statistical universe of this study. It should be noted that according

to kuckran formula, the desired certainty is 95% like other studies. Therefore T equals 1.96. In order to determine variance, predictor P can be used. We know that the biggest pattern to answer the questions in a study is acquired when p is 0.5.

In the present study, the statistical subjects included 345 sports managers that were chosen randomly from all managers working in organizations, federations and sports boards in Tehran. They were given some questionnaires. 300 questionnaires were filled out and sent back. They were used to statistical analysis.

Two main questionnaires were used in this study i.e. Minesuta job satisfaction questionnaire (MSQ) and Brown Estin personality test.

Brown Estin Personality Test: The normality of this test previously was checked by authors. It consists of 15 questions each including 5 choices. Lekert five option range was used in this questionnaire. The questions in this test are concerned with personality issues and each one is graded separately. These issues include: success seeking, power seeking and dependence seeking. Each subject receives 5 separate grades.

Normality of this test was checked in 2008. The reliability coefficient of this questionnaire was reported to be 0.91 previously. Kronbach alpha coefficient of this questionnaire was reported to be 0.81 in previous studies. The researcher of this study also calculated this coefficient. To do this the researcher distributed 30 questionnaires among the subjects in the statistical universe, randomly. After calculating the variance, the resulted value for the reliability of this questionnaire was 0.96 according to Kronbach alpha coefficient as well as the following formula.

Mines Uta Job Satisfaction Questionnaire (MSQ): This test contains 20 questions. Each of these questions are rated from extremely disagree to completely agree based on people's impression. Therefore each question has five different choices including extremely disagree, fairly disagree, no idea, fairly agree and completely agree. Each option each rated from one to five according to lekert range. The normality of MSQ was checked in 2008. The reliability coefficient of this test was reported to be 0.91. The Kronbach alpha coefficient of this test was 0.86 % which had the same value in the researcher's calculations. To do this, the researcher distributed 30 questionnaires among subjects randomly. After calculating the variance, according to Kronbach alpha coefficient and the following formula, it was cleared that the reliability of MSQ is 0.91%.

Statistical Analysis: The kolmogrove smirnov test was used to analyze the normality without data distribution. In order to compare the subjects' opinions according to their personal traits, one way variance analysis was used. In order to analyze the correlation among the variables the chi square test was used. In order to analyze the reliability of the test Kendall coefficient was used. Also, in order to analyze the perpetuity of the questionnaire Kronbach alpha coefficient was used. In order to investigate the relations among the variables, Pierson correlation coefficient tests and multivariable regression tests were used.

RESULTS

The results of the study showed that there is a significant relation between personal traits and job satisfaction in women. The results from Pierson correlation showed that a 39% increase can be seen in job satisfaction with the increase in personal traits. In other words there is a positive and significant relation between these two variables.

The results of the study showed that there is a significant relation between job satisfaction and success seeking in women. The results from Pierson correlation showed that a 40% increase can be seen in job satisfaction with the increase in success seeking in women. In other words there is a positive and significant relation between these two variables.

The results of the study showed that there is a significant relation between job satisfaction and power seeking in women. The results from Pierson correlation showed that a 30% increase can be seen in job satisfaction with the increase in power seeking in women. In other words there is a positive and significant relation between these two variables.

The results of the study showed that there is a significant relation between job satisfaction and dependency seeking in women. The results from Pierson correlation showed that with the decrease in women's age a decrease can be seen in success seeking, power seeking, dependency seeking and personal traits with the amounts of 23%, 29%, 17% and 21% respectively. In other words there is a reverse and significant relation among these variables.

The results of the study showed that only in success seeking a significant relation can be found with the women's education. The results from Kendal correlation coefficient test showed that with the increase in women's education a 16% increase can be seen in their success

seeking as well as a 16% increase in their personal traits. In other words a significant and positive relation can be seen between these two variables. The results of the study showed that there is no significant relation between women's job experience and the three abovementioned traits. However, there is a significant relation between job experience and job satisfaction. The results from Pearson correlation coefficient test showed that with the increase in job experience a 23% increase can be seen in job satisfaction. In other words there is a positive and significant relation between these two variables.

The results of the study showed that there is no significant relation between the three abovementioned personal traits and the women's salary. The results also show that there is a significant relation between the personal traits and women's marital status. However, there is no significant relation between marital status and job satisfaction as well as dependency need. The results from Pierson correlation coefficient test showed that an increase in success seeking, power seeking and personal traits can be seen in single women with the amounts of 18, 17 and 18% respectively.

DISCUSSION AND CONCLUSION

The aim of this study was to investigate the relation between job satisfaction and personal traits in female managers in professional sports. The results of the study showed that there is a significant relation between job satisfaction and personal traits in women and a 39% increase in job satisfaction can be seen with the increase of personal traits. These results were not in agreement with the results from some other studies. This could be related to measurement devices. However, an agreement could be seen between the results of this study and those from the studies which are related to the significant relation between job satisfaction and job experience. On the other hand, this study showed that no significant relation can be found between job satisfaction and education or management level. This finding is not in agreement with the other research findings which showed significant relation between education and management level and job satisfaction [6-8]. In spite of the results from this study, the lack of relation between these two variables doesn't seem logical and more investigations are needed in this field because more education means more job opportunities for women manager and this could be one of the most influential elements in job satisfaction.

Other findings from this study showed that there is a significant relation between power seeking and success

seeking on one hand and job satisfaction on the other hand in female managers working in professional sports organizations [8,9,10]. It can be said that power seeking and success seeking are considered as two personal traits of female managers working in professional sports organizations and have positive and significant relation with their job satisfaction. The results of the present study are in agreement with some researches that believed personal traits affect manager's job satisfaction. The reason for this can be the differences in statistical universe. Their statistical universe included staff managers and excluded executive ones [11,12].

Other results from the study showed that there is a significant relation between dependency need and managers' job satisfaction in sports organizations. Therefore it can be said that the dependency need was considered as a personal trait of female managers in sports organization and affects job satisfaction. Because the dependency need can be seen in people with expressive personalities, the results from the present study are in agreement with those from the mentioned study. The studies done by some researchers were not in agreement with results from the present study [10-12]. In spite of some agreements between the present study and previous ones, it seems that more precise and comprehensive investigations are needed in the field of women's personal traits and their influence on job satisfaction. With a review of the related literature as well as the results of the present study it can be concluded that age, education and organizational level are not influential in job satisfaction in managers. However, salary and job experience have a significant effect on job satisfaction. Because most of the managers were success seeker and reaching the aim of their job was very important to them, it seems that more job experience can help them recognize and solve the problems and eventually result in success [11-13]. On the other hand, more monthly salary causes the managers to be able to focus on their job regardless of their economical problems. This will in turn cause the improvement in managers' productivity and efficiency as well as their job satisfaction [10,12-14]. The results of the study show that success seeking is higher in female managers with the job experience of about five to ten years. Therefore, it is suggested that sports organizations provide necessary infrastructures to improve the working situations for these people and cause more productivity in future. Because female managers who are success seeker, often try to do their best at work, it is suggested that sports organizations also do their best to improve this trait in managers.

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