

Organizational Commitment in Sports Clubs

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Abstract

It is thought that the sustainability of organizations is closely related to the fact that management levels have up-to-date knowledge specific to their respective fields and their ability to conduct their activities in the best possible way. It is believed that what creates the power of this focal point is the sense of belonging to the institutions. The aim of this study is to determine the level of organizational commitment of managers in sports clubs through seven different variables. In this study, the Meyer–Allen (1984) organizational commitment scale was used. The translation of this scale was compared to several scale translations, and no difference in meaning was observed. The scale consists of 18 questions with three sub-dimensions, namely emotional commitment, continuity dependence, and normative commitment. Questions 1–6 were related to emotional commitment, 7–12 dealt with continuation commitment, and 13–18 dealt with normative commitment. The scale is structured according to 5-point Likert scale. While preparing the personal information, support was provided by psychosocial academicians of sports. The study sample involved eleven sport managers from the Super League clubs, eleven from the first league teams, nine from the second league teams, nine from the third league teams, fifteen from the Regional Amateur League (RAL) league teams, and nineteen from the amateur sports clubs. Thus, a total of 74 sports managers participated in the survey. The surveys were constructed in the sports club buildings and in the presence of the managers. The questionnaires were conducted by the footballers who were serving in the sampled clubs. The SPSS 21 package program was used to analyze the data obtained. The Explore test, Mann–Whitney U test, and the Kruskal–Wallis test were employed for the analyses of the variables. At the end of these analyses it is understood that the age of the employees in the clubs, the term of duty, the wages they receive and the age of the club do not significantly affect the level of organizational commitment. Besides, It has been seen that the league, where the club is located, the level of duty of the managers, and having a regular time in the club affect the level of organizational commitment.

Keywords: organizational commitment, sports clubs, sports manager, sustainability

1. Introduction

1.1 Introduction the Problem

The survival of organizations is closely related to their managers' focus on their specific knowledge, skills, and work. As in many institutions and organizations, the level of organizational commitment of the managers in sports clubs is important for the success of the club.

The main criterion for the definition of success of clubs is that they have sufficient economic resources to sustain their activities. The most important economic resources of the clubs are the transfer of young players raised in football academies with high transfer prices and the success of professional teams in national and international arenas. While this success is the most important input that provides money to the existing resources, it is an important interface that increases the brand value of the club and provides access to sponsors (Samur, 2018).

It is thought that the most important element of this success is the presence of the people who created it. It is up to many factors to maximize their potential in an environment where these people feel happy. It is believed that the most important of these is the sense of belonging to professional clubs.

1.2 Explore the Importance of the Problem

The fact that the rate of change of professional employees in Turkish sports clubs is very short and the lack of continuity in sports success emphasizes the feeling that human factor is not given sufficient value. This study is in a position to make

an important resource entry by examining the importance of belonging feeling.

The concept of organizational commitment, which is an indicator of harmony between employee and organization, is of great importance for all organizations (İnce and Gül 2005; Steers, 1981; Çetin, 2011). The level of organizational commitment of individuals working in institutions is shown to be in parallel with the personal success of the individual and the success of the organization. It is thought that individuals with low levels of organizational commitment will not need self-renewal after a certain period of time and therefore their personal success in the institution will decrease.

As in every institution, it is thought that the organizational commitment that includes great efforts, shares, and mutual respect will be difficult to gain and easy to lose. Therefore, protecting individuals with a high sense of organizational commitment enables the development of corporate culture. We can look at people who have a sense of organizational commitment from the point of view of those who move their institutions forward. What keeps them alive and keeps their loyalty is only to see and support their actions.

Time is considered important for the development of organizational commitment. Many experiences, labor, and sharing will enable the development and consolidation of organizational commitment day by day. In this sense, institutions have to support, maintain and nurture behaviors that strengthen this feeling.

Organizational change process in the independence of sports organizations and federations in Turkey is experiencing. Sports clubs have problems in terms of administrative and financial self-sufficiency (Erturan and Imamoğlu, 2011).

This study aims to determine the organizational dependence levels of sports managers in professional clubs according to various variables. This study was conducted in accordance with the quantitative research method and the data were collected via a survey.

In the research, it is thought that the success of the club will increase if the sports clubs take sufficient precautions by considering the reasons for the low level of organizational commitment determined through the variables.

In this study, the role of the following variables in the organizational commitment of sport managers will be examined.

- Does the age of the sport manager affect the level of organizational commitment to the club?
- Does the age of the sports club affect the level of organizational commitment of managers to their clubs?
- Does the sport manager's regular time in his club affect the level of organizational commitment?
- Does the duration of the sport manager's club affect the level of organizational commitment?
- Does the league where the club is located affect the organizational commitment level of the managers?
- Does it affect the level of organizational commitment that managers receive from the club where they work?
- Does the position of the sport manager (upper, middle, lower) affect the level of organizational commitment?

1.3 Describe Relevant Scholarship

Sports clubs can be defined as an organization that performs sports function. Sports clubs are established in order to organize social and sporting activities in line with the sports needs and demands of its members (Ekenci, 1997). The sports club is defined as organizations that work and organize certain sports branches, meet the needs of athletes such as materials and facilities, and continue their activities under the management of professional or volunteer chairmen and members (Bucher, 1987).

In this study, sports clubs with football branches were selected in Turkey, within the organizational structure of football clubs club presidents are responsible for the general assembly. Briefly, the summit of the management is the general assembly. There are club president and board members attached to the general assembly. The members of the board of directors are appointed as general captain, sub-football schools and academy, and amateur branches. The general captain is in charge of the professional department manager, technical staff manager, professional football players, service personnel (Devecioğlu, 2011).

The sports manager is the management class that provides management and administration in the sports organization where it is located, acts with the aim of using the resources of the sports organization in the most rational way and makes efforts for the success of the sports organization. A shy, non-social or introverted person cannot usually be a leader and a sports manager (Hicks 1979; quoted in: Yetim 1996).

On the other hand, according to Bucher; the sport manager is the person who organizes and develops internal and external human relationships that mobilize all elements for the realization of the goals of the sports institution, directs and manages them, leads and guides them in a certain direction and influences them. (Bucher, 1987) More specifically, it is the person who unites and organizes the efforts of the sports organization in order to achieve the most effective and efficient way to the determined goals, and monitors and controls the work and actions (Eren 2003; quoted in: Sunay 2009).

The level of duty of the sport manager is a concept related to the task authority and responsibility they take. In many clubs, it is seen that the position levels are divided into upper, middle and lower tier managers as in other enterprises.

1.3.1 Organizational Dependence

Organization means the unity of institutions or individuals who have come together to realize a common purpose or action. Commitment means devotion, loyalty, and commitment. (Mercan, 2006) Grusky (1966), one of those who defined organizational commitment, described commitment as the power of an individual's commitment to the organization. (Mercan, 2006) According to this statement, the power of commitment is a concept that parallel to the level of organizational commitment.

Organizational commitment refers to a more active relationship in which individuals demonstrate a willingness to do something to help the organization succeed and achieve its goals, rather than a passive loyalty to the organization. (İnce and Gül 2005; Steers, 1981; Çetin, 2011; Kaya 2013; quoted in: Yıldız 2013) In this definition, it is stated that individuals with a high level of organizational commitment will have an active relationship for the success of their institutions.

One of the most accepted expressions of organizational commitment is the definition of Porter. According to this definition, organizational commitment is the endeavor of individuals to adopt the aims and values of the organization, to make efforts to achieve these goals and to maintain their membership in the organization (Mercan, 2006; quoted in: Çolakoğlu, 2009).

Meyer and Allen state that organizational commitment has three dimensions. Organizational commitment consists of three components: emotional, normative and continuity.

Emotional Commitment: It is related to the level of emotionality an individual feels for his organization. (Meyer and Allen, 1990) Generally, employees with strong emotional commitment prefer to stay in the organization because they feel they want to stay in their organization (Demircan, 2003; quoted in: Kaya, 2013). Individuals with strong emotional commitment see their institution as a family and feel like part of the family. Those who have a strong emotional commitment are the reason they want to stay in their institutions. (Uygur, 2004; quoted in: Kaya, 2013) In other words, the emotionality of working individuals does not allow them to leave the workplace. They put the problems of their institutions into their own problems.

Commitment to Continuity: Being aware of the obligations of leaving the organization means (Ince and Gül, 2005; quoted in: Kaya, 2013). In the commitment to continue, individuals cannot leave their institutions even if they wish. The reason is that if a person leaves the organization, it will be costly for him and will face many obligations. (Sökmen, 2000) The commitment of the individual working in continuity commitment to workplace arises from necessity rather than a sense of belonging.

Normative Commitment: In this kind of commitment, the person is connected to the institution because he/she feels responsible for the institution. (Allen and Meyer 1990; Meyer and Allen 1991) This commitment may arise when the organization offers gifts to the employer, such as scholarships, or undergoes significant costs such as education. Individuals feel obliged to their institutions. Individuals with strong normative commitment feel guilty leaving the institution, even if they have better opportunities. In this case, the employee feels the obligation to fight for his institution until he pays his debts (Allen and Meyer, 1990; Meyer and Allen, 1991).

In summary, those who have a high level of emotional commitment, because they desire to stay in the organization; those with a high level of normative commitment remain in the organization because they need to remain in the organization and those with a high level of continuation commitment need it (Bolat and Bolat, 2008; Quoting: Yıldız, 2013).

1.3.2 Organizational Commitment Approaches

There are different approaches to the definition and classification of organizational commitment. These; Behavioral approaches, Attitude approach, Multiple approaches.

Behavioral Approach: It is generally evaluated from a psychological perspective. It is related to the dependence of the employees according to their experience and level of getting used to the institution. The behavioral approach is related to the problem of people being in the same institution for a long time and dealing with these problems. As time goes by, the person exhibits or acts in accordance with the institutional principles, and acts in a manner that justifies these movements and makes these behaviors permanent (Gül, 2002; quoted in: Taş, 2012). The behavioral approach is the commitment of people to the actions of the organization and not to an organization. In this approach, individuals are connected to the organization as a result of behavioral movements, not emotionally.

Attitude Approach: Attitude commitment consists of a total of three components. These; identification with the aims and values of the organization, high participation in business-related activities and loyalty and commitment to their organizations (Gül, 2002; quoted in: Taş, 2012). The attitude of an individual's work environment is called an attitude approach to the commitment of the organization to adopt the goals and values and to engage with the loyalty resulting from high participation. In the attitude approach, the individual feels passion for his organization as a whole.

Multiple Approaches: In general, in previous organizational commitment, commitment is thought to be felt throughout

the organization. In the multiple approaches, it is accepted that there is a different level of commitment to different variables within the organization (Balay, 2000; quoted in: Taş, 2012).

1.3.3 Factors Affecting Organizational Commitment

There are three factors that affect organizational commitment. These are grouped under three headings: personal factors, organizational factors and gender, and non-organizational factors.

Personal Factors: we must see all individuals as a different world these differences in individuals have different results on organizational commitment. Personal factors that affect organizational commitment level are marital status, gender, length of service, age and education level. Therefore, these factors are emphasized in the study (Keleş, 2006; quoted in: Kılıç, 2008).

Organizational Commitment and Age Factor: Boon and Arumugan found that older employees had higher organizational commitment than younger employees. (Boon and Arumugan, 2006) These findings are in line with many studies in the literature. The promotion of individuals who successfully perform the necessary services, an increase in salary, will reinforce the sense of belonging of individuals. Then it will increase its organizational commitment.

According to a study conducted by Taylor Nelson Sofres among 19,840 employees in 2002, it was stated that the loyalty level of the 18-24-year-old was 49 percent and that of those 50 years and older was 57 percent (Süzer, 2003).

Organizational commitment and gender: When the literature studies are examined, no significant difference is seen in the results of the studies on the organizational commitment levels of women and men (İnce and Gül, 2005).

Organizational commitment and marital status: There are not many studies that measure organizational commitment and marital status. One of the allegations is that married employees feel organizational commitment due to their obligation to continue work resulting from their economic responsibilities. On the other hand, it is widely accepted by the researchers that there is no significant relationship between marital status and commitment (Özkaya, 2006).

Organizational commitment and education level: Generalization cannot be made because there are very different results in the studies that measure the relationship between organizational commitment and education level.

Organizational commitment and service life: It is revealed by the studies that the term of employment in institutions is one of the important variables in terms of organizational commitment (Yalçın and İplik, 2007).

Organizational Factors: When the internal factors affecting organizational commitment are examined; the form of management, internal justice, systematic structure of the organization, cooperation of the organization, organizational rewards, the scope of the work done, the possibility of employees to participate in decisions, role confusion and conflict, salary satisfaction level were determined. Organizational factors were evaluated under six headings (Balay, 2000).

Organizational commitment and quality of work

The relationship between the quality of work and organizational commitment shows parallelism. Gaining meaningfulness for an individual's work in the institution increases his commitment in the organization while recognizing the importance of his work in the external environment is stated to increase his commitment to the organization (İnce and Gül, 2005).

Organizational commitment and management style: Classical management style has been criticized throughout history for reasons such as those seen in the construction machinery, not respecting the views of those who are not valued. Since the classical style of administration does not allow the employees to realize themselves, it necessitates the transition to a democratic and pluralistic understanding of government (Zaman, 2000).

Scientific management of institutions is thought to contribute positively to the level of organizational commitment of individuals because the ability of individuals to participate in decisions and to realize themselves positively affects organizational commitment.

Organizational commitment and organizational rewards: Awards are an important tool for evaluating the superior performance of individuals working in organizations and encouraging other employees for superior performance. Barutçugil (2004) stated that those who work successfully want their work to be noticed and appreciated. It is thought that the honors of individuals by receiving awards from the institution they work in will have a positive effect on the level of organizational commitment.

Organizational commitment and wage level: In many studies, a significant difference was observed between wage level and organizational commitment. It is understood that wage level is an indicator of fairness by the employee and it is important for organizational commitment. According to these studies, it is suggested that the level of commitment to the organization will decrease gradually when the employees think that there is no justice in the wage distribution (Keleş, 2006). It is considered that individuals receive lower wages from their teammates while they have the same duties in the same institution and this will negatively affect their commitment to the organization.

Organizational commitment and organizational trust: Organizational trust is the structure that is formed as a result of the consistent relationships established by individuals within each institution. Organizational trust contributes to the more active and successful relations within the organization and the development of communication. The fairness of the expectations of the working individuals and their meeting their expectations positively affect the levels of organizational commitment (Paine, 2007; quoted in : Demirel, 2008).

Organizational commitment and seniority expectation: It is stated that the commitment of the employee who has more seniority in the same job to the organization is higher (Dağdeviren, 2007). Meyer and Allen (1991) stated that there is a positive relationship between seniority increase and organizational commitment level within the institution.

Non-Organizational Factors Affecting Organizational Commitment: The most important of these were professionalism and new job opportunities.

Professionalism: Professionalism is a commitment to the profession and also identification with the profession. It is revealed that organizational commitment levels will be higher in organizations formed by individuals who take their profession seriously (Balay, 2000). Individuals may have expectations from their institutions after certain professionalism. In this effect, organizational commitment affects the professionalism of individuals, not institutions.

New job opportunities: It is one of the non-organizational factors that affect organizational commitment. The level of commitment to the organization will diminish as the alternatives for finding new jobs vary. It is stated that the organizational commitment level of individuals with limited job opportunities is higher for such reasons. It is accepted that individuals with a low probability of entering other jobs have a higher level of loyalty to their institution (Ince and Rose, 2005).

1.3.4 Organizational Commitment Indicators

There are a number of criteria used to measure the level of organizational commitment of working individuals. These are criteria that vary from person to person and do not show objectivity with the concept of space and time (Gundogan, 2009). These criteria are examined under three headings below.

Accepting and Believing the Purpose and Values of the Organization: Within organizations, people can have goals and act to achieve their goals (Öztürk, 2013). The goals of organizations are jointly formed and developed by individuals involved in the organization. It is unthinkable that an employee who cannot accept the goals and values of an organization shows commitment to that organization (Bülbul, 2007). In this context, the importance of individuals for organizational purposes is understood. Workers have thoughts such as being able to realize themselves within the framework of their expectations from life and they want to get support from these organizations in these issues. The fact that organizations support these issues increases the level of organizational commitment. The expectations of individuals from their organizations and their level of fulfillment are important criteria in terms of organizational commitment (Dolu, 2011).

Making Sacrifices for the Organization: All individuals working in the institution have obligations that they fulfill for their institutions. An individual is defined as an indicator of organizational commitment by deducting from his / her private life while observing the aims of the institution. It is interpreted that individuals who work for organization success and do not hesitate to make sacrifices for their organizations adapt their organization and have a sense of belonging (Gündoğan, 2009).

Identification with Organizational Identity: Identification with Organizational Identity: Belonging to a group is considered as an element that increases organizational commitment because it contributes to individuals' self-recognition and self-realization. The higher the corporate image and credibility as prestige, the more employees identify with their institutions (Dolu, 2011). Identification is due to the dynamic energies, self-confidence, and visions of corporate executives (Bülbul, 2007).

1.3.5 Results of Organizational Commitment

Organizational commitment is generally accepted as an indication of unwillingness to leave the organization, willingness to do more work for the organization and regular job indicator. In this context, organizational commitment is divided into three levels and examined under the following headings (Kıray, 2011).

Low level of organizational commitment: The positive outcomes of the low level of organizational commitment for the employee are that the performance is not sufficient. The negative results for the institutions are that the quality of the work is below expectations, low belonging to the institution, the desire not to continue in the organization, exhibiting limited over-role behavior, negative behaviors towards the organization, failure, and harm to the institution (Özcan, 2008).

Moderate Organizational Commitment: Moderate organizational commitment is a strong but not identifiable experience of the working experience and incomplete organizational commitment. Moderate level of organizational commitment can be defined as balancing of individuals' own interests and corporate interests. Employees at this level tend to accept some values, not all values of the organization in which they work. Employees at this level, while maintaining ownership of the organization, also take into account their personal values (Kılınç, 2013).

High Organizational Commitment: High level of organizational commitment is seen as a positive concept for both individuals and institutions. The characteristics of this type of commitment include factors such as people wanting to stay in their institutions for a long time and decreasing the number of quitting their jobs. Employees sincerely and sincerely immerse themselves in the membership of the organization. For these reasons, they do not prefer to leave their institutions easily. Individuals who exhibit this level of commitment to their organizations are both affected by their organizations quickly and tend to influence their own organizations (Imamoğlu, 2011).

Workers at this level become dependent on the goals of the organization that is in agreement with their own ideas and achieve job satisfaction in many respects. These people will show their commitment to their organizations by providing superior performance and successful service because they do not have any expectations and quests (Başyigit, 2006).

2. Method

2.1 Population and Sample

The study population consisted of manage sports clubs in Turkey. The sample includes some sports club managers from the super league, 1st league, 2nd league 3rd league BAL league and Amateur league teams.

2.2 Method

The aim of this study is to determine the levels of organizational dependence of sports managers in professional clubs according to various variables. This study was conducted in accordance with the quantitative research method. A questionnaire was applied to the participants. In the preparation of the personal information, the help of the academicians who are experts in psycho-social fields in sports was taken during the preparation of the variables.

2.3 Working Group

The working group of the study consists of a total of 74 people including eleven from Super League clubs, eleven from first league clubs, nine from second league clubs, nine from third league clubs, thirty-four from Amateur league clubs.

2.4 Data Collection Tools

In this study, Organizational Commitment Scale, which was developed by Meyer-Allen (1984) and tested in numerous studies, was used to determine the organizational commitment levels of sports club managers. The sub-dimensions of the scale are divided into three as emotional commitment, continuity commitment, and normative commitment. The scale was structured according to a 5-point Likert scale. The overall score of the scale gives the organizational commitment score.

2.4.1 Organizational Commitment Scale

The scale was adapted as "strongly disagree = 1", disagree = 2, undecided = 3, "agree = 4", "strongly agree = 5". The organizational commitment scale consists of three dimensions. These consist of continuation commitment, emotional commitment, and normative commitment. The first six questions of the scale included emotional commitment questions (1, 2, 3, 4, 5, 6), continuity commitment questions from the sixth to eighteenth questions (7, 8, 9, 10, 11, 12), from the twelfth to the eighteenth question. as normative commitment questions (13, 14, 15, 16, 17, 18). The 13th question of the scale is scored in reverse (Al 2007; Oru ç, 2013). Meyer and Allen (1991) found 0.82, 0.74 and 0.83 alpha values for the emotional, continuation and normative commitment dimensions of organizational commitment, respectively (Al, 2007; Oru ç, 2013; Mamedov, 2013). Many times validity and reliability study of the scale of organizational commitment made in Turkey and was determined not to differ from the original scale.

2.4.2 Data Analysis

In this study, the level of organizational commitment of sports club managers according to various variables was examined. In the process of data interpretation, non-parametric tests such as Mann Whitney U and Kruskal Wallis tests were used after SPSS 21 Packet program normality test.

3. Results and Conclusion

A total of 74 sports managers participated in the study in order to determine organizational commitment levels according to various variables and to determine whether organizational commitment levels differ according to personal information. The distribution of sports managers participating in the research according to the clubs is as follows. 11 managers from the super league, 11 managers from the first league, 9 managers from the second league, 9 managers from the third league, 15 managers from Regional Amateur League (RAL) and 19 managers from national amateur leagues. The following conclusions were reached in this research:

The first variable of the study did not find a statistically significant difference between the mean age groups according to age findings.

Table 3.1. Age variable and organizational dependence

Manager Age	Commitment Level Score	Ranking
19-24	53.50	1
25-29	28.55	6
30-39	31.50	5
40-49	44.09	3
50-59	33,23	4
60 and Above	48.88	2

When the commitment level score and rankings were examined, it was seen that the age variable did not affect the organizational commitment level.

According to these results, it is seen that the age variable does not affect organizational commitment level significantly. When the literature is examined, we find that parallel to the results of this study, there are also contradictory results.

Angle and Perry (1981), in the study of individuals, found that the level of commitment increases with the level of age increases. In a more explicit way, they stated that the elderly individuals' finding alternative jobs and getting additional training to improve themselves decreased as a result of this, the loyalty of the employees to the organization they work for increased.

Allen and Meyer (1993) investigated the relationship between organizational commitment and age by considering all three dimensions of organizational commitment. According to this study, the level of emotional commitment increases as the individual's age increases, while the age of the employee has no effect on commitment (Keles, 2006; quoted in: Taş, 2012).

In this study, the reason why the age variable does not show a parallel relationship with the organizational commitment is shaped by the love, volunteerism and the position of the club managers rather than the age variable. The organizational commitment of individuals, even if they are young or older, is not related to age but to the expression of love for their club. For these reasons, the age variable remains in the background compared to other variables.

The second variable of the study was determined that club age did not affect organizational commitment and no statistically significant difference was observed between the groups. Club age and level of commitment level score were taken to the table below.

Table 3.2. Club Age and Commitment Level Score

Club Age	Commitment Level Score	Ranking
0-20	34,83	5
21-40	34,83	5
41-60	35.00	4
61-80	35,32	3
81-100	55,13	1
101 and above	43,25	2

When the commitment level score and rankings were examined, it was seen that the club age variable did not affect the organizational commitment level.

As a result of the Mann Whitney U test, *the 3rd variable of the research* was conducted according to whether you regularly spend time in your club. A statistically significant difference was found between the levels of organizational commitment scores of the managers who spent regular time in the club and those who did not spend regular time.

When the scores were evaluated, the organizational commitment level score of those who answered yes to the question of having regular time in their club was determined as (44.53), and the organizational commitment level score of those who answered no were determined as (20.89).

According to these results, the scores of the managers who spend time in the club were found to be much higher than the ones who did not. At the end of these evaluations, it can be concluded that those who have an organizational commitment to the sports club spend more time in their clubs and that regular time affects organizational commitment positively to the club.

As a result of the Kruskal Wallis test, *the fourth variable of the study*, taking into account the time spent in the club, there was no statistically significant difference between the averages of the groups.

Table 3.3. Term in the Club and Commitment Level Score

The term in the club (year)	Organizational Commitment Score	Ranks
1-3	32.84	5
4-5	35,88	4
6-7	45,82	1
8-9	45.80	2
10 and above	43.58	3

According to these scores, it was understood that the duty duration variable did not significantly affect the organizational commitment level.

It was determined that the duty period variable in the club did not significantly affect the level of organizational commitment. In the literature studies, it is seen that different results were obtained. As the time spent in the organization's increases, the investments of the employees increase in their organizations and they do not want to leave their organizations in order not to be deprived of their investments. Thus, there is a significant relationship between organizational commitment and seniority. It is interpreted that there are positive results between organizational commitment and seniority such as seniority, a status achieved, monthly salary, respect, and reputation obtained after long term duties in the organization (Özkaya,2006; quoted in: Taş, 2012).

The fifth variable of the study was added to the study to determine the effect of the club's league on the level of organizational commitment on its managers.

As a result of the Kruskal Wallis test for this variable, a statistically significant difference was found between the means of the groups.

Table 3.4. League Scale and Organizational Commitment Score

League Scale	Organizational Commitment Score	Ranks
Super League	59.05	1
1st League	30.09	5
2nd League	38.72	3
3rd League	32.06	4
Regional Amateur League	43.47	2
National Amateur League	26.61	6

It was seen that the league variable where the club is located affects the level of organizational commitment.

The reason why amateur club managers have the lowest organizational commitment score is the example of their voluntary duties in the club. According to the results, the reason for the low level of loyalty can be attributed to reasons such as being obliged to their duties rather than their love for clubs. Since the distributions are not in a hierarchical order, organizational commitment and league level do not show parallelism.

The sixth variable of the research was added to evaluate the effect of the wages received by the managers for their duties in the club on organizational commitment.

As a result of the Mann Whitney U test, no statistically significant difference was observed between the organizational commitment scores of the managers who earn wages from the club and the volunteers who do not earn wages.

When the scores are evaluated, the organizational commitment level score of the wage earners for the tasks in the club (37.45), the organizational commitment level score of those who did not receive remuneration for the tasks I was assigned to (37.54). It can be said that the level of organizational commitment of the employees is high on the basis of volunteering in clubs.

Therefore, attendance commitment scores are estimated to be higher. Örs et al. (2003) stated that the level of organizational commitment of doctors was higher than that of nurses. The reason for the difference in loyalty levels is explained by the fact that the share of revolving funds earned by the specialist doctors from the hospitals they work in is higher than the nurses (Stone, 2012).

The seventh variable of the research is aimed to measure the effect of status of sport club managers on organizational commitment level. As a result of the Kruskal Wallis test, a statistically significant difference was observed between the

scores of organizational commitment levels of the groups. According to the scoring, it was determined that the organizational commitment score (47.44) of the managers who defined the top level in their clubs, the score of the managers who defined the middle level (30.64) and the score of the managers who defined the lower level (15.54).

It was seen that the level in which the managers worked in the clubs affected the level of organizational commitment. According to this result, the level of organizational commitment increases from low-level tasks to high-level tasks. In summary, it is estimated that the level of self-actualization of the level managers is higher, which has positive effects on the level of commitment to the organization. Managers' right to voice in the club and their levels of organizational commitment are parallel. As a result, when all variables were taken into consideration, it was observed that the results were not similar to the studies in the literature.

As a result, it is understood that the age of the employees in the clubs, the term of duty, the wages they receive and the age of the club do not significantly affect the level of organizational commitment. Besides, It has been seen that the league, where the club is located, the level of duty of the managers, and having a regular time in the club affect the level of organizational commitment.

4. Discussion

Table 4.1. Normality Test According to Age Variable

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	sd	P	statistics	sd	P
Age	,165	74	,000	,930	74	,000

As a result of the normality test according to the age variable, it was determined that the groups were not distributed normally ($P < 0.05$). According to this result, the Kruskal Wallis test, which is a non-parametric test, was considered appropriate.

HO: In this study, there is a significant difference between organizational commitment and age.

H1: There is no significant difference between organizational commitment and the age variable in this study

Table 4.2. Kruskal Wallis Test According to Age Variable

Age	S	Average rating	P
...- 24 Age group	1	53,50	,121
25-29 Age group	11	28,55	
30-39 Age group	16	31,50	
Average 40-49 Age group	23	44,09	
50-59 Age group	15	33,23	
60-... Age group	8	48,88	
Total	74		

When Kruskal Wallis test results were examined, there was no statistically significant difference between the groups' means ($P > 0.05$). The age variable did not affect the level of organizational commitment. HO hypothesis was rejected.

Table 4.3. Normality Test According to Club Age Variable

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	sd	P	statistics	sd	P
Club Age	,195	74	,000	,875	74	,000

As a result of the normality test according to the club age variable, it was determined that the groups were not distributed normally ($P < 0.05$). According to this result, the Kruskal Wallis test, which is a non-parametric test, was considered appropriate.

HO: In this study, there is a significant difference between organizational commitment and club age variable.

H1: In this study, there is no significant difference between organizational commitment and club age variable.

Table 4.4. Kruskal Wallis Test According to Club Age Variable

	Club Age	S	Average score	P
Average	0-20	20	34,83	,543
	21-40	16	36,31	
	41-60	10	35,00	
	61-80	14	35,32	
	81-100	4	55,13	
	101-...	10	43,25	
	Total	74		

When Kruskal Wallis test results were examined, there was no statistically significant difference between the groups' means ($P > 0.05$). It was observed that the club age variable did not affect the level of organizational commitment. H0 hypothesis was rejected.

Table 4.5. Normality Test According to Regular Time Pass Variable

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	sd	P	statistics	sd	P
Regular Time	,444	74	,000	,574	74	,000

As a result of the normality test performed according to the regular time variable, the groups were not distributed normally ($P < 0.05$). According to this result, non-parametric Mann Whitney u test was considered appropriate.

H0: In this study, there is a significant difference between organizational commitment and regular time spent in the club.

H1: In this study, there is no significant difference between organizational commitment and regular spending time in the club.

Table 4.6. Mann Whitney U Test According to Regular Time Shift Variable in Club

	Regular time	S	Average	Total of rows	P
Average	Yes	52	44,53	2315,50	,000
	No	22	20,89	459,50	
	Total	74			

As a result of the Mann Whitney U test, there was a statistically significant difference between the organizational commitment scores of the managers who spent regular time in the club and those who did not spend regular time ($P < 0.05$).

According to the scores, the organizational commitment level score of the participants who answered yes to the question of having regular time in the club was determined as (44.53), and the organizational commitment level score of those who answered no were determined as (20.89). H1 hypothesis was rejected.

Table 4.7. Normality Test According to Duty Time Variable

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	sd	P	statistics	sd	P
Duty time	,251	74	,000	,817	74	,000

In the normality test according to the duration of duty variable, it was determined that the groups were not distributed normally ($P < 0.05$). According to this result, the Kruskal Wallis test, which is a non-parametric test, was considered appropriate.

H0: In this study, there is a significant difference between organizational commitment and duty variable.

H1: In this study, there is no significant difference between organizational commitment and tenure variable.

Table 4.8. Kruskal Wallis Test According to Duty Period Variable

	Duty time	S	Average score	P
Average	1-3 year	28	32,84	,363
	4-5 year	24	35,88	
	6-7 year	11	45,82	
	8-9 year	5	45,80	
	10- year	6	43,58	
	Total	74		

When Kruskal Wallis test results were examined, there was no statistically significant difference between the groups' means ($P > 0.05$). It was seen that the term of duty taken at the club did not affect the level of organizational commitment. H0 hypothesis was rejected.

	League	S	Average rating	P
Average	Süper League	11	59,05	,002
	1 st league	11	30,09	
	2 nd league	9	38,72	
	3 rd league	9	32,06	
	RAL	15	43,47	
	Amateur	19	26,61	
	Total	74		

Table 4.9. Normality Test According to the League Variable

League	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	sd	P	statistics	sd	P
League	,196	74	,000	,873	74	,000

As a result of the normality test according to the league variable where the clubs are located, it was determined that the groups were not distributed normally ($P < 0.05$).

According to this result, the Kruskal Wallis test, which is a non-parametric test, was considered appropriate.

H0: In this study, there is a significant difference between organizational commitment and the league variable where the club is located.

H1: In this study, there is no significant difference between organizational commitment and the league variable where the club is located.

Table 4.10. Kruskal Wallis Test According to League Variable

When Kruskal Wallis test results were examined, there was a statistically significant difference between the mean values of the groups ($P < 0.05$).

It was seen that the league variable where the club is located affects the level of organizational commitment.

H1 hypothesis was rejected.

Table 4.11. Tamhane's T2 Test According to League Variable

(I) League	(J) League	Average difference (I-J)	Std. error	P.	95% confidence interval	
					Lower Limit	Upper Limit
Super League	1 st league	12,27273*	3,02797	,010	2,1426	22,4029
	2 nd league	10,62626	4,59669	,466	-6,3980	27,6505
	3 rd league	11,51515	3,35639	,057	-,2183	23,2486
	RAL	6,51515	2,32146	,153	-1,2085	14,2388
	Amateur	15,44498*	3,46766	,002	4,3319	26,5580
1 st league	Super League	-12,27273*	3,02797	,010	-22,4029	-2,1426
	2 nd league	-1,64646	4,82939	1,000	-18,9196	15,6266
	3 rd league	-,75758	3,66862	1,000	-13,2527	11,7376
	RAL	-5,75758	2,75365	,554	-15,1632	3,6481
	Amateur	3,17225	3,77069	1,000	-8,8989	15,2434
2 nd league	Super League	-10,62626	4,59669	,466	-27,6505	6,3980
	1 st league	1,64646	4,82939	1,000	-15,6266	18,9196
	3 rd league	,88889	5,04180	1,000	-16,8697	18,6475
	RAL	-4,11111	4,42081	,999	-21,0909	12,8687
	Amateur	4,81871	5,11655	,999	-12,7549	22,3923
3 rd league	Super League	-11,51515	3,35639	,057	-23,2486	,2183
	1 st league	,75758	3,66862	1,000	-11,7376	13,2527
	2 nd league	-,88889	5,04180	1,000	-18,6475	16,8697
	RAL	-5,00000	3,11117	,885	-16,3161	6,3161
	Amateur	3,92982	4,03917	,998	-9,2587	17,1183
RAL	Super League	-6,51515	2,32146	,153	-14,2388	1,2085
	1 st league	5,75758	2,75365	,554	-3,6481	15,1632
	2 nd league	4,11111	4,42081	,999	-12,8687	21,0909
	3 rd league	5,00000	3,11117	,885	-6,3161	16,3161
	Amateur	8,92982	3,23089	,146	-1,5080	19,3676
Amateur	Super League	-15,44498*	3,46766	,002	-26,5580	-4,3319
	1 st league	-3,17225	3,77069	1,000	-15,2434	8,8989
	2 nd league	-4,81871	5,11655	,999	-22,3923	12,7549
	3 rd league	-3,92982	4,03917	,998	-17,1183	9,2587
	RAL	-8,92982	3,23089	,146	-19,3676	1,5080

According to the Tamhane's T2 test, there were a significant difference between Super League, 1st league and Amateur league team managers ($P < 0,05$). No significant difference was found between the 2nd league, 3rd league and Regional Amateur league groups with the other groups ($P > 0,05$).

Table 4.12. Normality Test According to Wage Variable

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	sd	P	statistics	sd	P
salary	,375	74	,000	,630	74	,000

As a result of the normality test according to the wage variable, it was determined that the groups were not distributed normally ($P < 0,05$). Following this result, non-parametric test, Mann Whitney U test, was considered appropriate.

H0: In this study, there is a significant difference between organizational commitment and the wage variable.

H1: There is no significant difference between organizational commitment and the wage variable in this study.

Table 4.13. Mann Whitney U Test According to Fee Variable

	Salary	S	Average	Total of Rows	P
Average	Yes	32	37,45	1198,50	,987
	No	42	37,54	1576,50	
	Total	74			

According to the results of Mann Whitney U test, no statistically significant difference was observed between the organizational commitment scores of the managers who spent regular time in the club and the managers who did not spend regular time ($P > 0.05$). When the ratings are; The level of organizational commitment of the respondents who answered yes to the question of getting paid for the tasks in the club was determined as the level of organizational commitment (37.45), while the organizational commitment level score of those who gave no response was determined as (37.54).

H0 hypothesis was rejected.

Table 4.14. Normality Test According to Position Variable

Position	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	statistics	sd	P	statistics	sd	P
	,344	74	,000	,730	74	,000

As a result of the normality test according to the position variable, it was determined that the groups were not distributed normally ($P < 0.05$). After this result, the non-parametric test Kruskal Wallis test was considered appropriate.

H0: In this study, there is a significant difference between organizational commitment and task position variable. H1: In this study, there is no significant difference between organizational commitment and task position variable.

Table 4.15. Kruskal Wallis Test According to Position Variable

	Position	S	Average	P
Average	top-level	41	47,44	,000
	intermediate level	21	30,64	
	lower level	12	15,54	
	Total	74		

When Kruskal Wallis test results were examined, there was a statistically significant difference between the mean values of the groups ($P < 0.05$). It was seen that the level at which the managers worked in the clubs affected the level of organizational commitment. H1 hypothesis was rejected.

Table 4.16. Tamhane's T2 Test According to Position Variable

(I) Position	(J) Position	Average difference (I-J)	Std. error	P.	95% confidence interval	
					lower limit	upper limit
top level	intermediate	7,74564*	2,31464	,006	1,9411	13,5501
	lower level	16,90041*	3,24716	,000	8,1535	25,6474
intermediate	top level	-7,74564*	2,31464	,006	-13,5501	-1,9411
	lower level	9,15476	3,61103	,057	-,2330	18,5425
lower level	top level	-16,90041*	3,24716	,000	-25,6474	-8,1535
	lower level	-9,15476	3,61103	,057	-18,5425	,2330

When the Tamhane's T2 test table of the managers who defined a high level of duty was examined, it was found that there was a significant difference between the groups that defined the middle level and lower level of duty ($P < 0.05$). According to these results, it was determined that the organizational commitment scores of the managers who defined

that they were taking high-level tasks (7,74564) were more than the managers who defined that they were taking middle level with the difference and the organizational commitment scores of the managers who defined that they were taking high-level tasks (16,90041) It was found to be more than the managers.

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