



RESEARCH ARTICLE

ASSESSMENT OF ORGANIZATIONAL COMMITMENT OF THE TRAINERS WORKING IN THE  
PROVINCIAL ORGANIZATION OF THE MINISTRY OF YOUTH AND SPORTS REGARDING  
SEVERAL VARIABLES

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ABSTRACT

The aim of this study is to review the organizational commitment levels of the trainers, employees of the Ministry of Youth and Sports, Sports General Directorate, regarding some demographical variables. 330 trainers have participated in the study. Organizational commitment defines the strength of the connection the employee feels towards the organization he/she works for. For the process of personnel strengthening, defined as the process of increasing the decision making authorities of and improving the workforce in an organization via cooperation, sharing, training, education and team work, to function effectively the organizational commitment of the workforce should be provided. As the result of this study, it can be said that the trainers working in the provincial organization of the Sports General Directorate show the behaviors indicating their organizational commitment at high levels, meaning that they adopted the aims and values of the organization and are willing to stay within the organization and to spend effort in their duties.

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INTRODUCTION

Organizations that are subsystems of the social system and a projection of the society (Özkara, 1999), are the structures established to realize the goals that individuals cannot achieve on their own economically (Ağca and Ertan, 2008). The human resources unit, one of the most important factors of the organizations of today, are the evidence of how important the humans are for the institution. For the human resource to work efficiently and effectively, it became an extremely important factor that the individual adopt institutional goals and values and the organizational commitment is improved. When the organizational works are compared to the individual works, the efficiency per person in the organizations is hundreds fold higher. The improvement of the efficiency of the employees and them working with enthusiasm is mostly related with their commitment to their organization (Ağca and Ertan, 2008). Based on this point, the organizational commitment levels of the trainers working in the provincial organization of the Sports General Directorate and several related demographic variables will be examined.

**Organizational Commitment**

In the first studies on organizational commitment, the commitment is taken as to adopt the goals and values of the

organization, to show effort to be the part of the organization and to feel like a member of a strong family (Steers, 1977). Organizational commitment can also be defined as workers seeing the interests of the organization higher than their own interests. Besides, it can also be defined as workers to desire to stay in the organization and their will to show effort for it as well as them to adopt the goals and values of the organization (Turan, 2006; Yalçın and İplik, 2005). When the concepts generally used in the related definitions are examined it can be seen that concepts like goal unity, identity unite, sense of belonging, identification, loyalty, internalization of the normative pressures, pushing financial worries back are widely used (Arslan and Önce, 2014). The effects of the organizational commitment as a work behavior over the organization and the workers are shown in various researches where the results regarding that the employees with high organizational commitment shall have higher contribution to the institution are generally emphasized (Mathieu and Zajac, 1990; Özdevecioğlu, 2003; Yalçın and İplik, 2005). In this regard, it is suggested that the individuals with higher organizational commitment require less supervision and discipline, have higher performances, evaluate the options related to the positions in the organization as a tool to provide the highest contribution to the organization, their behaviors are reliable and sincere (Uygun, 2007: 73). In contrast the individual with low or no commitment to the organization are expected to have higher possibilities of not coming to work,

coming to work late and leaving the job as they do not see themselves as a part of the organization (Allen and Meyer, 1990). Generally the commitment to the organization is described in three different dimensions as emotional, continuity and normative commitments. Emotional commitment indicates a sensual commitment felt against the organization. Continuity commitment is an organizational commitment status the employee builds on the cost of leaving. Normative commitment describes the employee's continuation to work in the organization as an ethical responsibility. This condition arises due to the obligatory feeling for servicing to the organization for a certain time as a response to what the employee sees as the organization acting good against him/her (Ölçüm, 2004). The organizational commitment became a vital issue for the organizations with the behavioral, emotional and cognitive structures like leaving work, absence, withdrawal and job searching activities as well as job satisfaction, hardworking, morale and performance; with properties related to the job and role of the worker like autonomy, responsibility, participation, duty understanding; with the personal qualities of the workers like age, gender, service term and education and because of knowing the organizational commitment estimators of the individuals (Balay, 2000).

## MATERIALS AND METHODS

In this section information related to the model of the research, sample and universe, data collecting tools and analysis of the data are given.

### Model of the Research

In this research it is aimed to determine the relations between the organizational commitment levels of the trainers working in the provincial organization of the Sports General Directorate and its sub dimensions. Also it is investigated whether the organizational commitment of the trainers show a significant difference regarding their gender, marital status and age. In this regard the research is an example for a relational scanning model among the general scanning models. The relational scanning models, also named as correlational, are the researches where the relation between two or more variables are examined without interfering with these variables in any way (Büyüköztürk, Çakmak, Akgün, Karadeniz and Demirel, 2014).

### Universe and Sample

The research universe consists of total of 2286 trainers working in the provincial organization of the Sports General Directorate in Turkey in 2016. In order to determine the sample size representing the universe the equation suggested by Büyüköztürk *et al.* (2014) is used.

$$n = \frac{n_0}{1 + \frac{n_0}{N}}$$

The equation calculates the sample size estimation in continues variables with the  $n_0 = (t^2PQ)/d^2$  equation within the equation and as  $pq = 0.5$  when  $p$  significance value is taken 0.05 and as the corresponding  $t$  value on the table is 1.96, on 0.05 significance level  $n_0=384,16$  as calculated (Büyüköztürk *et al.*, 2014).

When the 2286 ( $n_0$ ) trainer count in the universe is placed in the formula;

$$n = \frac{384.16}{1 + \frac{384.16}{2286}}$$

it is determined that the sample size representing the universe is 329. In this regard opinions of 350 trainers are taken in the scope of the study. In other words it can be said that the trainers participating in the study represent the universe. The distribution of the trainers participating in the study according to their demographic properties is given in the Table 1.

**Table 1. Distribution of the trainers according to their demographic properties**

Variables	Categories	f	%
Gender	Female	122	37.0
	Male	208	63.0
Marital Status	Married	96	29.1
	Single	234	70.9
Age	19-25	22	6.7
	26-35	139	42.1
	36-45	105	31.8
	46 and above	64	19.4

When the data on Table 1 is reviewed, it is seen that of the participating trainers 37.0% ( $n=122$ ) is female, 63.0% ( $n=208$ ) is male. It is determined that of the trainers 29.1% is married and 70.9% ( $n=234$ ) is single. Of the trainers included in the research 6.7% ( $n=22$ ) is between ages 19-25, 42.1% ( $n=139$ ) is between ages 26-35, 31.8% ( $n=105$ ) is between ages 36-45, 19.4% ( $n=64$ ) is above the age of 46.

### Data Collection Tools

In the scope of this study the data is collected from the trainers via;

- Personal Information Form,
- Organizational Commitment Scale

The general information on the data collection tools are given under specific headings.

#### Personal Information Form

A personal information is prepared regarding the gender, marital status and ages of the trainers working in the provinces. Proper categories are formed for the trainers to determine their answers related to the mentioned variables.

#### Organizational Commitment Scale

In order for the organizational commitment levels of the trainers participated in the research to be determined the Organizational Commitment Scale, developed by Cook & Wall (1980) and extended by Erol (1998), is used. There were 9 items in the original scale whereas in the extended version there are 12 items. The Scale items are graded in 5 point Likert type. Items 2, 3 and 8 in the Scale have negative statements thus they are reverse coded to be included in the analyses. There are three sub dimensions in the Scale as organizational identity unity (articles 1-4), loyalty (articles 5-8), job enthusiasm (articles 9-12). The high grades obtained from the Scale and the sub dimensions indicate that the commitment is

high. The Cronbach Alpha reliability coefficient is calculated regarding the answers given by the trainers whose views are taken in this study to the organizational commitment scale and is found to be 0.809. It is determined that the trainers have given reliable answers to the scale items.

### Analysis of the Data

First of all the descriptive statistics (person count, minimum, maximum, mean, standard deviation) of the data acquired in the study are calculated. Subsequently the data analysis regarding the problems of the research is conducted. In the analysis of the data in the research, on the unrelated measurements towards the organizational commitment levels of the trainers according to their demographic properties, t – test and one way variance analysis (One Way ANOVA) were calculated. For determining whether the sub dimensions of the organizational commitment of the trainers show difference according to the age variable MANOVA is calculated. In order for the relations between the organizational commitment level and its sub dimensions Pearson correlation coefficient is calculated. The results were discussed over tables. Before calculation the review of assumptions was conducted. It is tested that all the data sets show normal distribution, the variances are homogenous in the multiple comparisons and there is no multiple connection problem.

of the trainers participated in the research is determined to be high level (4.00 over 5). The scores regarding job enthusiasm of the trainers change between 4.00 to 20.00. The mean score of the job enthusiasm is determined as 16.56 ( $\pm 2.81$ ). In other words the job enthusiasm of the trainers is determined to be high level (4.14 over 5). It is determined that the organizational commitment score of the trainers change between 20.00 to 57.00. The mean of the organizational commitment scores is calculated as 45.85 ( $\pm 6.14$ ). The organizational commitment levels of the trainers whose views are gather in the scope of the research is determined to be high level (3.82 over 5).

### 2. Does the organizational commitment sub dimensions of the trainers show a significant difference according to their demographic properties (ages)?

In order for determining whether the organizational commitment sub dimensions of the trainers show a significant difference according to their ages multiple analysis of variance (MANOVA) is calculated. In the calculated MANOVA result Wilks' Lambda value is determined to be significant ( $\lambda=0.932$ ;  $F_{(3,330)}=2,577$ ;  $p<.05$ ). After determining that age has a significant explanatoriness over the organizational commitment sub dimensions the analysis was continued. The results are given in Table 3.

Table 2. Descriptive statistics

Scale	Sub Dimension	Item Count	N	Minimum	Maximum	$\bar{X}$	SS
Organizational commitment	Organizational identity unity	4	330	4.00	20.00	14.20	3.20
	Loyalty	4	330	8.00	20.00	15.99	2.68
	Job enthusiasm	4	330	4.00	20.00	16.56	2.81
	Total	12	330	20.00	57.00	45.85	6.14

Table 3. MANOVA results calculated related to the mean scores of organizational commitment sub scales according to the ages of the trainers

Source of Variance	Dependent variables	Sum of squares	Sd	Mean of Squares	F	p
Age	Organizational identity unity	150.798	3	50.266	5.094	.002
	Loyalty	38.148	3	12.716	1.779	.151
	Job enthusiasm	51.893	3	17.298	2.214	.086
Error	Organizational identity unity	3216.599	326	9.867		
	Loyalty	2330.825	326	7.150		
	Job enthusiasm	2547.513	326	7.814		
Total	Organizational identity unity	69937.000	330			
	Loyalty	86753.000	330			
	Job enthusiasm	93070.000	330			

## FINDINGS

In this section the findings regarding the sub problems of the research are given.

**1. On what level are the organizational commitments of the trainers?:** In order for the determination of the organizational commitment levels of the trainers working in the provinces whose views are gather in the scope of the research, descriptive statistics are calculated and results are given in Table 2. When the information on Table2 is reviewed the organizational identity unity scores of the trainers changes between 4.00 to 20.00. The mean of the of the organizational identity unity scores is determined as 14.20 ( $\pm 3.20$ ). In other words the organizational identity unity of the trainers is determined to be high level (3.55 over 5). The loyalty related to the workplace scores of the trainers change between 8.00 to 20.00 and the mean is calculated as 15.99 ( $\pm 2,68$ ). The loyalty

As seen in Table 3, the ages of the trainers do not have a significant explanatoriness over loyalty ( $F_{(3,330)}=1,779$ ;  $p>0,05$ ) and job enthusiasm ( $F_{(3,330)}=2,214$ ;  $p>0,05$ ) dimensions, whereas it is determined that age has a significant explanatoriness over the organizational identity unity ( $F_{(3,330)}=5,094$ ;  $p<0,05$ ). For determining between which groups the difference is multiple comparison LSD test is calculated. It is determined that the trainers over 46 ( $15.17\pm 0.39$ ) has a higher organizational identity unity compared to the trainers of ages 19-25 ( $12.50\pm 0.67$ ) and 26-35 ( $13.83\pm 0.27$ ).

### 4. Does the organizational commitment levels (total scores) of the trainers show a significant difference according to their demographic properties (gender, marital status)?

The results of the t- test on unrelated measurement calculated in order for determination of whether the organizational commitment levels of the trainers show a significant difference according to their gender are shown in Table 4.

**Table 4. Result of t test on unrelated measurements of the organizational commitment levels of the trainers calculated according to their genders**

Scale	Gender	N	$\bar{X}$	SS	t	p
Organizational Commitment	Female	122	45.85	6.58	0.005	0.996
	Male	208	45.86	5.88		

When the data on Table 4 is reviewed it can be seen that the organizational commitment levels of the trainers does not show a significant difference according to their genders ( $t_{(328)}=0,005$ ;  $p>0,05$ ). It is determined that the organizational commitment levels of Female ( $45.85\pm 6.58$ ) and male ( $45.86\pm 5.88$ ) trainers are similar. The results of the t- test on unrelated measurement calculated in order for determination of whether the organizational commitment levels of the trainers show a significant difference according to their marital status are shown in Table 5.

**Table 5. Result of t test on unrelated measurements of the organizational commitment levels of the trainers calculated according to their marital status**

Scale	Marital Status	N	$\bar{X}$	SS	t	p
Organizational Commitment	Married	96	45.95	5.62	0.177	0.860
	Single	234	45.82	6.35		

When the data on Table 5 is reviewed it can be seen that the organizational commitment levels of the trainers does not show a significant difference according to their marital status ( $t_{(328)}=0,177$ ;  $p>0,05$ ). It is determined that the organizational commitment levels of married ( $45.95\pm 5.62$ ) and single ( $45.82\pm 6.35$ ) trainers are similar.

**Table 6. Relations between the organizational commitments of the trainers**

Variables	Values	Organizational identity Unity	Loyalty	Job Enthusiasm	Organizational Commitment
Organizational identity Unity	r	1	.576**	.514**	.796**
	p		.000	.000	.000
	N	330	330	330	330
Loyalty	r	.576**	1	.575**	.702**
	p	.000		.000	.000
	N	330	330	330	330
Job Enthusiasm	r	.514**	.575**	1	.853**
	p	.000	.000		.000
	N	330	330	330	330
Organizational Commitment	r	.796**	.702**	.853**	1
	p	.000	.000	.000	
	N	330	330	330	330

$p<0.01$ \*\*;  $p<0.05$ \*

### 5. What level of relations are there between the organizational commitments of the trainers?

In order for the determination of the relations between the organizational commitments of the trainers who participated in the research and work in the provinces, Pearson correlation coefficient is calculated. The results are shown in Table 6. When the information on Table 6 is reviewed, while looking at the relations between organizational commitment sub dimensions of the trainers we see that there are positive directional and mid level relations between organizational identity unite and loyalty ( $r=0.576$ ;  $p<0.01$ ) and job enthusiasm ( $r=0.514$ ;  $p<0.01$ ). Also between loyalty and job enthusiasm it is seen that there is a positive directional and mid level relation ( $r=0.575$ ;  $p<0.01$ ).

It is determined that there are positive directional and high level relations between the organizational commitments of the trainers and the job enthusiasm ( $r=0.853$ ;  $p<0.01$ ), organizational identity unity ( $r=0.796$ ;  $p<0.01$ ) and loyalty ( $r=0.702$ ;  $p<0.01$ ) levels.

## DISCUSSION

In the light of the data gathered in the research, according to the average results related to the general and sub dimensions of the organizational commitment scale of the trainers working in the provincial organization of the Sports General Directorate, we can say that the organizational commitment properties of the trainers are in general at high levels ( $\bar{X}=3.82$ ). When the mean scores related to the sub dimensions are examined, it is seen that "Job Enthusiasm" ( $\bar{X}=4.14$ ) sub dimension takes the first place, "Loyalty" ( $\bar{X}=4.00$ ) sub dimension and "Organizational identity unity" ( $\bar{X}=3.55$ ) sub dimensions are following later on (Table 1). With this determined result, it can be said that the trainers working in the provincial organization of SGD present the behaviors indicating organizational commitment at high levels, meaning they have adopted the aims and values of the organization and they willing to be in effort for staying in the job and for their duties. The organizational commitment bares many positive results both for the organization and the employee. Leading of these results can be seen as the employees desire to stay within the organization. The organizational commitment has effects of increasing job satisfaction and decreasing absence of the employee (Valentine *et al.*, 2002). Du to this effect the organizational commitment is an providing that the interest of

the organization are accepted and the workers are struggling for these interests thus contributes to the organization (Çap, 2016). In the related literature Arslan and Önce (2014), in their study on the employees of the local administrations, had found that the emotional commitment dimension that describes the desire for the employee to continue being a part of the organization is higher than the other dimensions and stated that the personnel works in the organization not due to necessity but willingly. As the result of the multiple direction variance analysis made related to the age variable of the trainers, the organizational identity unity sub dimension is defined to a significant explanatory, in the comparison conducted between groups it is seen that the trainers with age 46 and over have higher organizational identity unity sub dimension score compared to the trainers in the age ranges of 19-25 and 26-35.

In short, as the age increases it can be said that the organizational identity unity behaviors are increasing and the sense of belonging to the organization is improving. This condition can be due to trainers growing a habit towards the organization as they age and see themselves as a part of the organization and establish an emotional bond. In fact, the identification of the individual with the organization is his/her participation in the organization and feeling an emotional bond between him/her and the organization. In this type of commitment, as the individual sees him/herself as a part of the organization, the organization carries a great importance and meaning from him/her. Thus the individuals continue their membership in the organization and feel content from this (Allen and Meyer 1990). When the literature is reviewed there are studies present parallel with the research results; for example in the study Yaşar (2015) conducted regarding the football trainers, it is seen that as the age range increases the organizational commitments are increasing. Similarly in the study of Ağca and Ertan (2008) it is stated that the organizational commitments of older employees are higher.

According to the analysis result conducted regarding the gender variable of the participants, no significant difference between the organizational commitments of the male and female trainers is detected. In other words the organizational commitments of male and female trainers show similarities. When the related literature is reviewed, as similar to the result of the research, it can be stated that the gender variable is not a factor over the organizational commitment (Arslan and Önce, 2013; Beltekin, 2015; Köşker, 2016). In the unrelated measurements calculated related to the marital status of the trainers participated in the study, it is seen that the organizational commitment levels do not show a significant difference, meaning that the organizational commitment levels of the married and single trainers are in equal levels. This result determined shows similarities with the literature (Soyer *et al.*, 2010; Karadağ *et al.*, 2013; Parasız *et al.*, 2016). When the correlation results between the sub dimensions of the organizational commitment of the trainers is looked at; between the organizational identity unity sub dimension and loyalty as well as job enthusiasm, between loyalty sub dimension and job enthusiasm a positive directional and mid level relation is determined, whereas between the total of the organizational commitment and organizational identity unity, loyalty and job enthusiasm sub dimension levels a positive directional and high level relation is detected. These correlation results in significant levels, show that as the level of the behaviors indicating the organizational identity unity, loyalty and job enthusiasm of the trainers increase, their organizational commitments also increase highly.

In the related literature, in the research Erol (1998) conducted on employees, similarly, it is seen that as the levels of the organizational identity unity, loyalty and job enthusiasm sub dimension levels increase the level of the organizational commitment is also increased. Based on this knowledge, it is seen that, the job enthusiasm being in the first place, the organizational commitment levels of the trainers working in the provincial organization of the Sports General Directorate are at high levels and as they age the organizational identity unity perceptions increase. Thus the institutional administrators that want to keep the organizational commitment of the employees high should conduct in service activities that shall motivate the employees for working longer in the institution.

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