

RESEARCH ARTICLE

The Effect of Quality of Life on Job Performance and Job Satisfaction of Sports Club Employees: Evidence from Ankara Province

Güven DERE^{1*} 

¹Istanbul Rumeli University, Faculty of Sports Sciences, Department of Sports Management, İstanbul / Turkey

*Corresponding author: guven.dere@rumeli.edu.tr

Abstract

Human, the most valuable capital of organizations, is the most effective success factor in achieving the set goals. The fact that the general quality of life is positive for the individual is a critical factor that is stated to have a relationship with the organizational variables that affect the productivity of the employee. In this study, the compatibility of quality of life with job satisfaction and job performance, which are thought to be related to this phenomenon (by creating a study model), was tested with the data obtained from sports center employees. The population of the research is the individuals working in sports clubs in Ankara province. The data were collected by online survey method and 423 employees participated in the survey. The collected data were analyzed in the SPSS 27.0 statistical program. Frequency, percentage, mean, and standard deviation values were used to make descriptive statistics of demographic factors and scale scores. Skewness and kurtosis values were analyzed to determine the normality distribution of the scales. Pearson correlation analysis and multiple linear regression analysis were used to test the hypotheses. A moderate, positive linear relationship between quality of life and job performance level ($r=.436$, $p=.000$) and a moderate, positive linear relationship between quality of life and job satisfaction ($r=.344$, $p=.000$) were found. As a result of the research, the two hypotheses were found to be compatible with the literature and it was stated that the model was compatible with the data.

Keywords

Quality of Life, Job Satisfaction, Job Performance, Sports Club Employees

INTRODUCTION

The concept of sport, which is seen as an important component of everyday life, has made a difference due to its support for mental and physical health, its contribution to the self-confidence and socialization of the individual, and its effects on solidarity in society. For this reason, it has been deemed worthy of research by academics. In the research conducted in this field, findings on the positive effects of sport on mental health as well as its contribution to physical health have continued. One of the remarkable ones of these studies is the studies on "subjective well-being", which has an important place in general

quality of life. Subjective well-being is an individual's being positive and happy in his/her own world.

The fact that development is continuous and that its multifaceted characteristics occur in a dynamic process makes it difficult to define the concept of quality of life. It is stated that the concept of quality of life, which has a general definition as the "well-being of the individual", is open to psychological, sociological, cultural, and economic effects. Quality of life, which can be completed as happiness and satisfaction with life, can also be expressed as understanding the individual's own situation in line with the dominant values and culture of the society (Ulukan & Esenkaya, 2020: 186). Quality of life is defined

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¹ORCID: 0000-0002-6506-7674

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as the way people perceive their situation within the whole of the culture and value judgments they live in, in connection with their goals, expectations, standards, and interests (WHOQOL Group, 1995: 1403 as cited in Vapur and Yavuz, 2022). The individual's awareness and subjective evaluation of his/her health in the environment in which he/she lives (Zorba, 2008; Zorba & Saygın, 2009) is another expression regarding the definition of quality of life. According to the World Health Organization, "Quality of Life" is the individual's perception of his/her life position in terms of the culture and values of the society in which he/she lives, depending on the goals, hopes, standards, interests and lines he/she wants to realize (WHO, 1996-3). In other words, this concept is defined as the subjective perception of the health status of the individual in the environment in which he/she lives and communicates. Rather than being a concept that can be quantitatively measured by various methods, it is a phenomenon that is subjectively evaluated and not directly linked to expensive tastes. The main purpose is to determine the satisfaction of individuals with their physical, social, and psychological functions and the extent to which the presence or absence of the features they need in this regard disturbs them (Zorba and Yermakhanov, 2022: 446).

According to Aristotle, the most desirable life is a good life. In other words, it is the discovery of a good life, for example, the best (not necessarily the morally best) or the most most valuable. This most desirable and most valuable life includes concepts such as good, happy, virtuous, satisfying, prosperous, social and political structure and their integrations (Osterfeld, 1994:19). Sports were also included in the study due to their positive effects on subjective well-being and thus quality of life.

The job that an individual has in order to meet his/her needs and to continue his/her life as he/she desires creates economic, psychological, and social opportunities and has an important place in the lives of individuals in this context (Dere, 2022:44). The effort and cognitive efforts of the individual in order to continue his/her life by increasing his/her opportunities are social and economic activities aimed at increasing his/her welfare. When the subject is considered from this aspect, it is possible to see the social and psychological aspects of Job life. While the

obligation to be in a relationship with others in the social environment of the ongoing work or the desire for this relationship is evaluated in the social sense, respecting other employees in the same environment and being satisfied with the work of the individual tells the psychological aspect of the issue. In addition to the material gains that will meet the needs of the job, there are also psychological gains such as being satisfied by being happy with the work done, feeling the pleasure of achievement, and being appreciated by others (Köroğlu, 2011). Work has an important place in an individual's life. The level of job satisfaction is also considered to have an important effect on the individual.

According to the Turkish Language Institution, "to be satisfied" means "to be gratified, to be relieved, to be satiated by achieving something desired" (TDK, 2023). Satisfaction is felt when the goal and target are achieved. Satisfaction is the feeling of happiness as a result of obtaining needs (Halsey, 1988: 884). As can be understood from the definition, satisfaction is completely subjective and related to the individual's perception. Job satisfaction is defined as the satisfaction that occurs when an individual meets the characteristics that he/she expects from a job and has the qualities that he/she attaches importance to (Fisher, 2001). In simple terms, it is the happiness that an individual feels from his/her job (Vieira, 2005). In general terms, job satisfaction can be defined as the state of being satisfied with factors such as wages, conditions, promotion and advancement opportunities, and human relations. As can be understood from the definition, individual and organizational factors affect job satisfaction.

The perceived quality of working life is a concept that reflects how individuals feel in their working environment and is a subject that is frequently addressed today and attracts the attention of researchers. On the basis of this idea, it is seen that it is aimed to consider the organization as a whole during the design of the job, to consider the tasks by taking into account the human and technological elements, and to increase the quality of work life in the organization with the organizational climate change to be established (Özyurda, 1994). All expectations related to increasing the quality of life in the working environment are considered within the scope of quality of work life (Turunç et al., 2010:80). When

employees perceive the quality of work life as high, their motivation may increase and in parallel, job satisfaction may increase (Lawler, 1975). In this context, it is stated that increasing the quality of work life plays an important role in attracting and retaining qualified labor (May, Lau, & Johnson, 1999). According to Davies, Levine, and Taylor (1984), quality of work life encompasses all expectations to improve the quality of life of organizational members in the work environment (Turunç et al., 2010:80). Therefore, it is seen that practices aimed at increasing the quality of work life in organizations have an important place in attracting and retaining qualified workforce (May, Lau, & Johnson, 1999). In the studies conducted on the subject, it is evaluated that there is a positive effect between quality of work life and job satisfaction.

Job satisfaction is seen as an individual's subjective evaluation of job conditions, wages, and job security (Çekmecelioğlu, 2005). In the research, the relationship between job satisfaction and different organizational variables has been determined. In a study on the subject, the factors affecting job satisfaction were categorized under six main headings: the job itself, the salary received, opportunities for advancement, management style, workgroup, and working conditions (Arnold & Feldman, 1986). In a study in which 224 faculty members working at a university participated and the relationship between quality of work life and organizational variables was investigated; it was stated that quality of work life positively and significantly affected the job satisfaction of the employees, and this result was parallel to the results of Fields and Thacker (1992) and Kawai and Wyatt (2007) (Turunç et al., 2010). The results obtained supported that the quality of work life has a positive and significant effect on employees' job satisfaction and revealed that results parallel to the results of Fields and Thacker (1992) and Kawai and Wyatt (2007) studies were obtained (Turunç et al., 2010:90).

"Performance, whose dictionary meaning is 'achievement'" (TDK, 2023), refers to the value that an individual provides to an organization within a certain period of time (Motowidlo et al., 2003). It can also be associated with the concept of productivity, which is associated with input and output processes (Williams, 2002:93). Inputs such as intelligence and education of the individual

should be considered as the elements that constitute the outputs of the individual's performance. It can also be defined as the level of doing the job or the behavior of the employee in accordance with predetermined conditions (Bingöl, 2003:273). Increasing the productivity of employees by organizing their work environment is important in terms of increasing their performance levels. In addition, an individual's feeling of burnout due to tension and stress can have a diminishing effect on performance and productivity. Therefore, it is necessary to prevent excessive workload and psychological negativities (Dilekçi & Bişgin, 2022:194).

The effort that employees have to show in return for the wages they receive is referred to as job performance (Rousseau & Mc Lean, 1993). In another study on the subject, job performance is defined as "the level of efficiency related to the results of the employee's behaviors related to his/her job compared to his/her peers" (Begenirbaş & Çalışkan, 2014).

Individuals' subjective well-being is in interaction with their environment. An important part of this environment is work life and its conditions, which constitute a large part of daily life. Therefore, quality of work life is an important factor affecting overall quality of life. The effect of quality of work life on the job performance of employees has been extensively studied by researchers. In one study, the relationship between quality of work life and other work-related variables was examined and it was found that there was a significant relationship between organizational commitment, motivation, attitude towards work and mental health and job performance (Aketch, Odera, Chepkuto, & Okaka, 2012). In another study, it was stated that quality of work life positively affects job performance and the satisfaction of employees with high quality of work life is effective on customer loyalty and commitment (Lau, 2000).

In the field of organizational psychology, studies examining the relationship between job satisfaction and job performance have been considered particularly valuable and have been called the "Holy Grail" by industrial psychologists (Landy, 1989). Although most of the researchers interested in this field thought that the studies were qualitatively and quantitatively inadequate, Judge and his team stated that there have been recent developments that will revitalize the discussions

on this issue and that they find it important to examine these studies (Judge et al., 2001).

Hawthorne studies constitute the beginning of workplace behavior and productivity research (Luthans, 2011: 6). In the study conducted by Brayfield and Crockett, the relationship between job satisfaction and job performance was examined together with other behavioral inputs (absenteeism, turnover, and accidents, etc.) and as a result, although no relationship between job performance and job satisfaction was found (Brayfield and Crockett, 1955), the publication based on a small number of studies was reported to be one of the most cited articles in this field until 1985 (Judge et al., 2001).

In a study examining 5 studies on the relationship between job satisfaction and job performance (Bagozzi, 1980; Siegel & Bowen, 1971; Sheridan & Slocum, 1975; Wannous, 1974; Prestwich, 1981), 4 studies concluded that job performance is effective on job satisfaction and 2 studies concluded that job satisfaction affects job performance (Judge et al., 2001). In another study on the interaction between job satisfaction and job performance of salespeople in the financial services sector, a positive relationship between job performance and job satisfaction was found (Oh, Rutherford, Park, 2014:113). Based on these results, it is possible to say that there is a positive relationship between job performance and job satisfaction.

In another study conducted in order to obtain a clear and holistic result for the relationship between job satisfaction and job performance, 113 articles were selected and analyzed with 123 independent data from 913 articles from four databases in English and Persian languages, and analyzed by applying the random-effects model based on the results, and as a result, a moderate, positive and significant relationship between job satisfaction and job performance was found (Katebi, HajiZadeh, Bordbar, Amir and Salehi, 2022). In the studies of Bozer and Yanık (2020), Akkoç et al. (2012), and Akburak et al. (2020), the same relationship was found to be positive and moderate. In light of these studies, it is possible to state that there is a positive relationship between job satisfaction and job performance.

A model was created within the framework of the research purpose. The relational survey method, which is among quantitative research

methods, was used in the model study. The model is shown in Figure 1.

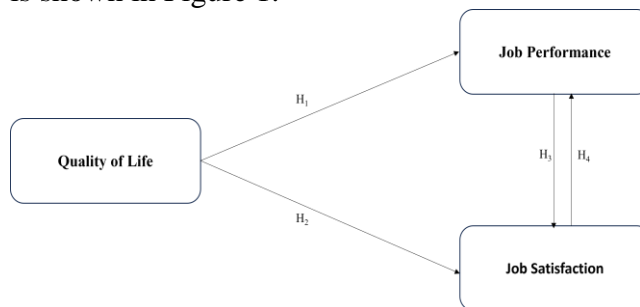


Figure 1. Research Model

H₁: Quality of life levels of sport center employees have a significant and positive effect on job performance.

H₂: Quality of life levels of sports center employees have a significant and positive effect on job satisfaction.

H₃: Job performance levels of sports center employees have a significant and positive effect on job satisfaction.

H₄: Job satisfaction levels of sports center employees have a significant and positive effect on job performance.

MATERIALS AND METHODS

Participants

The population of the study consists of individuals working in private sports centers in Ankara. As of 2022, there are 1466 sports clubs in Ankara (Ankara GSB, 2023). However, there is no exact number of employees working in private sports centers in the province. Therefore, in order to provide flexibility to the researchers, the level of " $\alpha=0.05$ " was determined for sampling errors, and the required sample sizes were calculated for different population sizes. As a result, the sample size was determined as " $n=384$ " (Çokluk, Şekercioğlu & Büyüköztürk, 2012: 130). In the sampling of the study, the convenience sampling method, one of the random sampling methods, was preferred. All participants gave their written informed consent and this study was conducted in accordance with the Declaration of Helsinki. Ethics approval permission was obtained.

Study Design and Data Collection

Data were collected using the questionnaire technique, which is among the quantitative data collection methods. Data were collected from 423 employees through an online survey form. Three of these data were excluded from the data set due to incomplete completion of the questionnaires.

The questionnaire consists of four parts: personal information form, individual quality of life scale, job performance scale, and job satisfaction scale. Personal Information Form was used in this study. In accordance with the purpose of the study, demographic information such as age, marital status, educational status, income, years of seniority, and working position were collected.

Individual Quality of Life Scale was used in this study which was developed by the International Wellbeing Group (2006) based on Gullone & Cummins' (1999) Comprehensive Quality of Life Scale, this 8-item scale focuses on different life areas with a 0-10 scale. The validity and reliability of the Turkish version were established by Şimşek (2011) with a 0.87 reliability coefficient. For the current study, the total internal reliability coefficient was 0.88, within the quite reliable Cronbach's alpha range per Altunışık et al. (2010). Job Performance Scale was used in this study which was developed by Kirkman and Rosen (1999) and adapted into Turkish by Çöl (2008). During the adaptation study, it was reported that the factor loadings of the 4 items ranged between 0.85 and 0.78. In addition, the Cronbach's alpha value of the Turkish version of the scale was calculated as 0.83. The

items are organized as a 5-point Likert type (1= Strongly Agree, 5= Strongly Disagree). The total internal reliability coefficient of the data obtained in this study was found to be 0.92. Job Satisfaction Scale was used in this study which was developed by Brayfield and Rothe (1951) and shortened by Judge, Locke, Durham, and Kluger (1998). The validity and reliability study of the Turkish version of the scale was conducted by Başol and Çömlekçi (2020). The scale has a structure consisting of 5 items and a single sub-dimension. The internal consistency of the scale was calculated as 0.929. The items are organized as a 5-point Likert type (1= Strongly Agree, 5= Strongly Disagree). The total internal reliability coefficient of the data obtained for this study was calculated as 0.89.

Statistical analyses

The collected data were analyzed using the SPSS 27.0 statistical program. Frequency, percentage, mean, and standard deviation values were used to make descriptive statistics of demographic factors and scale scores. Skewness and kurtosis values were analyzed to determine the normality distribution of the scales. Pearson correlation analysis and multiple linear regression analysis were used to test the hypotheses.

RESULTS

Table 1. Participant Profile

Variables	N	%	
Gender	Male	220	52.4
	Woman	200	47.6
Age	18-23	24	5.7
	24-29	245	58.3
	30-35	84	20.0
	36 and above	67	16.0
Marital Status	Married	194	46.2
	Single	226	53.8
Education Status	Associate degree	36	8.6
	License	232	55.2
	Postgraduate	152	36.2
Income Status	0-11.500 TL	191	45.5
	11.501-23.000 TL	123	29.3
	23.001-34.500 TL	69	16.4
	34.501 TL and above	37	8.8
Seniority Year	0-2	67	16.0
	3-4	193	46.0
	5-6	47	11.2
	7-8	24	5.7
	9 and above	89	21.2
Working Position	Employee	272	64.8
	Al Level Manager	32	7.6
	Mid-Level Manager	84	20.0
	Senior Manager	10	7.6

Of the employees participating in the study, 52.4% were male and 47.6% were female. When the age distribution is analyzed, it is seen that 5.7% are between the ages of 18-23, 58.3% are between the ages of 24-29, 20.0% are between the ages of 30-35 and 16.0% are 36 years and above. Regarding the marital status of the employees, 46.2% are married and 53.8% are single. In terms of education level, 8.6% have associate's degrees, 55.2% have bachelor's degrees and 36.2% have postgraduate degrees. In terms of the income

distribution, 45.5% of the employees earn 0-11,500 TL, 29.3% earn 11,500-23,000 TL, 16.4% earn 23,001-34,500 TL and 8.8% earn 34,501 TL and above. When the seniority of the employees is analyzed, it is seen that 16.0% of them have 0-2, 46.0% 3-4, 11.2% 5-6, 5.7% 7-8 and 21.2% 9 years or more. Regarding their working positions, 64.8% are employees, 7.6% are lower-level managers, 20.0% are middle-level managers and 7.6% are upper-level managers.

Table 2. Mean, Standard Deviation, and Normality Analyses of Quality of Life, Job Satisfaction, and Job Performance

Variables	N	\bar{x}	Ss	Skewness	kurtosis
Quality of Life	420	6.324	1.644	-0.571	-0.579
Job Satisfaction	420	3.581	0.815	-0.462	-0.020
Job Performance	420	4.154	0.570	-0.427	-0.407

The mean quality of life, job satisfaction, and job performance of the sports center employees were calculated as 6.324, 3.581, and 4.154, respectively. Skewness and kurtosis values are between ± 1.5 .

According to Tabachnick and Fidell (2013), skewness and kurtosis values between -1.5 and +1.5 indicate a largely normal distribution.

Table 3. Results of Pearson Correlation Analysis

Variables	N	R	P
Quality of Life Job Performance	420	0.436	.000
Quality of Life Job Satisfaction	420	0.344	.000
Job Performance Job Satisfaction	420	0.282	.000
Job Satisfaction Job Performance	420	0.297	.000

According to the results of the Pearson correlation test conducted to determine the relationship between quality of life and job performance levels of sports center employees, there is a moderate, positive linear relationship between quality of life and job performance level ($r=.436$, $p=.000$). In addition, according to the results of the Pearson correlation test conducted to determine the relationship between quality of life and job satisfaction, there is a moderate, positive linear relationship between quality of life and job satisfaction ($r=.344$, $p=.000$).

According to the results of the Pearson correlation test conducted to determine the relationship between job performance and job

satisfaction levels, there is a moderate, positive linear relationship between job performance and job satisfaction levels ($r=.282$, $p=.000$).

According to the results of the Pearson correlation test conducted to determine the relationship between job satisfaction and job performance levels, there is a moderate, positive linear relationship between job satisfaction and job performance level ($r=.297$, $p=.000$).

According to Pearson correlation analysis; 0-0.29 is a weak relationship, 0.30-0.64 is a moderate relationship, 0.65-0.84 is a strong relationship, and 0.85-1 is a very strong relationship (Ural & Kılıç, 2018).

Table 4: Results of Simple Linear Regression Analyses

Independent Variable	Dependent Variables	R	R ²	F	p	β	t	p
Quality of Life	Job Performance	.436	.190	98.174	.000	.436	9.908	.000
	Job Satisfaction	.344	.188	56.097	.000	.344	7.490	.000
Job Performance	Job Satisfaction	.282	.188	40.422	.000	.297	6.358	.000
Job Satisfaction	Job Performance	.297	.088	40.422	.000	.280	6.358	.000

Simple linear regression analysis was performed to predict job performance according to quality of life. Quality of life level was a predictor of job performance ($F(1, 418) = 98.174, p < .001$). Quality of life predicts 19 percent of the variance in job performance. When the quality of life of sports center employees increases by one unit, their job performance will increase by .436 units. According to this result, hypothesis H1 is accepted.

Simple linear regression analysis was performed to predict job satisfaction according to quality of life. Quality of life level is a predictor of job satisfaction ($F(1, 418) = 56.097, p < .001$). Quality of life predicts 19 percent of the variance in job satisfaction. When the quality of life of sports center employees increases by one unit, their job satisfaction will increase by .344 units. According to this result, hypothesis H2 is accepted.

Simple linear regression analysis was performed to predict job satisfaction according to job performance. Job performance is a predictor of job satisfaction ($F(1, 418) = 40.422, p < .001$). Job performance predicts 19 percent of the variance in job satisfaction. When the job performance of sports center employees increases by one unit, their job satisfaction will increase by .297 units. According to this result, hypothesis H3 is accepted.

Simple linear regression analysis was performed to predict job performance according to job satisfaction. Job satisfaction is a predictor of job performance ($F(1, 418) = 40.422, p < .001$). Job satisfaction predicts 9 percent of the variance in job performance. When job satisfaction of sports center employees increases by one unit, their job performance will increase by .280 units. According to this result, the H4 hypothesis is accepted.

DISCUSSION

Increasing organizational productivity is an issue that is frequently thought and researched. The content and number of research and studies on the human element, which is stated to be an important factor in increasing productivity, attracts attention. The effects of the quality of life of the human element, which is an effective factor in Jobs, on job satisfaction and performance, constitute the main subject of this study. While it is seen that the relationship between quality of work life and other organizational variables is included in the literature, studies on determining the relationship between general quality of life and organizational variables are mostly not found. Therefore, in this study, the relationship between quality of work life and other organizational variables was examined. In this framework, a model and hypotheses were created to test the relationship between individuals' quality of life and job satisfaction and performance and then tested with Pearson correlation analysis and simple linear regression analysis.

According to the results of the research, it was determined that there is a moderate and positive linear relationship between quality of life and job performance level ($r = 0.436, p = 0.000$). This indicates that the hypothesis "Quality of life levels of sports center employees have a significant and positive effect on job performance" is accepted. This result is in line with the findings of previous studies by Aketch, Odera, Chepkuto, and Okaka (2012) and Lau (2000). There was a moderate and positive linear relationship between quality of life and job satisfaction ($r = 0.344, p = 0.000$). This indicates that the hypothesis "Quality of life levels of sports center employees have a significant and positive effect on job satisfaction" is accepted. This result is consistent with the findings of Turunç et al. (2010), Fields and Thacker (1992), and Kawai and Wyatt (2007).

According to the results of the Pearson correlation test conducted to determine the relationship between job performance and job satisfaction levels, there is a moderate, positive linear relationship between job performance and job satisfaction level ($r=.282$, $p=.000$). This result, shows that the hypothesis "Job performance levels of sport center employees have a significant and positive effect on job satisfaction" is accepted, is in line with the findings of the studies conducted by Bagozzi, (1980), Siegel and Bowen, (1971), Sheridan and Slocum, (1975), Wanous, (1974), Oh, Rutherford and Park, (2014), which concluded that job performance is effective on job satisfaction. According to the result of the Pearson correlation test conducted to determine the relationship between job satisfaction and job performance levels, there is a moderate, positive linear relationship between job satisfaction and job performance level ($r=.297$, $p=.000$). "Job satisfaction levels of sports center employees have a significant and positive effect on job performance." This result, which means that the hypothesis is accepted, is consistent with the results obtained in the studies conducted by Katebi, HajiZadeh, Bordbar, Amir, and Salehi, (2022), Bozer and Yanık (2020), Akkoç et al. (2012) and Akburak et al. (2020).

Although the results have been obtained, this study has limitations. The most important limitation is that the sample group consists only of employees of sports centers in Istanbul. Therefore, it is thought that it may be useful to conduct similar studies with different sample groups and different organizational variables in order to generalize the findings obtained.

Conflict of interest

No conflict of interest is declared by the authors. In addition, no financial support was received.

Ethics Committee

Istanbul Rumeli University Ethics Commission approved that the research was ethically appropriate with the decision taken at the meeting dated 23.08.2023 and numbered 2023/08.

Author Contributions

Planned by the author: Study Design, Data, Collection, Statistical Analysis, Data Interpretation, Manuscript Preparation, Literature Search. The author has read and agreed to the published version of the manuscript.

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