The Effect Of Organızatıonal Culture Levels Perceıved By Sports Facılıty Employees In Local And Prıvate Sectors On Job Satısfactıon

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Abstract

The purpose of this research is to determine the organizational culture perceptions and job satisfaction levels of sports facility employees in different sectors, to compare them in terms of demographic variables and to determine the relationship between them. 303 people working in private sports enterprises and sports facilities belonging to local governments on the Anatolian side of Istanbul participated in the study, which was a relational screening model. As data collection tools, the Job Satisfaction Scale developed by Spector (1985) and adapted into Turkish by Meydan and Basım (2010) and the Organizational Culture Scale developed by Ogbonna & Haris (2000) and adapted into Turkish by Karadeniz (2010) were used. Frequency and percentage distributions, t-test for paired groups, OneWay-ANOVA analyzes for multiple groups and Pearson Correlation analysis were used as statistical methods in evaluating the research data. In cases where the variances were not homogeneous, the Kruskal Wallis test was calculated. As a result, it was determined that the competitive and innovative culture sub-dimensions, in which the participants had a high level of organizational culture perception, were more evident. It was determined that job satisfaction levels were at medium level. As a result of the correlation analysis, a moderate positive relationship was found between organizational culture and job satisfaction. The highest relationship between job satisfaction and organizational culture sub-dimensions is in the competitive culture sub-dimension. When the findings obtained from the research were examined in terms of demographic variables, the organizational culture of the participants who were married, were in a managerial position, had low years of service, worked in the local sector, and had 3 workplaces was found to be high. According to the scores obtained on the job satisfaction scale, it is seen that the participants who are married, in a managerial position and in their local sector are higher.

Keywords: Sport, Sport sciences, Sport Management

Introduction

It is argued that job satisfaction may be the result of a behavioral approach, reflecting the individual's orientation towards attractive outcomes. This refers to the way individuals understand the degree to which positive and negative outcomes to be achieved or avoided in the future are attractive (Kroupis et al., 2019; Schmidt, 2007). Job satisfaction refers to a collection of attitudes that employees have about their jobs (Mokoena and Dhurup, 2019; Bowden, 2002).

Job satisfaction remains the most common topic examined relative to work. They are treated as both independent and dependent variables. Job satisfaction, an independent variable, is seen as the cause of other phenomena such as productivity and motivation (O'Malley, 2004). It is also a subject of wide interest for both people working in organizations and people studying them. It is one of the most frequently studied topics in organizational research. It is a central variable in the research and theory of organizational phenomena, from job design to control. Indeed, thousands of job satisfaction studies can be found in journals of organizational behavior and related fields (Spector, 1997; Abos et al., 2019).

Job satisfaction is generally related to taking part in the organization, being related to colleagues, customers, managers, attachment, motivation, tendency to slow down the work, taking over the work, etc. It is related to workplace attitudes such as These attitudes are important for creating the "atmosphere" in a workplace and jointly contributing to the formation of worker satisfaction and performance. Therefore, the overall level of job satisfaction in a given work environment can be considered a "social" variable, which in turn affects job satisfaction at the individual level (Tümen and Zeydanli, 2016). In addition, it shows that intense emotional experiences in the work environment shape employees' work-related attitudes (Kafetsios and Zampetakis, 2008). Overall satisfaction can be thought of as the average of a worker's degree of satisfaction with all aspects of the job (Bowden, 2002).

Management of sports facilities has become a profession that can be carried out full-time in local and private businesses. In this respect, for contemporary facility managers (sports managers, teachers, coaches, physical fitness program managers) to manage sports facilities and make all decisions regarding the provision of services that increase the ability of the organization or program to create and develop and raise all standards regarding the execution of physical education, recreation and sports programs. and it means leading in all these matters (Sunay, 2009).

As an economic unit, whether the business is in the private sector or the local sector; Whether single or multi-owner, individual or capital company; Whether it operates in a capitalist or socialist economic order, it has to provide a net income to the entrepreneur or the state above its expenditure on production factor (Marín-Farrona et al., 2021). There may be deviations from the main principle regarding what the level of this net income (profit) will be - especially in local businesses. But profitability and efficiency are still the basic principles. Essentially, the "purpose" or "objective" plays an important role in distinguishing social purpose charities, foundations, state organization (which, in broad terms, is the largest business) and various state organizations from the business model we will focus on (Mucuk, 2008).

Participation in physical activity provides both health and social benefits. Therefore, the importance of sports facilities that allow physical activity for the welfare of the society cannot be denied. Especially in developed countries such as Germany, efforts are made to have a

significant impact on the sports culture of the society through sports facilities. In order for sports facilities to be used effectively, employees must be specialized in their field, have a high sense of satisfaction with their job, and have a positive culture within the institution.

Management must create an environment where employees can increase their job satisfaction and have a pool of leaders who can sustain and benefit the organization through successful business results (Edgar et al., 2017) and develop trust in the organization. Organizational trust becomes the drive to integrate new employees, manage them effectively, and inspire the business to perform at its best. It is claimed that trust increases organizational performance, team performance and productivity, and has an effect on strengthening organizational commitment, justice and organizational citizenship behavior. Moreover, it is an essential component in increasing employees' job satisfaction (Ha and Lee, 2022).

The subject of this research is to examine whether there is a difference between the job satisfaction levels of local and private sector employees in sports facilities that are becoming widespread today. Although there are studies in the field of job satisfaction today, there are very few scientific studies in the field of physical education and sports. For this reason, it is thought that this study may serve as a resource for those who will conduct research on this subject in the future.

Material and Method

Population and Sample

The study population of this research consists of sports facility employees working in local government and private sports facilities on the Anatolian side of Istanbul. The sample of the study consists of 303 sports facility employees determined by random method. Demographic information are gender, age, marital status, educatinal status, sector in work and job position.

Analysis of Data

Quantitative research method was used in the research. A normality test was performed in our study. Within the scope of the research, it was determined that the kurtosis and skewness coefficients of the scores obtained from the scales varied between ±1. In other words, it was determined that the scores obtained from the scale showed a normal distribution.

Data Collection Tool

The data of this research were collected with the Personal Information Form, Job Satisfaction Scale and Organizational Culture Scale. General information about data collection tools is given under headings.

An informed consent form was used in the study. According to the consent form, the participant was asked to fill out the forms by hand in approximately 20 minutes. In addition, their approval was obtained by stating that the data would be used for academic studies and that participation in the study was voluntary.

Personal Information Form: A personal information form has been prepared to determine the gender, age, marital status, educational status of sports facility employees, the type of workplace they work in and their positions in the workplace.

Job Satisfaction Scale: In this study, the Job Satisfaction Scale developed by Spector (1985) and adapted into Turkish by Meydan (2010) was used to determine the level of job satisfaction of employees. The original form of the scale includes 36 items rated on a 6-point Likert type. Meydan (2010) adapted the scale again and, as a result of the factor analysis performed during the adaptation process, decided that 10 items should be removed from the scale. In this regard, the job satisfaction scale, which has 26 items in its final form, was also rated on a 6-point Likert type. The unidimensional structure of the scale was tested with confirmatory factor analysis. Model data fit values calculated as a result of confirmatory factor analysis ($X2/df=2.02$; RMSEA= 0.071; CFI=0.96; IFI=0.96; GFI=0.93) indicate that the scale items are collected in a single dimension. In order to determine the reliability of the scale, the Cronbach alpha reliability coefficient was calculated and found to be 0.91. In this context, it has been determined that the job satisfaction scale provides valid and reliable results (Meydan, 2010). Meydan (2010) determined the job satisfaction level of teachers in his research. Since the job satisfaction scale was applied to sports facility employees in this study, it was first tested whether the sports facility employees participating in the research gave reliable answers to the scale items. In this regard, the Cronbach's alpha coefficient was calculated in line with the answers given to the scale items by the 303 sports facility employees who participated in the research and was found to be 0.705. Kalaycı (2009) states that depending on the alpha (α) coefficient, the reliability of the scale can be interpreted as follows:

* If $0.00 \leq \alpha < 0.40$, the scale is unreliable.

* If $0.40 \leq \alpha < 0.60$, the scale reliability is low.

* If $0.60 \leq \alpha < 0.80$, the scale is highly reliable.

* If $0.80 \leq \alpha < 1.00$, the scale is highly reliable.

It was determined that the sports facility employees who participated in the research gave reliable answers to the job satisfaction scale items (Kalaycı, 2009).

Organizational Culture Scale: Within the scope of this study, the Organizational Culture Scale developed by Ogbonna and Haris (2000) and adapted into Turkish by Karadeniz (2010) was used to determine the organizational cultures of sports facility employees. The scale includes a total of 16 items rated on a 5-point Likert type. The items are collected in four dimensions in total. The dimensions included in the scale are as follows:

Karadeniz (2010) calculated explanatory factor analysis within the scope of the validity of the scale and determined that the items in the scale explained 71.5% of the total variance. It was determined that the factor load values of the items varied between 0.644 and 0.819. In the reliability study of the scale, the Cronbach alpha (α) coefficient was calculated as 0.90 for the entire scale. On the basis of sub-dimensions, the Cronbach alpha coefficient is 0.85 in innovative culture; 0.75 in competitive culture; 0.78 in bureaucratic culture; It was calculated as 0.87 in community culture. The organizational culture scale was found to be valid and reliable (Karadeniz, 2010). Cronbach's alpha coefficient was calculated in order to determine the reliability of the answers given by 303 sports facility employees, whose opinions were taken in this research, to the items in the organizational culture scale. The coefficient is 0.749

for innovative culture; 0.652 for competitive culture; It was calculated as 0.691 for bureaucratic culture and 0.634 for community culture. The Cronbach alpha reliability coefficient calculated for the entire scale was found to be 0.839. It was determined that sports facility employees responded reliably to the scale items.

Findings

Table 1. Distribution of employees participating in the research according to their demographic characteristics

	Categories	*f*	%
Gender	Female	136	44,9
	Male	167	55,1
Marital status	Married	140	46,2
	Single	163	53,8
Age	20 years and under	26	8,6
	21-35 age	222	73,3
	36 years and above	55	18,2
Educational Status	Primary school-secondary school	24	7,9
	High school	67	22,1
	Associate Degree	22	7,3
	Bachelor degree	168	55,4
	Master	22	7,3
Sector in which he/she works	Local Sector	132	43,6
	Private sector	171	56,4
Job position	Manager	30	9,9
	Trainer	130	42,9
	Front Office Staff	87	28,7
	Service staff	56	18,5
Toplam		303	100,0

Looking at Table.1, it can be seen that the frequency distributions are examined according to the demographic characteristics of sports facility employees. When the distribution of youth leaders by gender is examined, it is seen that there are 136 (44.9%) women and 167 (55.1%) men. When the distribution of sports facility employees according to their marital status is examined, 140 (46.2%) are married and 163 (53.8%) are single. When we look at the distribution of sports facility employees according to their age levels, there are 26 (8.6%) employees who are "20 and under", 222 (73.3%) employees who are "21-35" and "36 and over". There are 55 (18.2%) employees at the age level.

Job satisfaction scale and organizational culture scale were applied to the sports facility employees participating in the research. Descriptive statistics calculated based on the participants' answers to the scale items are shown below.

It was determined whether the job satisfaction and organizational culture of the employees participating in the research showed a significant change according to their gender, age, marital status, educational status, the type of sector they work in, the workplace of the

institution they work for, years of service, position in the workplace, and welfare level. According to the job satisfaction scale of the study's findings; There is a significant difference according to the demographic information of marital status, institution and position. According to the findings of the organizational culture variable; It has been determined that there is a significant difference according to the variables of marital status, institution, position, number of workplaces and years of service. Information about these findings is given below.

Table 2. Descriptive statistics calculated to determine the job satisfaction and organizational culture levels of sports facility employees

Ölçek	Number of items	N	Minimum	Maximum	$\bar{X}$	SS
Job satisfaction	26	303	60	142	100	14,5
Organization culture	16	303	31	80	55,1	10,3

When the information in Table 4.1 was examined, it was determined that the job satisfaction scores of sports facility employees varied between 60.00 and 142.00. The average job satisfaction score of the employees participating in the research was calculated as 100.07±14.55. The calculated average value shows that the job satisfaction of the sports facility employees participating in the research is generally at an average level. It is seen that organizational culture scores vary between 31.00 and 80.00. The average organizational culture scores of the employees participating in the research were calculated as 55.12±10.34. The calculated average value shows that the organizational culture of sports facility employees is above the average value. In other words, the organizational culture of the sports facility employees whose opinions were taken within the scope of the research is above average.

Table 3. T-test results of sports facility employees' job satisfaction scale and organizational culture scale on unrelated measurements calculated according to marital status

Scale	Marital status	N	$\bar{X}$	SS	p
Organization culture	Married	140	57,5	10,1	0,000*
	Single	163	53,0	10,0	
Innovative Culture Sub-Dimension	Married	140	14,5	3,4	0,002*
	Single	163	13,2	3,5	
Competitive Culture Sub-Dimension	Married	140	13,8	3,6	0,001*
	Single	163	12,4	3,2	
Bureaucratic Culture Sub-Dimension	Married	140	15,0	3,1	0,004*
	Single	163	14,0	3,2	
Job Satisfaction Scale	Married	140	103,1	15,2	
	Single	163	97,4	13,4	0,001*

p<0,05*

When the information in Table 3 was examined, it was determined that there was a significant difference in the job satisfaction scale and organizational culture and the sub-dimensions of organizational culture, namely innovative culture, competitive culture and bureaucratic culture, according to the marital status of sports facility employees (p < 0.05).

Table 4. T-test results on unrelated measurements of sports facility employees' organizational culture and job satisfaction calculated according to the characteristics of the institution they work for

Scale	Sector	N	X̄	SS	p
Organization culture	Private	132	52,7	10,7	0,000*
	Local	171	56,9	9,66	
Innovative Culture Sub-Dimension	Private	132	13,1	3,49	0,003*
	Local	171	14,3	3,55	
Competitive Culture Sub-Dimension	Private	132	12,4	3,42	0,005*
	Local	171	13,5	3,47	
Bureaucratic Culture Sub-Dimension	Private	132	13,7	3,21	0,000*
	Local	171	15,0	3,09	
Community Culture	Private	132	13,3	3,80	0,194
	Local	171	13,9	3,06	
Job satisfaction	Private	132	96,6	13,3	
	Local	171	102,7	14,8	3,662

p<0,05*

When the information in Table 4 was examined, it was determined that sports facility employees showed a significant difference in the job satisfaction scale and organizational culture, and the sub-dimensions of organizational culture, namely innovative culture, competitive culture and bureaucratic culture, depending on the characteristics of the institution (p <0.05).

Table 5. Descriptive statistics calculated regarding organizational culture and job satisfaction of sports facility employees based on their positions

Scale	Job Position	N	Min	Max	X̄	SS	p
Organization culture	Manager	30	38,0	75,0	60,0	9,76	0,024*
	Trainer	130	32,0	75,0	54,7	9,63	
	Front Office Staff	87	31,0	74,0	53,4	10,5	
	Service staff	56	34,0	80,0	55,9	11,2	
Innovative Culture Sub-Dimension	Manager	30	10,0	20,0	15,8	3,34	0,009*
	Trainer	130	5,00	19,0	13,4	3,41	
	Front Office Staff	87	5,00	20,0	13,7	3,52	
	Service staff	56	5,00	20,0	13,8	3,82	
Competitive Culture Sub-Dimension	Manager	30	10,0	19,0	14,7	3,19	0,022*
	Trainer	130	4,00	20,0	12,8	3,53	
	Front Office Staff	87	4,00	19,0	12,6	3,47	
Job Satisfaction Scale	Manager	30	78,0	134	108,2	15,7	0,004*
	Trainer	130	66,0	138	98,9	14,4	
	Front Office Staff	87	60,0	142	100,8	14,1	
	Service staff	56	62,0	129	97,0	13,5	

p<0,05*

When the information in Table 5 was examined, it was determined that sports facility employees showed a significant difference in the job satisfaction scale and organizational culture, and the innovative culture and competitive culture sub-dimensions of the organizational culture sub-dimensions, depending on the position they work in (p < 0.05).

Table 6. Descriptive statistics calculated regarding organizational cultures of sports facility employees based on the number of workplaces they work in

Scale	What is the	N	Min	Max	X̄	SS	p

	institution you work for at your workplace?						
Organization culture	1.	44	35,0	74,0	54,3	9,89	0,024*
	2.	48	34,0	80,0	56,5	11,7	
	3.	66	32,0	80,0	57,2	10,6	
	4.	74	34,0	76,0	53,7	9,87	
	5th and above	71	31,0	73,0	54,0	9,65	

When the information in Table 5 was examined, it was determined that there was a significant difference in the organizational culture levels of sports facility employees depending on the number of institutions they worked for (p <0.05).

Table 6. Descriptive statistics calculated for organizational culture sub-dimensions based on years of service of sports facility employees

Scale	Years of service	N	Min	Max	$\bar{X}$	SS	p
Organization culture	less than 1 year	37	38,0	75,0	59,6	10,3	0,037*
	1-4 years	89	31,0	80,0	53,9	10,6	
	5-8 years	109	32,0	75,0	54,8	9,50	
	9 year ve above	68	33,0	80,0	54,6	10,7	
Innovative culture Sub-Dimension	less than 1 year	37	8,00	20,0	15,0	3,19	0,017*
	1-4 years	89	5,00	20,0	13,0	3,85	
	5-8 years	109	5,00	20,0	14,1	3,40	
	9 year ve above	68	8,00	20,0	13,7	3,46	

p<0,05

When the information in Table 6 was examined, it was determined that there was a significant difference in the organizational culture and innovative culture sub-dimensions of the sports facility employees according to their years of service (p < 0.05).

Table 7. Relationships between organizational culture sub-dimensions and job satisfaction of sports facility employees

Scale	Values	Innovative culture	Competitive culture	Bureaucratic culture	Community culture	Job satisfaction
Innovative culture	r	1	,383*	,346*	,409*	,301*
	p		,000	,000	,000	,000
	N	303	303	303	303	303
Competitive culture	r	,383*	1	,480*	,467*	,354*
	p	,000		,000	,000	,000
	N	303	303	303	303	303
Bureaucratic culture	r	,346*	,480*	1	,503*	,280*
	p	,000	,000		,000	,000
	N	303	303	303	303	303

Community culture	r	,409*	,467*	,503*	1	,248*
	p	,000	,000	,000		,000
	N	303	303	303	303	303
Job satisfaction	r	,301*	,354*	,280*	,248*	1
	p	,000	,000	,000	,000	
	N	303	303	303	303	303

Considering the information in Table 7, it was determined that there were positive and moderate relationships between the job satisfaction of sports facility employees and innovative culture (r=0.354; p<0.01) and competitive culture (r=0.301; p<0.01).

It was determined that there were positive and low-level relationships between bureaucratic culture (r=0.280; p<0.01) and community culture (r=0.248; p<0.01) and job satisfaction of the sports facility employees participating in the research.

Discussion and Conclusion

In this part of the study, which was conducted to determine the job satisfaction levels of personnel working in local governments and private sports enterprises and to determine their differences according to demographic variables, the data obtained from the scale used were interpreted and discussed on a literature basis.

Organizational culture is very important in achieving results in businesses (Cicea et al., 2022). Especially in order to achieve a corporate structure, importance should be given to organizational culture and academic studies should be carried out (Mingaleva et al., 2022). In addition, job satisfaction can provide a significant advantage on the road to success in environments where organizational culture is created (Lee et all., 2022).

Organization Culture

It appears that organizational culture is perceived at a high level by employees. Organizations can successfully overcome today's rapid change process, increase their effectiveness, and ensure employee loyalty to the business only by having a strong organizational culture. Organizational culture is the common values that hold organizational members together. Organizational culture regulates attitudes, behaviors and relations of information, values, norms collected in the memory of the organization, relations with the environment, activities, in other words, organizational life (Sevinç et al., 2001). Based on this information, the high level of organizational culture in the sports facilities included in the research can be considered as an important element in terms of organizational efficiency and performance.

In our study, the organizational culture of the sports facility employees participating in the research varies significantly depending on the institution they work for. When the results were examined, it was determined that people working locally had a higher level of organizational culture than people working in the private sector. Likewise, Yıldırım (2013) concluded in his

study that there is a significant difference in the local and private sectors. Karakışla (2012) did not find a statistical difference between the local and private sectors in his study.

When these results are examined, it is thought that situations such as the diversity of the service sector, manager attitudes, working conditions and sectoral differences affect the level of perception of organizational culture among employees.

It was determined that the organizational cultures of the sports facility employees participating in the research showed a significant change depending on the number of institutions they worked for. When the results are examined, the organizational culture of the employees whose current workplace is the first institution they work for; It was determined that the level of employment in the workplace was lower than that of people working in the second, third, fourth, fifth and subsequent workplaces. When the literature was scanned, no findings were found regarding the number of workplaces in which employees work. When the results are examined, it is thought that those who work in their first workplace are just starting their business life and try to adapt to business life in this process, causing the organizational culture to be lower than those working in their second and third workplace.

It has been determined that the organizational cultures of sports facility employees show a significant change according to their years of service. When the results are examined, the organizational cultures of employees with less than 1 year of service; It was found that this rate was higher than that of employees with 1-4 years of service, 5-8 years, 9 years and above. In parallel, Yıldırım (2013) and Köse (2014) found in their studies that organizational cultures show significant changes according to the years of service of employees. However, in his study, Sönmez (2006) concluded that teachers' perceptions did not differ according to their years of professional service. When these results are examined, a new person entering the organization makes an effort to include himself in the organization. Since this effort is a process of adapting to the organizational culture within the institution and showing that they belong to this institution, employees who have newly joined the organization may have a higher organizational culture than others during this process. In addition, it was determined that the innovative cultures of the participants showed a significant difference according to their years of service. As a result of the calculation, the innovative cultures of employees with 1-4 years of service; It was determined that the level of service was lower than that of employees with less than one year of service and 5-8 years. When the results are examined, the adaptation period of an employee starting a new job in a company can be difficult at first. As a result, it is thought that employees with 1-4 years of service who are better adapted to the business can follow the change better and are more open to innovations. In addition, it is thought that employees with 5-8 years of service have a less innovative culture within the company than employees with 1-4 years of service, as they do not have an adaptation period.

It is seen that the organizational cultures of the participants whose opinions were taken within the scope of the research show significant changes depending on the positions they work in. In his study, Köse (2014), which supports our study, concluded that there is a significant difference between the organizational culture and working position variable. However,

Karadeniz (2010) concluded in his study that there is no significant difference in organizational culture between managers, civil servants and technical personnel. These different results obtained according to the positions of the employees are thought to indicate that the employees who are more controlled by their managers in the organization have a lower organizational culture than the managers. On the other hand, it seems that the organizational culture is perceived equally among employees in businesses that are aware of their duties and responsibilities and require little supervision.

Job satisfaction

It was determined that the job satisfaction of the employees participating in the research did not differ significantly according to their gender. When the literature was reviewed, İşcan and Timuroğlu (2007) and Rosenfeld et al. (2004) concluded in their studies that there was no significant difference between gender in job satisfaction in organizations. However, Okpara et al. (2005) and Gumasing and Llo (2023), in their study, found that when the differences in job satisfaction levels were compared based on gender, women's job satisfaction levels were lower than men. In addition, İşcan and Sayın (2010) concluded in their study that female employees have higher job satisfaction regarding human relations than male employees. In light of these results, factors such as the perception that there is a performance difference between men and women despite doing the same job within businesses and giving more priority to one group may cause one party to be less satisfied with the work done by the other.

It was determined that the job satisfaction of the sports facility employees participating in the research did not show a significant change according to their age. When the literature was reviewed, Leppel et al. (2012) tried to understand the factors affecting the job satisfaction of the aging workforce and the importance of job training for older employees, and concluded that there was a significant difference between age and job satisfaction in their study. This is due to the aging population of some countries, and it can be said that studies conducted on the elderly population have provided them with positive discrimination, which has led to increased job satisfaction. However, since such a situation does not exist in our country, it is extremely normal that there is no significant relationship between age and job satisfaction. Yerlisu and Çelenk's (2008) study on job satisfaction supports both our study and this result.

According to the marital status of the employees participating in the research, it is seen that the job satisfaction of the employees varies significantly according to their marital status. When the results were examined, it was determined that married employees had higher levels of organizational culture and job satisfaction than single employees. In parallel with our study, Özaydın and Özdemir (2014) concluded in their study that the satisfaction level of married employees is higher than single employees. However, in their studies, Kargün (2011) and Leppel et al. (2012) did not find a statistically significant difference between the marital status of employees and their job satisfaction levels. In addition, according to Özaydın and Özdemir (2014), married employees and single employees; It is thought that the absence of a significant difference in terms of satisfaction is a consistent result since there are no factors that can be considered an advantage or disadvantage in terms of salary, title and other issues.

Okpara (2007) emphasizes that in order to increase employee satisfaction, family problems and their effects on employees' behavior should be understood. When the results are examined, the fact that single employees can change jobs more easily due to their lack of family responsibilities can be stated as a reason for the decrease in satisfaction level.

It has been determined that the job satisfaction of the employees of this sports facility does not show a significant change according to their education level. When a literature search was conducted, Çimen et al. (2012) concluded in their study of employees in private care centers that there was no significant difference in job satisfaction in educational status. Likewise, Leppel et al. (2012) and Villa and Garcia-Mora (2005) support this study in their studies. However, İşcan and Sayın (2010) concluded in their study that as the level of education increases, job satisfaction will increase. According to Incir (1990), one of the most important individual factors affecting job satisfaction is education. What is important here is to find a balance between factors such as knowledge, work values, aspiration levels, organizational expectations, and the environment and opportunities provided by the work. For example, it is known that in some jobs, employees with higher education are less satisfied than employees with secondary, high school and primary school education. However, our study shows that educational status does not have a significant change in job satisfaction. The reason for this is that in today's businesses, the expectations of employees are at the same level according to their education level, and as a result, it affects the job satisfaction of employees at the same level.

It shows that the job satisfaction of sports facility employees participating in the research varies significantly depending on the institution they work for. When the results were examined, it was determined that the job satisfaction of people working locally was higher than those working in the private sector. In his study, Yıldırım (2013) found a difference between organizational culture and employees in the local and private sectors and showed parallelism with our study. Villa and Garcia-Mora (2005) suggest that local sector workers are likely to be more satisfied with their jobs because they serve the local interest and their level of uncertainty in their jobs is reduced. However, in Karakışla's (2012) study titled "Job Satisfaction and Organizational Culture Perceptions of Nurses Working in the Local and Private Sector", it is seen that nurses working in the private sector have higher levels of organizational culture and job satisfaction than nurses working in the local sector. In another study, Leppel et al. (2012) found no significant difference in job satisfaction in the local and private sectors. When these results are examined, it is clearly seen that differences between sectors affect organizational culture and job satisfaction. These different results experienced between different sectors may cause differences in job satisfaction between sectors due to the diversity of working conditions, expectations and wishes of employees.

It is seen that the job satisfaction of the participants whose opinions were taken within the scope of the research varies significantly depending on the positions they work in. When the results are examined, people working as managers; It has been determined that their organizational culture and job satisfaction are at higher levels than those who work as coaches and front office employees. Likewise, İşcan and Sayın (2010) concluded in their study that

people in the management of the business have a higher level of job satisfaction perception compared to technical personnel. However, in the study conducted by Özdemir and Özaydın (2014), when the sub-dimensions and overall job satisfaction scale were examined, it was concluded that there was no significant difference in the job satisfaction of bank personnel according to the unit they worked in. The reason why the results differ is that people working at the managerial level embrace their jobs more and spread them throughout the organization, and since this feeling of satisfaction is the starting point, the job satisfaction of those working in managerial positions is expected to be higher. However, the perception level of job satisfaction does not differ in businesses where the manager does not interfere much with the employees and everyone is aware of their duties and responsibilities.

As a result, it is seen that the organizational culture and job satisfaction of the employees are above average. This result indicates that organizational culture and job satisfaction are important for the efficient operation of sports facilities in both public institutions and the private sector.

Conclusion And Recommendations

- ☐It is seen that the job satisfaction of sports facility employees participating in the research does not show a significant change according to the gender of the employees.

- ☐It was determined that the job satisfaction of the sports facility employees participating in the research did not differ significantly according to their age.

- ☐It was determined that the job satisfaction of the sports facility employees participating in the research showed a significant change according to their marital status.

- ☐It was determined that the organizational cultures did not show a significant change according to the education levels of the sports facility employees participating in the research.

- ☐It has been determined that the job satisfaction of sports facility employees participating in the research varies significantly depending on the institution they work for.

- ☐It has been determined that the job satisfaction of sports facility employees participating in the research varies significantly depending on the positions they work in.

Conducting this study in other provinces and regions will make significant contributions as geographical features may differ due to cultural differences. In addition, making the working hours of sports facility employees in the private sector more suitable and their wages more satisfactory will contribute positively to increasing job satisfaction.

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