Administrative empowerment and its relationship to job satisfaction for workers in sports clubs in the State of Palestine

The study aimed to identify the relationship of administrative empowerment with job satisfaction of a sample of workers in sports clubs in the State of Palestine, in addition to identifying the difference in administrative empowerment and job satisfaction according to the gender and administrative level variables. To achieve this, the researcher used a questionnaire of (administrative empowerment) and (job satisfaction) from the researcher’s numbers, as a tool for collecting data and information. The study sample consisted of (397) workers in sports clubs in the State of Palestine. The results of the study showed that the calculated ($C^2$) value is greater than the tabular value (9.49). For all statements related to the two questionnaires, where the calculated value of ($C^2$) ranged between (20.92: 266.11). Which shows a lack of agreement in the opinions of the study sample on all the statements, and as the results indicated that there is a positive statistically significant correlation at the level (0.01) between administrative empowerment and job satisfaction, and the responses of the study sample are similar in the questionnaire of job satisfaction and gender, as well as the administrative level of sports clubs in the research sample. The opinions of the research sample do not differ in the administrative empowerment questionnaire or the job satisfaction questionnaire, depending on the administrative level within the sports clubs of the research sample.

Keywords: Administrative Empowerment, job satisfaction.

INTRODUCTION

Management in the twenty-first century is more important than technology, as the human being is the basis of administrative work, and administrative work is punctuated by many situations that place the administrator in the face of different types of individuals, and complex types of problems that he must take a certain behavior or behavior towards.

Whereas the effects of this behavior are reflected in the performance of employees and their level of achievement, and thus on the ability of youth and sports bodies to achieve their goals (Ali, 2008).

The human element is the main resource on which organizations depend in successfully achieving their goals. The human mind and effort are primarily responsible for generating innovative ideas, developing them and bringing them into implementation in the form of production and services. Job satisfaction is one of the concepts that has a strong impact on the individual, the organization and society, so when the individual feels satisfied, this is reflected in a tool of currencyIt is performed successfully and is also reflected in aspects of his family and social life, so he feels happy and successful, and the organization whose employees are satisfied with their jobs enjoys stability and the ability to achieve high levels of
productivity and achieve the goals set, and a society whose members are satisfied with their jobs and other aspects of their lives is an advanced society, so the correct understanding of satisfaction Functionalism is essential to every interest of the individual, organization, and society (Gerson, 2006).

There are also many factors that contribute to affecting the job satisfaction of individuals in their jobs, including what is related to the individual himself such as (age, gender, length of service, degree of education, the importance of work) and some of them are related to the job such as (control over the job, the feeling of the individual) Achievement in the job, the extent to which the individual exploits his abilities, participation in decision-making, promotion time, wages and incentives, relations with others (n), including what is related to the organization such as (working hours, material working conditions, work methods and procedures, supervisory style) and finally, environmental factors External such as (satisfaction with life, society's view of the employee, belonging) (Ali, 2008). Forrester (2000) and Gobillot (2008) stated that the philosophy of managerial empowerment stems from the belief that the concept of an organization has become more than a group of individuals ready to undertake a mission, but rather a community that seeks to share the opportunities available to the organization to create added value for it.

Bennis (1995) also asserted that empowerment is giving workers the powers and responsibilities and giving them the freedom to perform the work in their own way without direct interference from management while providing all the resources and a suitable work environment and qualifying them technically and behaviorally to perform the work in their own way with absolute confidence in them. The results of the study (Senussi, 2018) confirmed that administrative empowerment can be applied in youth and sports directorates by developing a clear and specific strategy that can be followed to apply the concept of administrative empowerment to be circulated to all sports institutions.

Jamal (2007) means empowerment in the sports field to make workers in the sports field able to set goals for their work and the ability to make decisions and know scientific methods for solving problems in the sports field within the scope of their responsibilities and powers, and this is consistent with the results of Abdel Azim’s study (2007). She emphasized the existence of a high degree of empowerment for workers in youth and sports directorates in southern Upper Egypt, and the existence of a correlation between employees’ empowerment of motivation to accomplish work in sports institutions, and the study of Mahawi (2017) indicated that there is an impact of administrative empowerment on the level of functional creativity of Physical Education supervisors.

Al-Adili (1995) indicated that job satisfaction is the psychological feeling of contentment and satisfaction in satisfying the needs, desires and expectations with the work itself (the content of the work) and the work environment with confidence, loyalty and belonging to work with factors and with the relevant internal and external environmental influences, and Al-Sahaf (2003) emphasized that it is an ability The employee is able to adapt to the work conditions and environment surrounding him compared to what he owns and wishes to obtain it. Maher (2002) stated that there are those who see that the individual's tendency towards a currency. A person who feels satisfied with work carries positive trends towards work, while a person who is not satisfied with his currency carries trends Negativity towards work, and this was confirmed by the results Whisenant and Smucker (2009) and Kuo et al. (2008) study that empowerment is highly correlated with job satisfaction, and variables related to opportunities, resources, and informal authority had the largest effect on job satisfaction, proving that organizational empowerment is highly correlated with job satisfaction.

There have been many views on determining these factors, but most scholars agreed to limit them to three basic elements, which are the characteristics of the individual, the characteristics of the work environment and the nature of work, but the difference between them was in the formulation of those factors, an increase or decrease, as some see that job satisfaction is the result of the interaction of two elements, the characteristics of the individual and the environment, while others determine the factors affecting job satisfaction, which are three elements: the work environment, the content of the work, and the employee himself (Al-Omar, 1991). Characteristics of the individual and the environment.

The study of Zawish (2014) confirmed that job satisfaction through administrative empowerment in organizations is of great importance to both employees, the organization and society, and this importance is represented in helping the employee to adapt to the work environment and increase the level of ambition, help the employee to creativity, innovation and satisfaction with life, and works to create desire For those working in achievement and performance improvement, both recommended study From Hassan (2002); Okpara et al. (2005) and Jansen (2004) emphasized the necessity of strengthening the method of empowering workers within organizations in general and increasing its effectiveness, especially with regard to the process of employee participation in decision-making, and increasing studies and administrative research in enabling workers to reach the goals of organizations in an optimal manner, and by informing the researcher of recommendations Previous studies and his field contact with club workers in Palestine touched their need for empowerment, and from all of the above this study came to identify the relationship of empowering workers with job satisfaction within sports clubs in the State of Palestine.

**Research problem**

That there are many factors that contribute to affecting the
job satisfaction of individuals in their jobs, including what is related to the individual himself such as (age, gender, length of service, degree of education, importance of work) and some of them are related to the job such as (control over the job, the individual's sense of achievement) In the job, the extent of the individual's exploitation of his abilities, participation in decision-making, the time of promotion, pay and incentives, relations with others), including what is related to the organization such as (working hours, material work conditions, work methods and procedures, supervisory style) and finally factors related to the external environment Such as (life satisfaction, society's view of the employee, belonging) (Ali, 2008).

External customer satisfaction cannot be achieved without internal customer satisfaction (employees), which is the key to the organization towards achieving distinguished service, and one of the important factors that help to achieve employee satisfaction in making decisions, setting goals and policies, as well as evaluating performance (Chad, 1995).

If the ability is to know a person how to work, and if learning is to know what a person is doing, then empowerment is the power to carry out business and empower workers is an entry into modern management that will replace the traditional manager's monopoly on information and power. The empowerment philosophy is based on the manager's focus on subordinates and not the manager's focus on bodies Competition (Ali, 2009).

Empowerment is a mental and psychological state that takes many forms and is based on the formation of effective work teams called independent work groups. The content of empowerment is based on the idea of internal commitment and commitment means generating human energy and realizing the human mind. Empowerment is also linked to the element of mutual trust between superiors and subordinates (Al-Dossary, 2010).

Ali (2009) asserted that the empowerment of workers is important and necessary for the Public Authority for Youth and Sports, because it is a sports institution responsible for the various activities organized by federations and clubs and is also responsible for the comprehensive, integrated and balanced growth of the individual in light of the correct scientific method in managing activities. The latest and most important entry point for administrative reform in youth and sports bodies is the cry that is finally hesitating in the development of managerial thought after the 180-degree interest shifted from the model of control and orders to what is now called the possible organization.

Therefore, workers in sports clubs in the State of Palestine are in dire need of administrative organs with greater effectiveness, more efficiency and ability to lead youth and sports work, and these reasons necessitate the establishment of administrative development on a permanent and continuous basis to enable youth and sports workers to keep pace with civilized administrative thinking and enable them to advance their jobs and contribute. In the comprehensive development of the state.

And through the experience of the researcher (Dr. Omar Nasrallah Qeshta) as president of some clubs in Palestine and following the current sporting events related to the amendment and change of the legal legislation issued by the Palestinian Ministry of Sports and the extent of its impact on workers in sports clubs in the State of Palestine. Sports and this is what the Palestinian newspapers have indicated, and the spread of a group of phenomena such as the weak participation of workers in making decisions related to their jobs, where managers believe that the participation of workers in taking decisions and delegating authority to them will lead to them losing the influence and power they have in their jobs, and there is also a fear among subordinates of taking responsibility for making decisions without referring to their superiors for fear of mistakes and punishing them, due to the lack of information and the lack of clarity of lines of communication from senior management to Subordinates, as well as the appointment of employees in other than their professional specialization, which leads to a deficiency in the ability to complete the work and a failure in the employees' awareness of the extent to which their job is related to the general goal of the organization in which they work and also the spread. Favoritism and bureaucracy at work. Therefore, the researcher saw the importance of studying the relationship between administrative empowerment and job satisfaction for workers in sports clubs in the State of Palestine in light of the determinants of empowerment dimensions in the State of Palestine, and in light of what has been presented, the research problem can be formulated in an attempt to answer the following questions:

1. What are the most common paragraphs or expressions of job satisfaction and administrative empowerment among workers in sports clubs in the State of Palestine?
2. Is there a relationship between managerial empowerment and job satisfaction?
3. Is there a relationship between administrative empowerment and job satisfaction in demographic variables?
4. Are there differences between the research sample in administrative empowerment and job satisfaction according to (gender)?
5. Is there a discrepancy between the grades of the research sample in both administrative empowerment and job satisfaction according to (administrative level)?

**Research goal**

The objectives of the current study speak to identify the relationship of administrative empowerment with job satisfaction for employees of sports clubs in the State of Palestine, through the following sub-goals:

- 1.Discovery of the most paragraphs or expressions of job satisfaction and administrative empowerment among workers in sports clubs in the State of Palestine.
- 2.Discover the relationship between administrative empowerment and job satisfaction.
Table 1. A numerical and relative statement of the sample in question

<table>
<thead>
<tr>
<th>N Governorate</th>
<th>N. of clubs</th>
<th>N. of employees</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Rafah Governorate</td>
<td>6</td>
<td>48</td>
<td>12</td>
</tr>
<tr>
<td>2 Khan Yunis Governorate</td>
<td>15</td>
<td>92</td>
<td>23.1</td>
</tr>
<tr>
<td>3 Gaza Governorate</td>
<td>19</td>
<td>121</td>
<td>30.4</td>
</tr>
<tr>
<td>4 Central Governorate</td>
<td>6</td>
<td>55</td>
<td>13.8</td>
</tr>
<tr>
<td>5 North Governorate</td>
<td>7</td>
<td>81</td>
<td>20.4</td>
</tr>
<tr>
<td>Total</td>
<td>53</td>
<td>397</td>
<td>100</td>
</tr>
</tbody>
</table>

Discover the relationship of administrative empowerment and job satisfaction in demographic variables.

Determine the nature of the differences between the research sample in administrative empowerment and job satisfaction according to (gender)

Determining the discrepancy between the degrees of the research sample in both administrative empowerment and job satisfaction according to (administrative level).

Research hypotheses

1. There is no statistically significant relationship between administrative empowerment and job satisfaction.
2. There is no statistically significant relationship between the demographic variables of the sample and each of the administrative empowerment with his interlocutor, and the job satisfaction of his interlocutor.
3. There are no statistically significant differences between the mean scores of the research sample in administrative empowerment with its interlocutor, and job satisfaction with its interlocutor, according to (type)
4. There is no statistically significant difference between the degrees of the research sample in both administrative empowerment and job satisfaction, according to (administrative level).

The limits of the study

- Human borders: the study was applied to a sample of workers in Palestinian sports clubs.
- Spatial boundaries: field application was carried out in Palestinian sports clubs at all administrative levels.
- Time limits: The field application of the study tools took place in the period of time from (01-02-2019) to (03-31-201 2019).

METHODOLOGY

Curriculum used

In order to achieve the objectives of the study, the researcher used the descriptive method in its survey style, due to its relevance to the study objectives and its hypotheses. It is “the curriculum that studies a phenomenon, event or issue that currently exists from which information can be obtained that answers the research questions without the researcher’s intervention in it.” (Agha and Professor, 2012: 83).

research community

By a study community, we mean all individuals (or objects, or elements) who have one observable characteristic. (Abu Allam, 2007: 160).

The current study community is all workers in sports clubs at all administrative levels in the State of Palestine, and their total number is (450) workers in clubs, according to the statistics of the Palestinian Ministry of Sports.

The research sample

Third: the study sample:

Means a study sample: It is any subset of the community that has common characteristics. (Abu Allam, 2007: 162), and the study sample consisted of two parts, namely:

Sample Exploratory

The researcher applied the study tools on an exploratory sample consisting of (30) workers in the sports clubs from outside the original sample, and they were chosen by the random method, in the pre-application period on the original sample, in order to calculate the psychometric properties of the methods (the screening and the statistic). Appropriate for this, and in the period from (01/13/2019) to (01/28/2019).

The Actual Sample

The study tools were applied to all members of the original community for study, with the exception of the legal sample. The actual study sample consisted of (379) employees of Palestinian sports clubs at all administrative levels (Table 1).

Administrative empowerment and job satisfaction questionnaires prepared by researcher applied on the sample. Administrative empowerment questionnaire which included four axes: the ability of choice in the administrative empowerment, self - efficacy and efficiency in the administrative empowerment, the importance of working in the administrative empowerment, influence
in the decisions in the administrative empowerment.

Job satisfaction questionnaire, which included also four axes: general satisfaction with the nature of the work in the club, overall satisfaction with the pattern of supervision in the club, general satisfaction with promotion and wages inside the club, general satisfaction for colleagues and superiors in the work. In light of research concepts and terminology, and inside the framework of procedural concept and previous studies the responses is determined according to the five-scale estimate (strongly agree-agree- sometimes agree - disagree - strongly disagree) on a continuous scale (1 - 2 - 3 - 4 - 5) for the phrases. See Appendix (1). Appendix (2).

The researcher relied on the validity of the experts in order to determine the reliability of the items and domains of the administrative empowerment and the job satisfaction questionnaires, as some phrases were deleted, modified and added based on expert opinions.

To verify the appropriateness of the questionnaire expressions, the researcher applied the questionnaire to a survey sample of (30) from workers in sports clubs in the State of Palestine, appointed by the research. The researcher used the validity of the internal consistency to calculate the validity of the domains and items of the questionnaire by finding the correlation coefficient between the items and their domains. It was found that there was a statistically significant relationship at the level of significance (0.01), (0.05) between the administrative empowerment and job satisfaction questionnaires and their expressions. Also, the researcher used the Alpha Cronbach coefficient and the significance of the internal consistency and mid-division, to calculate the coefficient of reliability of the domains of the questionnaire. The reliability coefficient was calculated for the domains of the two questionnaires, where the half-fragmentation reliability coefficient (0.725) at Spearman Brown, (0.721) at Jet Man for the administrative empowerment questionnaire, and the half-resistance constant (0.968) at Spearman Brown, (0.967) at Jet Man for the job satisfaction questionnaire, and the coefficient of the internal consistency of each domains indicates the high coefficient of the two questionnaires.

**RESULTS**

The results of the first question, which states: What are the most paragraphs or expressions of job satisfaction and administrative empowerment among workers in sports clubs in the State of Palestine?

It is clear from Table (2), the descriptive results showed that the calculated value of (Ca2) is greater than the tabular (9.49), for all statements of the Administrative Empowerment Questionnaire, where the calculated value of (Ca2) ranged between (15.70: 189.20), which shows the lack of agreement in the opinions of the research sample in all the phrases, as well as the phrases of the job satisfaction

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**Table 2.** The value of Ka2 in the expressions of the administrative empowerment questionnaire and the job satisfaction questionnaire for workers in sports clubs in the State of Palestine

<table>
<thead>
<tr>
<th>Ca2</th>
<th>Phrase</th>
<th>Ca2</th>
<th>Phrase</th>
<th>Ca2</th>
<th>Ca2</th>
<th>Ca2</th>
<th>Phrase</th>
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<td>44</td>
<td>89.38</td>
<td>23</td>
<td>24</td>
<td>145.3</td>
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<tr>
<td>20.29</td>
<td>68</td>
<td>266.11</td>
<td>45</td>
<td>103.9</td>
<td>24</td>
<td>133.4</td>
<td>2</td>
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<td>266.11</td>
<td>69</td>
<td>118.32</td>
<td>46</td>
<td>111.09</td>
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<tr>
<td>118.32</td>
<td>70</td>
<td>150.74</td>
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<td>189.20</td>
<td>26</td>
<td>27</td>
<td>95.07</td>
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<td>150.74</td>
<td>71</td>
<td>432.71</td>
<td>48</td>
<td>104.42</td>
<td>28</td>
<td>29</td>
<td>62.1</td>
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<tr>
<td>72.33</td>
<td>72</td>
<td>315.44</td>
<td>49</td>
<td>77.44</td>
<td>28</td>
<td>30</td>
<td>41.60</td>
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<td>73</td>
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<td>50</td>
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<td>105.60</td>
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<td>46</td>
<td>13.86</td>
<td>47</td>
<td>47</td>
<td>23</td>
</tr>
</tbody>
</table>
questionnaire, where the calculated value of (Ka2) ranged between (20.29: 432.71), which shows the lack of agreement in the opinions of the research sample in all of the phrases.

The results of the second question, which states: Is there a statistically significant relationship between administrative empowerment and job satisfaction?

It is evident from Table (3) that there is a positive statistically significant correlation relationship at the level (0.01), between administrative empowerment with its axes and job satisfaction with its interlocutor, and the results of this study are in agreement with the study of (Al-Saeedi, 2011) in that administrative empowerment within institutions in general it works to increase employee loyalty and satisfaction, increase citizenship, and thus achieve better goals.

The researcher believes that there is a link between administrative empowerment in Palestinian sports clubs in terms of the ability to take appropriate decisions at the right time, and effectiveness and efficiency in completing the work necessary to achieve the goals prepared in advance, and to show the importance of work and focus on educating workers inside sports clubs, and how to influence decisions. And job satisfaction for employees in terms of satisfaction with the nature of work and how to be well licensed, and satisfaction with the supervisory pattern used in sports clubs, as well as satisfaction with wage and bonus scales. Thus, the first hypothesis of the research has been fully fulfilled.

The results of the third question, which states: Is there a statistically significant relationship between the demographic variables of the sample and each of the administrative empowerment in his interlocutors, and the job satisfaction of his interlocutors?

It is clear from Table (4), there is a statistically significant correlation relationship at the level of significance (0.01), between the job and gender satisfaction questionnaire, as well as the administrative level in sports clubs in the research sample, and there is a statistically significant correlation relationship at the level (0.05) between the axis of satisfaction with colleagues and superiors And gender, and this can be explained by the need to emphasize the informal organization within the work of Palestinian sports clubs and a course on achieving the desired goals, as well as general satisfaction with the nature of work, supervision, promotion, and wages in sports, and thus the second assumption of the research was partially fulfilled.

The results of the quarter question, which states: Are there statistically significant differences between the mean scores of the research sample in the administrative empowerment of its interlocutors, and the job satisfaction of its interlocutor, according to (type)?

It is evident from Table (5) that there are statistically significant differences at the level of significance (0.05) between the mean scores of the research sample in the axis of satisfaction with the nature of work in favor of males, the result of the current study agreed with the result of Abbas’s study (2017), which found that there is an administrative empowerment. The reflection of the work of the heads of sports activity departments, and the study (Ayoub, 2019),

### Table 3. Correlation coefficients between administrative empowerment with its hubs and job satisfaction with its hubs (n = 397)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Administrative empowerment</th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>The ability to choose</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>The Supervision Mode</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>the nature of work</td>
<td>0.570**</td>
<td>0.628**</td>
<td>0.807**</td>
<td>0.617**</td>
</tr>
<tr>
<td></td>
<td>the upgrade and the wages</td>
<td>0.542**</td>
<td>0.607**</td>
<td>0.688**</td>
<td>0.676**</td>
</tr>
<tr>
<td>my colleagues and superiors</td>
<td>0.464**</td>
<td>0.586**</td>
<td>0.625**</td>
<td>0.877**</td>
<td>0.749**</td>
</tr>
<tr>
<td>Total</td>
<td>0.577**</td>
<td>0.675**</td>
<td>0.801**</td>
<td>0.835**</td>
<td>0.860**</td>
</tr>
</tbody>
</table>

### Table 4. Correlation coefficients between managerial mastery with its axes and job satisfaction with its axes, and some variables of the demographic study (n = 397)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Gender</th>
<th>Administrative level</th>
<th></th>
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<td>Administrator empowerment</td>
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<tr>
<td>The ability to choose</td>
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<td>0.037</td>
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<td>0.032</td>
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<tr>
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<td></td>
<td>0.026</td>
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<td>0.090-</td>
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</tr>
<tr>
<td>Total</td>
<td>0.032-</td>
<td></td>
<td>0.011-</td>
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<tr>
<td>Job satisfaction</td>
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<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>the nature of work</td>
<td>0.066-</td>
<td></td>
<td>0.074-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the Supervision Mode</td>
<td>0.078-</td>
<td></td>
<td>0.083-</td>
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<td></td>
</tr>
<tr>
<td>the upgrade and the wages</td>
<td>0.006-</td>
<td></td>
<td>0.081-</td>
<td></td>
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</tr>
<tr>
<td>my colleagues and superiors</td>
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<td></td>
<td>0.070-</td>
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<tr>
<td>Total</td>
<td>0.220-*</td>
<td></td>
<td>0.498-**</td>
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</table>

(**) Sig at the level of 0.01  (*) Sig at the level of 0.05
Table (5) Differences between the averages of the degrees of research in administrative empowerment and job satisfaction according to gender (n = 397)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Gender</th>
<th>Mean</th>
<th>Std. deviation</th>
<th>Means Differences</th>
<th>(t) Value</th>
<th>Sig level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative empowerment</td>
<td>The ability to choose</td>
<td>Male (N= 213)</td>
<td>30.19</td>
<td>8.86</td>
<td>0.317</td>
<td>0.363</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Female (N= 138)</td>
<td>29.87</td>
<td>8.47</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>effectiveness and</td>
<td>Male (N= 213)</td>
<td>29.53</td>
<td>7.43</td>
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<td>The importance of</td>
<td>Male (N= 213)</td>
<td>31.03</td>
<td>8.26</td>
<td>0.086</td>
<td>0.108</td>
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<td></td>
<td>work</td>
<td>Female (N= 138)</td>
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<td>7.51</td>
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</tr>
<tr>
<td></td>
<td>Influence decisions</td>
<td>Male (N= 213)</td>
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<td>6.13</td>
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<td>1.825</td>
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<td></td>
<td></td>
<td>Female (N= 138)</td>
<td>21.95</td>
<td>6.19</td>
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<tr>
<td></td>
<td>Total</td>
<td>Male (N= 213)</td>
<td>1.13</td>
<td>25.43</td>
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<td></td>
<td>Female (N= 138)</td>
<td>1.12</td>
<td>24.90</td>
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<td>Job satisfaction</td>
<td>the nature of work</td>
<td>Male (N= 213)</td>
<td>34.12</td>
<td>8.87</td>
<td>1.175</td>
<td>1.269</td>
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<td>Female (N= 138)</td>
<td>32.95</td>
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<td>the Supervision Mode</td>
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<td>Female (N= 138)</td>
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</tr>
<tr>
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<td>the upgrade and the</td>
<td>Male (N= 213)</td>
<td>28.74</td>
<td>7.31</td>
<td>1.124</td>
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<tr>
<td></td>
<td>wages</td>
<td>Female (N= 138)</td>
<td>27.62</td>
<td>7.91</td>
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<td></td>
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<tr>
<td></td>
<td>my colleagues and</td>
<td>Male (N= 213)</td>
<td>24.62</td>
<td>6.26</td>
<td>1.064</td>
<td>1.658</td>
</tr>
<tr>
<td></td>
<td>superiors</td>
<td>Female (N= 138)</td>
<td>23.55</td>
<td>6.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>Male (N= 213)</td>
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<td>26.18</td>
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<td></td>
<td></td>
<td>Female (N= 138)</td>
<td>1.06</td>
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</table>

Table 6. Differences between the study sample in both administrative empowerment and job satisfaction according to the administrative level (n = 397)

<table>
<thead>
<tr>
<th>Variables</th>
<th>Contrast Source</th>
<th>Sum Of Square</th>
<th>Df</th>
<th>Mean S quare</th>
<th>(f) Value</th>
<th>Sig level</th>
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</thead>
<tbody>
<tr>
<td>Administrative empowerment</td>
<td>The ability to choose</td>
<td>Between Groups</td>
<td>137.82</td>
<td>29675.35</td>
<td>68.91</td>
<td>0.915</td>
</tr>
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<td></td>
<td></td>
<td>Within Groups</td>
<td>29813.18</td>
<td>294</td>
<td>75.31</td>
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<tr>
<td></td>
<td></td>
<td>Total</td>
<td>137.82</td>
<td>29675.35</td>
<td>68.91</td>
<td>0.915</td>
</tr>
<tr>
<td></td>
<td>effectiveness and</td>
<td>Between Groups</td>
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<td>15.25</td>
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<td></td>
<td>efficiency</td>
<td>Within Groups</td>
<td>22955.24</td>
<td>294</td>
<td>58.28</td>
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<td></td>
<td>The importance of</td>
<td>Between Groups</td>
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<td>2432.71</td>
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<td></td>
<td>work</td>
<td>Within Groups</td>
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<td>294</td>
<td>62.77</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Influence decisions</td>
<td>Between Groups</td>
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<td>14996.46</td>
<td>63.51</td>
<td>1.669</td>
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<td></td>
<td>Within Groups</td>
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<td>294</td>
<td>38.06</td>
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</tr>
<tr>
<td></td>
<td>Total</td>
<td>Between Groups</td>
<td>384.97</td>
<td>33393.83</td>
<td>192.49</td>
<td>1.303</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Within Groups</td>
<td>33586.42</td>
<td>294</td>
<td>636.11</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>Between Groups</td>
<td>384.97</td>
<td>33393.83</td>
<td>192.49</td>
<td>1.303</td>
</tr>
<tr>
<td>Job satisfaction</td>
<td>the nature of work</td>
<td>Between Groups</td>
<td>192.58</td>
<td>33393.83</td>
<td>96.29</td>
<td>1.136</td>
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<tr>
<td></td>
<td></td>
<td>Within Groups</td>
<td>33586.42</td>
<td>294</td>
<td>84.75</td>
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<tr>
<td></td>
<td>The Supervision Mode</td>
<td>Between Groups</td>
<td>47.19</td>
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<td></td>
<td>Within Groups</td>
<td>17087.52</td>
<td>294</td>
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<tr>
<td></td>
<td>The upgrade and the</td>
<td>Between Groups</td>
<td>295.27</td>
<td>22630.87</td>
<td>147.63</td>
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<td></td>
<td>wages</td>
<td>Within Groups</td>
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<td>294</td>
<td>57.43</td>
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<tr>
<td></td>
<td>my colleagues and</td>
<td>Between Groups</td>
<td>124.91</td>
<td>16028.27</td>
<td>62.45</td>
<td>1.535</td>
</tr>
<tr>
<td></td>
<td>superiors</td>
<td>Within Groups</td>
<td>16153.18</td>
<td>294</td>
<td>40.68</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>Between Groups</td>
<td>2247.41</td>
<td>287071.07</td>
<td>1123.70</td>
<td>1.542</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Within Groups</td>
<td>289318.49</td>
<td>294</td>
<td>728.60</td>
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</table>
which emphasized the existence of a relationship between empowering human resources and achieving the competitive advantage of sports clubs, and the study of Bikawy (2015), which showed the existence of job satisfaction and its relationship to the performance of managers of sports facilities

This is due to males adapting to the nature of business, activities and services within sports clubs and working to develop them more than females, and thus to increasing satisfaction with the nature of the work provided. Thus, the third hypothesis of the research has been partially fulfilled.

The results of the fifth question, which states: Is there a statistically significant discrepancy between the degrees of the research sample in both administrative empowerment and job satisfaction, according to (administrative level)?

It is clear from Table (6) that there is no discrepancy between the scores of the research sample in the administrative empowerment questionnaire and the job satisfaction questionnaire, depending on the administrative level within the sports clubs, and the research sample is due to the fact that the administrative empowerment and job satisfaction are not affected by the administrative level of the research sample, and this varies with The results of the study of Al-Qahtani (2019), in which it confirmed the existence of administrative empowerment mechanisms and its role in developing job satisfaction among employees of the General Authority for Sports, the study of shafts (2017) the effect of administrative empowerment on the career creativity of the supervisors of physical education, and the study of Maki (2009) where there is management by empowering workers Impact on job satisfaction in sports institutions.

Conclusions

1- The descriptive results showed that the calculated value of (Ca2) is greater than the tabular (9.49), for all the expressions of the two questionnaires, as the value of (Ca2) calculated ranged between (20.92: 266.11), which shows a lack of agreement in the opinions of the research sample in all of the phrases .

2- There is a positive statistically significant correlation at the level (0.01) between administrative empowerment in his interlocutor and job satisfaction with his interlocutor.

3- The responses of the research sample are similar between job satisfaction and gender questionnaire, as well as the administrative level of Palestinian sports clubs.

4- There are statistically significant differences at the level of significance (0.05) between the mean scores of the research sample due to gender in the axis of satisfaction with the nature of work in favor of males.

5- The opinions of the research sample in the administrative empowerment questionnaire and the job satisfaction questionnaire do not differ according to the administrative level within the Palestinian sports clubs.

Recommendations

Based on the findings of the research, and in light of the research hypotheses, the researcher provides these recommendations to sports clubs in the State of Palestine, namely:

1- The necessity of being able to choose in terms of administrative empowerment in Palestinian sports clubs through:

- Leave a space for freedom in making decisions and taking initiative in their actions among club workers.

- The necessity of dealing with problems that require immediate solutions.

- Emphasis on cooperation and coordination between colleagues and superiors at work within the club.

- The necessity for the work system to allow choosing the appropriate work method for the employees' capabilities.

2- Working to provide freedom of expression for the opinions of the employees inside the club, even if they are contrary to the decisions to be taken, by holding discussion and brainstorming sessions.

3- The necessity of forming a second class so that no defect occurs in the work in the event of his absence.

4- The necessity for workers to participate in developing special plans and goals within the club, by activating communication channels between employees and management.

Conflict of interests

The author declare that they have no conflict of interests.

REFERENCES


Al-Qahtani NH (2019): Mechanisms of Administrative Empowerment and its Role in Developing Job Satisfaction
Ayoub AHS (2019): Empowerment of human resources and their relationship to achieving competitive advantage for sports clubs, the scientific J. physical education and sports science, Helwan University. 87:1-29.
Chad Autry, Texas Christian University ... Exploring Patient Satisfaction in Service Encounter from the Perspective of Game ... 1995). Customers who partake in.
Appendices

Basic data form for the research sample

1. Name (optional):
2. The club:
3. Gender: () Male () Female.

Appendix 1 - Administrative Empowerment Form

The independent variable: the administrative empowerment of workers in Palestinian sports clubs

<table>
<thead>
<tr>
<th>M</th>
<th>Phrase</th>
<th>Strongly Disagree</th>
<th>not agree</th>
<th>neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>.The first axis: the ability to choose in the administrative empowerment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I have the freedom to make my decisions and take the initiative</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I have great control over the ways to do my job at the club</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>The best job that gives me the most powers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I collaborate and coordinate with my colleagues and superiors at work inside the club</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>I deal quickly with problems that require immediate solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>I have the authorities that allow me to deal with work problems within the club without referring to the management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>I do not prefer other people’s interference in my work tasks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>The work system allows me to choose the method of work that I see suitable for my abilities</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>I care for the work group that I work with be based on my desire</td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>The work system allows me to choose my work dates</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>I tend to take responsibility for my work within the club</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>.The second axis: self-effectiveness and efficiency in administrative empowerment</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>There are mutual discussions of information and technical opinion with the superiors on work problems and their solution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>Training programs help to develop my skills and abilities at work within the club</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>I find sufficient support from colleagues when I encounter some problems and have the competence to solve them</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>The information available to me makes me not find it difficult to carry out my work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>Working within the club allows me the freedom to express my opinions, even if they contravene the decisions that are to be taken</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>My performance is measured before and after I join the training programs provided by the club to see the extent of my improvement in my performance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>My superiors at the club provide ample opportunities to develop my professional skills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>When I make proposals that will develop and improve the work within the club, I find help from my superiors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## Appendix 1. Contn.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>I am interested in joining training programs because my job affects the careers of others in the club.</td>
</tr>
<tr>
<td>21</td>
<td>Increasing my experience working within the club helps to continuously improve my performance.</td>
</tr>
<tr>
<td>22</td>
<td>I have experience doing my job based on my abilities, skills and knowledge.</td>
</tr>
<tr>
<td></td>
<td>The third axis: the importance of work in administrative empowerment</td>
</tr>
<tr>
<td>23</td>
<td>The work I do affects other work within the club.</td>
</tr>
<tr>
<td>24</td>
<td>Malfunction occurs in the absence of it.</td>
</tr>
<tr>
<td>25</td>
<td>I get errors when I come back to work after vacation.</td>
</tr>
<tr>
<td>26</td>
<td>My work is very important to me.</td>
</tr>
<tr>
<td>27</td>
<td>The work I do takes many skills.</td>
</tr>
<tr>
<td>28</td>
<td>The nature of my work within the club is of great value and meaning to me.</td>
</tr>
<tr>
<td>29</td>
<td>Doing my loving job inside the club gives me a sense of importance.</td>
</tr>
<tr>
<td>30</td>
<td>The variety of skills required by the work I do make me feel myself.</td>
</tr>
<tr>
<td>31</td>
<td>My skills help me overcome my work problems and this increases my self-confidence.</td>
</tr>
<tr>
<td>32</td>
<td>The work I do helps the club achieve its overall goal.</td>
</tr>
<tr>
<td>33</td>
<td>The club management makes me feel important as a factor in it.</td>
</tr>
<tr>
<td>34</td>
<td>The tasks I perform are meaningful and valuable to me and others.</td>
</tr>
<tr>
<td></td>
<td>The fourth axis: influencing decisions in administrative empowerment</td>
</tr>
<tr>
<td>35</td>
<td>I have a great influence on the decisions made in the administration in which I work within the club.</td>
</tr>
<tr>
<td>36</td>
<td>The exchange of opinions and information between me and my colleagues is very easy.</td>
</tr>
<tr>
<td>37</td>
<td>I feel happy when I work with a group that can achieve its goals.</td>
</tr>
<tr>
<td>38</td>
<td>I participate in setting the plans and goals of my administration within the club.</td>
</tr>
<tr>
<td>39</td>
<td>There is confidence on the part of my bosses in my opinions before they make a decision.</td>
</tr>
<tr>
<td>40</td>
<td>I prefer to work with the group for its ability to influence decisions.</td>
</tr>
<tr>
<td>41</td>
<td>I realize that I am a participant and influential in making decisions within the club, especially those related to my work tasks.</td>
</tr>
<tr>
<td>42</td>
<td>My work within the club gives me a great deal of powers.</td>
</tr>
<tr>
<td>43</td>
<td>A big impact on what happens in my work inside the club.</td>
</tr>
</tbody>
</table>
### Appendix 2. Job Satisfaction Form

<table>
<thead>
<tr>
<th>M</th>
<th>Phrase</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>neutral</th>
<th>not agree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>44</td>
<td>I love my job at the club and I feel it is a source of happiness for me.</td>
<td></td>
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<tr>
<td>45</td>
<td>I think the working conditions and the working environment inside the club are appropriate and comfortable.</td>
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<tr>
<td>46</td>
<td>I feel job security, comfort and reassurance in my work at the club</td>
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<tr>
<td>47</td>
<td>I feel comfortable with the policies and administrative procedures followed within the club.</td>
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<tr>
<td>48</td>
<td>The decision-making style in my work in the club is satisfactory to me and that is why I am satisfied with it.</td>
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<tr>
<td>49</td>
<td>I feel that there is a match between my job requirements and my personal abilities.</td>
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<tr>
<td>50</td>
<td>The quality of the work I do inside the club is important and beneficial.</td>
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<tr>
<td>51</td>
<td>My work in the club is devoid of routine and gives an opportunity for creativity.</td>
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<tr>
<td>52</td>
<td>My boss at work inside the club is pressuring me until I put more effort into work.</td>
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<tr>
<td>53</td>
<td>My work in the club gives me the ability to innovate.</td>
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<tr>
<td>54</td>
<td>My work inside the club contributes to reaching the social position I desire</td>
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<tr>
<td>55</td>
<td>I feel satisfied with the materials and equipment I have at work</td>
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<tr>
<td>56</td>
<td>My family members appreciate my profession and work inside the club</td>
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<tr>
<td></td>
<td><strong>The second axis: general satisfaction with the style of supervision in the club.</strong></td>
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<tr>
<td>57</td>
<td>My direct boss inside the club has the ability to spot mistakes and fix them</td>
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<tr>
<td>58</td>
<td>My direct boss at the club gives me the opportunity to discuss work problems.</td>
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<tr>
<td>59</td>
<td>My boss is following me closely in the club to ensure better results</td>
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<td>60</td>
<td>My boss constantly focuses on guiding and leading me in a way that helps get the work done</td>
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<tr>
<td>61</td>
<td>My direct boss is distinguished by the cooperation with the subordinates</td>
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<tr>
<td>62</td>
<td>My boss keeps a close eye on the breaks so he's not wasting time</td>
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<tr>
<td>63</td>
<td>Within the club, my boss has the ability to guide colleagues</td>
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<tr>
<td>64</td>
<td>My boss establishes precise methods of control in order to ensure the completion of my work.</td>
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<tr>
<td>65</td>
<td>My direct boss inside the club gives me the opportunity to express my opinion on decisions</td>
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<td></td>
<td><strong>The third axis: general satisfaction with the promotion and wages within the club</strong></td>
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<tr>
<td>66</td>
<td>The club's promotion system is completely regular.</td>
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<tr>
<td>67</td>
<td>Working in the club provides excellent opportunities for training and development in preparation for promotion</td>
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<tr>
<td>68</td>
<td>There are great opportunities for promotion and advancement in the clubs</td>
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<tr>
<td>69</td>
<td>Promotion in a club depends on aptitude at work and on clear criteria</td>
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<td>70</td>
<td>The rewards and incentives I get are based on continuing to work past the official dates</td>
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<td>71</td>
<td>The reward they received was commensurate with the amount of work and effort I put into the club</td>
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<tr>
<td>72</td>
<td>My salary and bonuses cover the basic needs of my living and social conditions</td>
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<td>73</td>
<td>The club incentives and rewards system is rewarding and appropriate</td>
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<td>74</td>
<td>The salary and bonus I get from the club is proportional to my major and my abilities</td>
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<td>75</td>
<td>The salary that I get from working in the club is ill for me</td>
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<tr>
<td>76</td>
<td>They were paid an appropriate salary from the club compared to the salaries of other workers at the same level</td>
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<td></td>
<td><strong>The fourth axis: general satisfaction with my colleagues and bosses at work inside the club</strong></td>
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<tr>
<td>77</td>
<td>In the club there is a spirit of love and understanding between me and my co-workers</td>
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<tr>
<td>78</td>
<td>There is cooperation between me and my colleagues in getting our work done</td>
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<tr>
<td>79</td>
<td>I consider my club mates a reason to get the job done and be content with me</td>
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<td>80</td>
<td>Working relations with the club are excellent to a large extent</td>
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<td>81</td>
<td>My bosses at the club take into account my special circumstances</td>
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<tr>
<td>82</td>
<td>My bosses at the club make sure that I adhere to the rules and regulations</td>
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<td>83</td>
<td>My bosses at the club accept my suggestions for business development</td>
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<td>84</td>
<td>I feel respected and encouraged by my bosses inside the club</td>
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<td>85</td>
<td>The people I work with help each other if someone fails or goes through difficult circumstances</td>
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<td>86</td>
<td>The relationship between me and my bosses inside the club is based on friendliness and mutual respect</td>
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</table>