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## DETERMINATION OF THE FACTORS MOTIVATING THE WEIGHT LIFTERS PARTICIPATING IN TURKISH WEIGHT-LIFTING CHAMPIONSHIP AND THEIR ORGANIZATIONAL MOTIVATION LEVEL

### ABSTRACT

The aim of this study is to determine the factors motivating the weight lifters participating in a weight-lifting championship and their organizational motivation level. Survey method was used in the study and the data were obtained from the weight lifters participating in Inter-club weight lifting championship. The obtained data were analyzed through SPSS 10.0 program package. The study findings revealed that the frequencies of the motivational factors vary. According to gender variable, significant differences were found for the items 4, 6, 9, 10, 11, 12 and 14. For the weight lifters, spiritual incentives are as important as material incentives. Appreciation of their efforts, effective communication among the weight lifters, coaches, club managers, good friendships result in high motivation. On the other hand, biased attitudes of the managers, unjust waging practices, lack of facilities and equipment negatively affect the motivation.

**Key Words:** Motivation, Weight lifting, Sports, Organization, Gender

### TÜRKİYE HALTER ŞAMPİYONASINDAKİ HALTERCİLERİ MOTİVE EDEN FAKTÖRLER İLE ÖRGÜTSEL MOTİVASYON DÜZEYLERİNİN BELİRLENMESİ ÖZET

Bu araştırmada Kulüplerarası Türkiye Halter Şampiyonasına katılan ve de gelecekte ülkemizi milli takımlarda temsil ederek dünyaya tanıttacak erkek ve kadın haltercileri motive eden faktörler ile onların örgütsel motivasyon düzeylerinin ortaya çıkarılması hedeflenmiştir. Araştırmada Survey yöntemi kullanılmış olup, araştırma verileri Kasım 2008 tarihinde Muğla'da yapılan Kulüplerarası Türkiye Halter Şampiyonası'na katılan sporculardan elde edilmiştir. Elde edilen veriler, SPSS 10.0 paket programı kullanılarak analiz edilmiştir. Araştırma sonuçlarına göre, haltercileri motive eden faktörlerin sıklıkları değişiklik göstermekte olup, yığılma katılıyorrum seçeneğindedir. Cinsiyete göre 4, 6, 9, 10, 11, 12 ve 14. sorularda anlamlı bir farklılık bulunmuştur. Haltercilerde; motivasyonu sağlamak için manevi özendiricilerin maddi özendiriciler kadar önem arz etmekte olduğu; takdir edilme, yükselme olanaklarının açıklığı, yeterli ve adil ücret dağılımı, yönetici, antrenör, sporcu arasında bilgi akışının olması iyi arkadaşlıkların kurulmasının, yüksek bir motivasyonu sağladığı belirlenmiştir. Ayrıca yöneticilerin yanlılığı, ücret dengesizliği; saha, tesis, araç-gereç yetersizliği, kamp, lokal, konut, gibi cazip imkanların olmamasının motivasyonu olumsuz yönde etkilediği görülmektedir.

**Anahtar sözcükler:** Motivasyon, Halter, Spor, Örgüt, Cinsiyet

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## INTRODUCTION

The root of the word motivation "Moti" comes from the Latin word "Movere" (move). Motivation affects the behavioral patterns that can help the individual meet a need or achieve a goal. In the field of psychology, conscious or unconscious factors initiating, making understandable, elaborating, maintaining and directing a specific behavior are called motives. The process of a behavior's coming into being through the influences of the motives is called motivation (Köknel, 1983). Similarly, Turkish Language Board's Dictionary gives a definition of motivation "making willing, encouraging and leading to action" (Açıksöz, 2008).

According to Welterman (2005), motivation is a drive leading to initiation of the required behaviors to meet a need and this drive represents the internal factors leading an individual to action and external factors encouraging an individual to perform a specific behavior. (Açıksöz, 2008)

By its general definition, motivation is the drive leading an individual to a specific action (Bollers, 1975; Özbaydar, 1983). In general, motivation is a psychological structure encompassing wishes, desires, needs, drives and interests (Cüceloğlu, 1993). In other words, motivation can be described as what an individual does and why he/she does it (Gill, 1986). And, physical education teachers, coaches, leaders of exercise programs try to enhance the performance standards of the individuals participating sports activities, increase the frequency of desired behaviors, satisfaction level of the participants and the number of the occasions where success is experienced. In this respect, the individuals involved in the field of sport should attempt to improve the performance, guide the athlete to exhibit the desired behaviors and find the ways of increasing the participation in sport activities by understanding the rules of motivation in light of the proposed motivational theories (Mirzeoğlu & Aşçı, 2000). One of the most important motivational theories serving to this purpose is the "Achievement Motivation Theory". Proposed by Atkinson, this theory describes the motivation as the sum of all the attempts to be successful in all the activities involved either in the field of sports, academic life or all the parts of life (Gill, 1986). Achievement motivation theory explains the behavior as a result of the need for achieving the standards of perfection and evaluates the behavior in relation to others' performance (Howe, 1986).

According to Bursaloğlu, "Organizational motivation can be described as the unity of the influences leading an employer to maintaining his/her efforts (Bursaloğlu, 1994). It is very

natural for a person to be motivated in line with his/her personal goals, but his/her feeling motivated due to organizational goals is artificial (Başaran, 1991). Hence, it is of great importance to motivate athletes in their own fields. Without motivating the individual to contribute to the achievement of organizational goals, organizational objectives cannot be fulfilled at the desired level. People are recruited in organizations to serve for the realization of some certain goals. These goals can be related to manufacturing of goods or provision of services. They can be given some rewards in return for their efforts. In this way, they can be perpetually motivated in a specific direction (Erem, 2000).

According to Britt (2005), motivation is knowing what is important for a person to be motivated and then adopting an approach to meet the desires of the person. This approach will have important impacts on keeping the athlete highly motivated and consequences of his/her behaviors.

The importance of motivation in the field of sports is clearly accepted by everybody. In the field of sports, athletes' desires to be successful appear in the form of avoidance of the failure. People usually tend to relate their failures to external factors but their achievements to their own talents. Therefore, one of the most prominent features of sport is the inherent inclusion of competition in its nature. Although characteristics making champion athletes champion were investigated years ago (Crattiy, 1986; Singer, 1972), there is not enough information today about what the drives of successful athletes are and which drives create competition. And it seems to be difficult to explain competition based on the limited data available.

When people are recruited in an organization, they usually bring some certain needs with themselves having potential to affect the success of the organization. Some of these needs are physiologic and others are related to sociological values (Maslow, 1971). In this respect, athletes, coaches, training scientists, sports psychologists, and other people and organizations closely engaged in sports consistently make efforts to be successful in sport. Frequently, tournaments and competitions are organized for athletes to exhibit their performance. As sports have been seen as a means of propaganda, the importance attached to athletic competitions is increasing. Countries have been forming new policies and making big investments to make their athletes more successful and represent their countries better (Çam, 1990). But, today as

seen particularly in the countries which are highly developed in the field of sports, among the thousands of young people having similar physical abilities and training opportunities, only some can achieve high performance. That is, despite nearly equal abilities and opportunities, the success level may differ greatly. There are many reasons for this difference and motivation is one of the most important ones (Başer, 1985).

For an athlete to be successful in his/her branch, he/she should be well-motivated. The field of weight lifting is not an exception. As it is an individualistic sport, all the decisions are made by the athlete and there is no other person who can compensate the mistakes. That is, all responsibility is taken by the athlete.

According to Aydın, it is necessary for the workers to be motivated by their organizations to increase their success. This can be done through pay-increase, recognition, appreciation, and providing with access to limited resources (Aydın, 2000). Organizations in the 20<sup>th</sup> century emphasized the importance of motivation to get high efficiency from the workers. There are many studies carried out about this issue. The studies mostly revealed the following factors as the sources of motivation for the workers. Pay-rise, a secure future, promotion opportunities, good and healthy working conditions, opportunities to be recognized, having good relations with the superiors, being treated fairly by the supervisors, being appreciated by the supervisors, interest and help in their personal problems, developing sense of belongingness to the organization (Hopper, 1996; Morgan and Richard, 1980).

In light of the above-mentioned factors, the present study aims to reveal the factors motivating the male and female weightlifters participating in Turkish Inter-clubs Weightlifting championship and representing our country in the national weightlifting team and their organizational motivation levels.

## METHOD

The present study makes use of the survey method. The survey method is a method aiming to describe and explain what events, objects, entities, institutions, groups and different areas are.

### Study Group

The universe of the study consists of the weightlifters doing the sport actively under the roofs of the Turkish clubs. The sampling on the study consists of the weightlifters from 40 different clubs participating in Inter-clubs Weightlifting Championship held in Muğla on 7-8 November 2008. There are totally 172 participants in the sampling and 63 of them are female and 109 are male.

## Collection of data

In the present study, as data collection tool, a questionnaire form was developed based on the Job Satisfaction Scale for the Workers designed by Gülten İncir (1990) and the literature review. Then expert opinions were sought for items of the questionnaire. The piloting of the study was carried out among the education faculty students of Muğla University who are athletes actively participating in different branches. 100 athletes participated in the pilot study which was carried out through face-to-face questionnaire administration and the emerging problems at the end of the pilot study were eliminated with the help of experts and then the final form of the questionnaire was given. The Alpha Cronbach reliability coefficient of the questionnaire was found to be 0.8538.

## Data Analysis

In the analyses of the data, SPSS statistical program package was used. Frequencies, percentages and t-test results are presented in the tables and they are interpreted.

## FINDINGS

Among the weightlifters participating in Turkish Inter-club Weightlifting Championship, 111 (64.5%) are in the age group of 19 and under, 43 (25%) are in the age group of 20-23 years old, 12 (7%) are in 24-26 age group, 3 (1.7%) are in 27-30 age group and 3 (1.7%) are in the age group of 31 and over. As for their educational status, out of 172 weightlifters, 7 (4.1%) have post-graduate education, 46 (26.7%) are university graduates, 99 (57.6%) are high school graduates, 18 (10.5%) are secondary school graduates, 2 (1.2%) are primary school graduates. The highest majority of the weightlifters are high school graduates. Moreover, among the weightlifters, 110 (64%) have worked with 2 and fewer coaches, 41 (23.8%) with 3-5 coaches, 14 (8.1%) with 6-8 coaches, 4 (2.3%) with 9-11 coaches, and 3 (1.7%) with 12 and more. It is seen that majority of the weightlifters have worked with 2 and fewer coaches. When we look at the people encouraging them to take up weightlifting, we see that 70 (40.7%) of them stated that they were encouraged by their teachers, 40 (23.3%) by their family, 31 (18%) stated that they took the decision on their own, 23 (13.4%) by their friends, 8 (4.7%) by the people in their close circle. It is seen that the most important factor leading them to take up this sport is the teacher. And when we look at the people actively engaged in weightlifting in the close circles of the participants, we see that 110 (64%) of them stated that nobody in their close circles are engaged in weightlifting, 8 (4.7%) have their

fathers engaged, 3 (1.7%) have their mothers, 37 (21.5%) have their siblings, 14 (8.1%) have their relatives engaged in weightlifting. It is seen

that in the close circles of the participants, there are no people actively engaged in weightlifting.

**Table -1-** Motivational Frequency Of The Weightlifters Depending On Their Gender

	Variable and (N)	Strongly disagree N(%)	Disagree N(%)	Undecided N(%)	Agree N(%)	Strongly agree N(%)
1. In general, when not supervised by their coaches, athletes neglect their duties or do them badly.	M-109	17(15,6)	27(24,8)	20(18,3)	27(24,8)	18(16,5)
	W-63	12(19,0)	16(25,4)	12(19,0)	16(25,4)	7(11,1)
	T-172	29(16,9)	43 (25,0)	32(18,6)	43(25,0)	25(14,5)
2. Athletes attach more importance to material incentives that they do to spiritual incentives.	M-109	16(14,7)	32(29,4)	25(22,9)	20(18,3)	16(14,7)
	W-63	12(19,0)	14(22,2)	13(20,6)	14(22,2)	10(15,9)
	T-172	28(16,3)	46(26,7)	38(22,1)	34(19,8)	26(15,1)
3. Even if coaches want to give, athletes avoid taking responsibility.	M-109	19(17,4)	21(19,3)	24(22,0)	28(25,7)	17(15,6)
	W-63	9(14,3)	13(20,6)	21(33,3)	15(23,8)	5(7,9)
	T-172	28(16,3)	34(19,8)	45(26,2)	43(25,0)	22(12,8)
4. If the athletes favored by the managers are given some unjustified opportunities, the other athletes may feel demotivated.	M-109	8(7,3)	18(16,5)	27(24,8)	30(27,5)	26(23,9)
	W-63	14(22,2)	13(20,6)	14(22,2)	14(22,2)	8(12,7)
	T-172	22(12,8)	31(18,0)	41(23,8)	44(25,6)	34(19,8)
5. Appreciation of the work results in a sense of satisfaction on the part of the athlete.	M-109	8(7,3)	15(13,8)	20(18,3)	32(29,4)	34(31,2)
	W-63	7(11,1)	10(15,9)	11(17,5)	17(27,0)	18(28,6)
	T-172	15(8,7)	25(14,5)	31(18,0)	49(28,5)	52(30,2)
6. Athletes can self-control themselves without the supervision of the coach.	M-109	19(17,4)	27(24,8)	25(22,9)	31(28,4)	7(6,4)
	W-63	7(11,1)	12(19,0)	17(27,0)	13(20,6)	14(22,2)
	T-172	26(15,1)	39(22,7)	42(24,4)	44(25,6)	21(12,2)
7. What leads to uneasiness among the athletes is not the low wages but unfair waging practices.	M-109	9(8,3)	15(13,8)	24(22,0)	31(28,4)	30(27,5)
	W-63	6(9,5)	8(12,7)	19(30,2)	20(31,7)	10(15,9)
	T-172	15(8,7)	23(13,4)	43(25,0)	51(29,7)	40(23,3)
8. Decisions made in a club should be made with the participation of the related people.	M-109	7(6,4)	9(8,3)	31(28,4)	34(31,2)	28(25,7)
	W-63	5(7,9)	9(14,3)	15(23,8)	21(33,3)	13(20,6)
	T-172	12(7,0)	18(10,5)	46(26,7)	55(32,0)	41(23,8)
9. Athletes attach as much importance to spiritual incentives (praise, recognition, respect etc.) as they do to material incentives.	M-109	4(3,7)	17(15,6)	29(26,6)	31(28,4)	28(25,7)
	W-63	11(17,5)	10(15,9)	15(23,8)	18(28,6)	9(14,3)
	T-172	15(8,7)	27(15,7)	44(25,6)	49(28,5)	37(21,5)
10. There should be good communication and flow of information among the managers, coaches and athletes in a club.	M-109	6(5,5)	14(12,8)	17(15,6)	45(41,3)	27(24,8)
	W-63	12(19,0)	9(14,3)	11(17,5)	17(27,0)	14(22,2)
	T-172	18(10,5)	23(13,4)	28(16,3)	62(36,0)	41(23,8)
11. In clubs, successful athletes should feel that they are appreciated.	M-109	7(6,4)	12(11,0)	18(16,5)	36(33,0)	36(33,0)
	W-63	7(11,1)	14(22,2)	17(27,0)	14(22,2)	11(17,5)
	T-172	14(8,1)	26(15,1)	35(20,3)	50(29,1)	47(27,3)
12. Promotion opportunities should be open to those who are successful in their works.	M-109	4(3,7)	10(19,2)	16(14,7)	43(39,4)	36(33,0)
	W-63	5(7,9)	12(19,0)	16(25,4)	13(20,6)	17(27,0)
	T-172	9(5,2)	22(12,8)	32(18,6)	56(32,6)	53(30,8)
13. Clubs should make the athletes feel that the branch they are engaged in is valuable for the club.	M-109	5(4,6)	11(10,2)	27(25,0)	36(33,3)	29(26,9)
	W-63	6(9,5)	8(12,7)	17(27,0)	18(28,6)	14(22,2)
	T-172	11(6,4)	19(11,1)	44(25,7)	54(31,6)	43(25,1)
14. The wages should be adequate and fair.	M-109	8(7,3)	8(7,3)	27(24,8)	32(29,4)	34(31,2)
	W-63	8(12,7)	5(7,9)	26(41,3)	14(22,2)	10(15,9)

	T-172	16(9,3)	13(7,6)	53(30,8)	46(26,7)	44(25,6)
15. Athletes should have better friendship relations.	M-109	11(10,1)	13(11,9)	11(10,1)	35(32,1)	39(35,8)
	W-63	10(15,9)	4(6,3)	9(14,3)	20(31,7)	20(31,7)
	T-172	21(12,2)	17(9,9)	20(11,6)	55(32,0)	59(34,3)
16. There should be attractive facilities such as play fields, tools and equipments, buildings, camps, place of residence and transportation in clubs.	M-109	10(9,2)	9(8,3)	18(16,5)	32(29,4)	40(36,7)
	W-63	11(17,5)	3(4,8)	11(17,5)	22(34,9)	16(25,4)
	T-172	21(12,2)	12(7,0)	29(16,9)	54(31,4)	56(32,6)
17. There should be a management policy based on understanding, questioning, discussing and agreeing rather than forcing, favoring and over tolerating	M-109	13(11,9)	7(6,4)	16(14,7)	39(35,8)	34(31,2)
	W-63	6(9,5)	9(14,3)	14(22,2)	18(28,6)	16(25,4)
	T-172	19(11,0)	16(9,3)	30(17,4)	57(33,1)	50(29,1)
18. Even if I were an athlete who were at the very beginning of his/her career, I would be happy to be an athlete in this club.	M-109	21(19,3)	12(11,0)	21(19,3)	36(33,0)	19(17,4)
	W-63	12(19,0)	6(9,5)	11(17,5)	22(34,9)	12(19,0)
	T-172	33(19,2)	18(10,5)	32(18,6)	58(33,7)	31(18,0)
19. I think this is the best club where this sport can be done	M-109	11(10,1)	16(14,7)	35(32,1)	30(27,5)	17(15,6)
	W-63	12(19,0)	9(14,3)	14(22,2)	17(27,0)	11(17,5)
	T-172	23(13,4)	25(14,5)	49(28,5)	47(27,3)	28(16,3)
20. If I had an offer from another club, I would leave my current club.	M-109	14(12,8)	18(16,5)	29(26,6)	21(19,3)	27(24,8)
	W-63	16(25,4)	11(17,5)	12(19,0)	9(14,3)	15(23,8)
	T-172	30(17,4)	29(16,9)	41(23,8)	30(17,4)	42(24,4)

As can be seen in Table 1, frequencies of occurrences leading to increasing motivation according to gender variable vary depending on the items. When we look at the weight of the responses, we see that it focuses on the option "Agree" for both males and females.

**Table -2-** T-Test Results Concerning The Frequencies Of The Athletes' Feeling Motivated In Relation To Gender Variable

Items	Variables and (N)	Mean $\bar{x}$	Standard deviation	t	sig	P
1. In general, when not supervised by their coaches, athletes neglect their duties or do them badly.	M-109	3,0183	1,34013	,842	,401	P>0,05
	W-63	2,8413	1,31009			
2. Athletes attach more importance to material incentives that they do to spiritual incentives	M-109	2,8899	1,28625	-,224	,823	P>0,05
	W-63	2,9365	1,36634			
3. Even if coaches want to give, athletes avoid taking responsibility	M-109	3,0275	1,33652	,608	,544	P>0,05
	W-63	2,9048	1,16001			
4. If the athletes favored by the managers are given some unjustified opportunities, the other athletes may feel demotivated.	M-109	3,4404	1,22800	3,050	,003	P<0,05
	W-63	2,8254	1,35050			
5. Appreciation of the work results in a sense of satisfaction on the part of the athlete.	M-109	3,6330	1,25949	,843	,400	P>0,05
	W-63	3,4603	1,35391			
6. Athletes can self-control themselves without the supervision of the coach	M-109	2,8165	1,21079	-	,034	P<0,05
	W-63	3,2381	1,30402			
7. What leads to uneasiness among the athletes is not the low wages but unfair waging practices.	M-109	3,5321	1,25881	1,104	,271	P>0,05
	W-63	3,3175	1,17536			
8. Decisions made in a club should be made with the participation of the related people.	M-109	3,6147	1,14591	,922	,358	P>0,05
	W-63	3,4444	1,20185			
9. Athletes attach as much importance to	M-109	3,5688	1,14153	2,641	,009	P<0,05

spiritual incentives (praise, recognition, respect etc.) as they do to material incentives.	W-63	3,0635	1,31827			
10. There should be good communication and transfer of information among the managers, coaches and athletes in a club	M-109	3,6697	1,14710	2,404	,017	P<0,05
	W-63	3,1905	1,43524			
11. In clubs, successful athletes should feel that they are appreciated.	M-109	3,7523	1,21072	3,212	,002	P<0,05
	W-63	3,1270	1,26353			
12. Promotion opportunities should be open to those who are successful in their works.	M-109	3,8899	1,08303	2,680	,008	P<0,05
	W-63	3,3968	1,28941			
13. Clubs should make the athletes feel that the branch they are engaged in is valuable for the club.	M-109	3,6759	1,11765	1,427	,156	P>0,05
	W-63	3,4127	1,23960			
14. The wages should be adequate and fair.	M-109	3,6972	1,19803	2,593	,010	P<0,05
	W-63	3,2063	1,19351			
15. Athletes should have better friendship relations	M-109	3,7156	1,33397	,669	,505	P>0,05
	W-63	3,5714	1,41095			
16. There should be attractive facilities such as play fields, tools and equipments, buildings, camps, place of residence and transportation in clubs.	M-109	3,7615	1,28307	1,439	,152	P>0,05
	W-63	3,4603	1,38919			
17. There should be a management policy based on understanding, questioning, discussing and agreeing rather than forcing, favoring and tolerating	M-109	3,6789	1,30441	1,066	,288	P>0,05
	W-63	3,4603	1,28044			
18. Even if I were an athlete who were at the very beginning of his/her career, I would be happy to be an athlete in this club.	M-109	3,1835	1,37548	-,322	,748	P>0,05
	W-63	3,2540	1,39085			
19. I think this is the best club where this sport can be done	M-109	3,2385	1,18555	,719	,473	P>0,05
	W-63	3,0952	1,37623			
20. If I had an offer from another club, I would leave my current club.	M-109	3,2661	1,34469	1,474	,142	P>0,05
	W-63	2,9365	1,52266			

As can be seen in Table 2, t value at the significance level of 0.05 and with the standard deviation of 107 was found to be varying between -2,139 and 2,680. So, there are significant differences for items 4, 6, 9, 10, 11, 12 and 14.

## DISCUSSIONS

According to the findings of the present study, it can be argued that though there are differences among the gender-related motivational frequencies, the preferences of the weightlifters can be summarized as follows: the number of the weightlifters selecting the option "strongly agree" is 6 (M=6) and the number of female weightlifters for the same option is 3 (F=3). In the same way, for the option "agree" M=12, F=14, "undecided" M=1, F=5, "disagree" M=F=3 and "strongly disagree" F=1. The most commonly marked option is "agree" for both males and females. This finding concurs with the findings of Öztürk and Dündar (2003).

Moreover, t-test results concerning the gender variable are as follows: there is a significant gender-based difference between the responses of the female and male participants

for the item "If the athletes favored by the managers are given some unjustified opportunities, the other athletes may feel demotivated" because for male participants  $\bar{x}=3,4404$  "Agree" but it is  $\bar{x}=2,8254$  "undecided" for the female participants. This indicates that the male weightlifters agree with this item but the female participants do not have certain opinions about the item.

There is a gender-based significant difference for the item "Athletes can self-control themselves without the supervision of the coach" because for the male participants  $\bar{x}=2,8165$  "undecided" but for the female participants  $\bar{x}=3,2381$  "agree". This indicates that the female weightlifters think that they control themselves better than the male weightlifters and carry out their programs without the supervision of a coach.

There is a gender-based significant difference for the item "Athletes attach as much importance to spiritual incentives (praise, recognition, respect etc.) as they do to material incentives" because for the male participants  $\bar{x}=3,5688$  "agree" but for the female participants  $\bar{x}=3,06697$  "agree". This indicates

that both the female and male weightlifters attach as much importance to spiritual incentives as they do to material incentives. Moreover, we can argue that such rewards help to maintain and increase the motivation of the weightlifters.

There is a gender-based significant difference for the item "There should be good communication and flow of information among the managers, coaches and athletes in a club" because for the male participants  $\bar{x}=3.6697$  "agree" but for the female participants  $\bar{x}=3.1905$  "agree". This indicates that both the female and male weightlifters believe that there should be regular, healthy and reliable communication among the managers, coaches and athletes of a club. But here the percentage of the male weightlifters selection the option "agree" is 41.3% but it is 27% for the female weightlifters. Hence, we can argue that the male weightlifters attach greater importance to communication.

There is a gender-based significant difference for the item "In clubs, successful athletes should feel that they are appreciated" because for the male participants  $\bar{x}=3.7523$  "agree" but for the female participants  $\bar{x}=3.1270$  "agree". This indicates that the male weightlifters more strongly believe that the successful athletes should be appreciated.

There is a gender-based significant difference for the item "Promotion opportunities should be open to those who are successful in their works" because for the male participants  $\bar{x}=3.8899$  "agree" but for the female participants  $\bar{x}=3.3968$  "agree". This indicates that both the female and male weightlifters believe that there should be promotion opportunities open to the successful athletes. This may be an indication that the athletes want to be successful and be promoted in their clubs. Based on this result, it can be argued that recognition of the success and opportunities for promotion help the athletes keep their motivation high and make even higher.

There is a gender-based significant difference for the item "The wages should be adequate and fair" because for the male participants  $\bar{x}=3.6972$  "agree" but for the female participants  $\bar{x}=3.2063$  "agree". This indicates that the male weightlifters attach greater importance to adequate and fair wages. In light of this finding, it can be claimed that as for every worker, adequate and fair wages are important to improve the organizational motivation of the weightlifters.

## CONCLUSION

In the present study aiming to determine the factors motivating the weightlifters who participated in Turkish Inter-club Weightlifting

Championship and who will represent our country in the international championships and their organizational motivation levels, it was observed that managers' being prejudiced to some athletes when it comes to promotion lowers the motivation of the male weightlifters but does not have any particular effect on the motivation of the female weightlifters. Moreover, the female weightlifters seem to have more self-control over their performance than their male counterparts; hence, they can carry out their programs consistently even in the absence of their coaches and they can motivate themselves. In addition, it was found that spiritual incentives are as important as material incentives in motivating the weightlifters. We can argue that the most important source of motivation for the weightlifters is the objective of representing their country in the international competitions and winning a medal for their country. This finding concurs with that of Öztürk and Dündar (2003).

Healthy, consistent and reliable communication and information flow among the managers, coaches and athletes seem to be another important motivational factor. For organizational motivation to be improved there should be ways of reliable information flow in the clubs.

The weightlifters indicated that appreciation and recognition of their achievements lead to sense of satisfaction and so they develop positive attitudes towards the sport. This finding complies with the findings reported by Öztürk and Dündar (2003).

The weightlifters seem to agree that knowing that they will have opportunities for promotion if they are successful motivate them to a great extent. This finding is supported by Öztürk and Dündar (2003).

The issue of adequate and fair waging seems to be more influential in terms of motivating the male weightlifters than the female weightlifters. This may be because in Turkish society the one who is responsible for sustaining the family is the man. We can argue that both inadequate and unfair waging has negative direct effects on the motivation of the weightlifters. This finding is similar to that of Öztürk and Dündar (2003).

Moreover, factors such as having both spiritual and material rewards, taking some responsibility, being appreciated, adequate and fair waging practices, having a role in decision-making process, recognizing that what they are doing is viewed to be valuable, having good friendships, and facilities and tools and equipment, presence of managerial style emphasizing tolerance and consensus,

feeling proud of being an athlete in their club, viewing their own clubs as the best place to do this sport have great influences on the motivation levels of the weightlifters.

This study proposes which are the weightlifters attach more importance to the spiritual rewards than the material rewards; hence, the number of the spiritual rewards together with that of the material ones could be increased. Moreover, if they are shown that they are seen as valuable and important, this may lead to higher commitment and motivation, in clubs, all the weightlifters' having equal opportunities to be promoted will enhance the motivation. This fact could be taken into

consideration in every branch of sport. Unfair waging practices lead to uneasiness among the athletes in the clubs, and have negative impacts on the weightlifters. Preventing this from happening will yield positive influences on the motivation of the weightlifters. The education level of the weightlifters could be raised and the need to be exposed more training on their own branch. The weightlifters could have effective communication and cooperation with their managers, coaches, friends and families, and they could be provided with opportunities to work in modern facilities and with modern and adequate equipment.

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