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The relationship between work ethics and power sources of managers with job satisfaction of employees of the General Directorate of Sports and Youth of Albasra province.

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Abstract

Satisfaction in all situations is considered a competitive advantage for organizations. The present study was conducted with the aim of investigating the relationship between work ethics and power sources of managers with job satisfaction of employees of the General Department of Sports and Youth in Albasra province. Based on the sample size determination table of Albasra province, 127 employees of the General Department of Sports and Youth of Albasra province answered the standard questionnaires of work ethics (Petty, 1990), managers' sources of power (Van et al., 2000) and job satisfaction (Lins, 2003). Completed the stratified-random design. The analysis of the collected data was done using appropriate descriptive and inferential statistics, including Pearson's correlation to determine simple relationships and multivariate regression to predict the relationships of the variables using SPSS software. The findings showed that between the variables There is a positive and significant relationship between work ethics and job satisfaction, power and job satisfaction, power and work ethics. Also, the results showed that work ethics is a good predictor for employees' job satisfaction and power sources cannot be a good predictor for job satisfaction. In total It can be said that since the main capital of any organization is the human resources of that organization and the two pillars of the manager and the employees are decisive in obtaining the desired results, therefore, the selection of appropriate methods of exercising power and work ethics by the managers can lead to job satisfaction. be employees, a It will surely increase the success of organizations and the realization of their goals.

Keywords: Work ethics, job satisfaction, power sources, sports

Introduction

One of the requirements in analyzing the behavior of organizations is to deal with ethics and moral values, because the external image and symbol of organizations is formed by their ethical behavior, which itself is the sum of various moral values in those organizations. In the world of management



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and organization, ethics studies have been conducted on various topics, including organizational ethics, management ethics, and work ethics. In today's business, work ethic is important; Because in the global market, the behavior of the people of an organization greatly contributes to the success and maintaining the position of that organization, and it is a cultural norm that gives a positive spiritual value to doing the right work in society, and it is believed that work in itself It has an intrinsic value. Work ethic is explicitly defined as an individual difference that is described by a set of ideas and beliefs and behaviors that reflect the basic value of work, and is especially considered as a personal variable (Meryak, Wohr, Gorman, Thomas, 2013). 1. In the work environment, the ethical behavior of the organization's employees is significantly affected by the ethical climate. In this sense, the ethical perceptions and behaviors that are affected by the ethical climate within an organization, not only value and ethical behaviors, but also unethical behaviors. they also predict in the work environment (Golperor, Nadi, 2012; Deshpande, George and Joseph 2, 2000. Today, in addition to issues such as the lack of human capital and global competition, the discussion of professional ethics in the workplace is also listed as one of the future challenges for the excellence of organizations, if the organizational behavior is weak in terms of ethics. performance costs will also increase in an open and hidden way. Such costs can be identified in different areas and departments of the organization, such as lack of transparency, confusion of organizational communication, slow dynamics and low productivity of the organization (Salhania, 2013). One of the One of the most important and serious topics, the scope and consequences of which are extended to all areas, is ethics, and performance is one of these phenomena and topics, so that we can talk about the relationship between ethics topics and those phenomena (Akhan and Yazdimghadam, 2013). Crimes and behaviors Unethical behavior by employees may ruin the image of organizations quickly (Kumari and Dejafar3, 2013); for this reason, in recent years following the western crises and the failure of large companies and organizations, ethical work has become very important (Ansari and Shaker). 2012 (in dealing with the organization's human resources and External stakeholders, weakness and non-observance of ethical principles and disregard for work ethics can create problems for the organization and somehow question the legitimacy of the organization and its actions. Weakness in work ethics is effective on people's attitudes towards the organization, managers and jobs and can affect their organizational, individual and group performance (Arasteh, Jahid, 2019).

On the other hand, in the last two decades, researches in the field of efficiency have focused more on recognizing the characteristics and leadership styles of people. According to this research, it is necessary for a person as a manager to use the most important tool of influence on employees, i.e. power sources¹, in order to change the results, successful implementation and positive psychological reactions at work. It is for the commitment of people and as a result to increase the performance of employees (Moradi, Kozechian, 2012, 22). French and Ravon (1959), five bases or sources of power include: power based on law 3, power based on force 4, identified the power based on reward 5, power based on expertise 6 and power based on authority 7. Legal power is applied when a subordinate gives the right to give orders to a higher authority or his boss, and he is legally entitled or deserving of such orders or actions. The power of coercion or punishment is based on the ability of a person to punish



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and punish another person in case of disobeying or not performing a duty. The power of reward is the ability to reward another person for doing things or carrying out orders. The power of expertise is based on the assumption that the manager has relevant education, expertise and experience. Finally, authority-based power has an emotional nature, and managers and coaches have authority who are respected because of their thinking, ways and customs, behavior and actions (French and Raven, 1959). The correct and appropriate use of power sources can cause participation in affairs, belief in team values, efforts to achieve group goals, emotional dependence, commitment and generally create loyalty in players (Amirtash, Esmaili, 2013). Satisfaction Job, as the most important attitude, refers to the perception or judgment that the members of an organization have towards their job and work environment. The meaning of a person's job satisfaction is that he generally values his job and likes it, and have a positive attitude and mentality towards it (Mehrabian, Nasiripour, Keshavarz Mohammadian, 2008; Feldman and Arnold 8, 1983). People's job satisfaction and the effects of this satisfaction on their morale, work efficiency and performance are always of interest to psychologists and social scientists. If a person is interested in his job, his talent and creativity will flourish in his field of work and He will never get tired and depressed at work. On the contrary, if a person is not satisfied with his job, he himself will suffer from depression, despair, frustration and despair, and the work will remain fruitless or incomplete, and in this way, the society will also be affected. will cause losses (Mirdarikondi, 2001). Providing the grounds for job satisfaction of employees in organizations is one of the duties.

It is important for managers of organizations, because there is a correlation between job satisfaction and the mental health, efficiency and effectiveness of employees (Kahe, Heudi, 2013). Therefore, job satisfaction is a concept that is of special importance in organizations and it deserves to be included in management research. It should be addressed and the factors related to it should be investigated. Ethical leadership is as important as it has a positive effect on employee behaviors in public sector organizations. Several studies indicate that ethical leadership has different dimensions of leadership effectiveness, including employee motivation. , job satisfaction, performance and commitment have a positive and significant relationship (Brown and Trevino1, 2006); Newman, Ellen, Meow2, 2015; Tour, Afori 3, 2009. concluded that one of the most important factors of weakness in sports organizations is the neglect of compliance Professional ethics is coming back, and this is while the observance of professional ethics, especially by the managers of organizations, can have direct effects on the behavior of employees and ultimately lead to the provision of better services and higher productivity. The results of the research of Momenifar, Esmaili and Ashrafganjoui (2018) under the title of impact Competence on performance and job satisfaction with the mediation of leadership style showed that leadership style has a positive and significant effect on job satisfaction. Salehi and Babajani Babli (2016) in their research entitled the relationship between work ethics and management style with job satisfaction of university employees. This result was obtained that there is a significant relationship between work ethic and its components, management style and its components with job satisfaction of employees. The intention to leave the service in K The experts of the Ministry of Sports and Youth of Iraq came to the conclusion that there is a significant relationship



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between Islamic work ethics and job satisfaction and organizational commitment among the experts of the Ministry of Sports and Youth. Amirtash et al. (2012) in the study of the relationship between the ways of exercising the power of coaches and the sports commitment of judo players of Albasra clubs reached the conclusion that the first priority of coaches is power based on expertise, and their next priorities are authority, legal, reward and coercive powers. were also located. Also, there was a positive and significant relationship between all types of coaches' power and the sports commitment of judo players. The results of the regression analysis also showed that among the sources of power, only the coaches' expertise is a significant predictor for the sports commitment of judo players. In summary, it can be said that Considering that the power of expertise of the coaches was the highest and their power of coercion had the lowest correlation with the sports commitment of judo players, therefore, In explaining the commitment of judo players, probably expert coaches will be able to increase the commitment of athletes by applying appropriate behaviors. The result shows the importance of coaches' approach and their behavioral actions in ensuring the satisfaction of athletes. In general, it can be said that coaches should use the power of expertise and authority in the first place to exercise their power for the satisfaction of athletes, and in the next priorities, the power of reward, law, and use punishment.

The research of Rumi, Aham, Disman, Soriyadi and Risvanto¹ (2020) to analyze the increase of organizational citizenship behavior based on Islamic work ethics, organizational satisfaction and commitment shows the positive and significant effect of Islamic work ethics on job satisfaction. The findings of Panigrahi and Al-Nashash research (2019) under the title of empirical analysis of work ethic with quality and job satisfaction indicates that work ethic has a positive relationship with job satisfaction and one of the main features is increasing employee job satisfaction along with other organizational results. Therefore, managers should know that Increasing employee job satisfaction can lead to increasing organizational commitment, reducing work turnover and improving productivity. Abubhashish³ (2017) in his research entitled the relationship between work ethic environment and nurses' perception of organizational support and commitment, job satisfaction and work intention based on 500 nurses did it and concluded that there is a positive and significant relationship between nurses' perception of the general conditions of work ethics and each of their perceived organizational support, organizational commitment and job satisfaction. Hashem⁴, Ahmad and Jamaluddin (2017) In his research under the title of relationship Among the leadership styles and emotional commitment among the employees of the National Anti-Narcotics Organization (NADA) in Malaysia, they concluded that all leadership styles have a significant relationship with emotional commitment when analyzed individually. Also, multiple regression analysis showed that commitment can be predicted through leadership style.

The main problem is that in offices, it is sometimes observed that the employees in the organization do not have enough job satisfaction, and as a result, this lack of job satisfaction leads to failure at work. If the job satisfaction of human resources is the first step in achieving the development of the organization, which is affected by various variables (Dargahi, Jafaripouyan and Ezzatifard, 2018); for this reason, researchers seek to find the best way of exercising power and work ethics by managers,



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which leads to the job satisfaction of the employees is high and as a result the success in the work and development of the organization. Therefore, in order to help organizations, including sports organizations, to use human resources more effectively and achieve their organizational goals, the present study examines the relationship between work ethics and power sources of managers with satisfaction. It examines the career of the employees of the General Directorate of Sports and Youth of Albasra province.

The methodology of the research in terms of the purpose, the current research is applied and of the descriptive-correlation type, which was conducted in the form of a survey. The statistical population of this research was all the employees of the General Directorate of Sports and Youth of Albasra Province, according to the latest statistics, the number of these employees was 90 (75 men and 15 women) who were working in this organization in 1997. Therefore, considering 70 people (60 men and 10 women) were randomly selected from the statistical population and based on the sample size table of Karjesi and Morgan¹ (55% men and 45% women) and completed the research questionnaires. The research tool was a questionnaire consisting of four sections. The first section included personal information (gender, level of education, service history, age), the second section was a standard questionnaire of managers' power sources in sports Van, Metcalf, Brewer, Whiteside (2000) including 15 questions in The 9-point Likert response scale (1=not at all true to 9=completely true) that measures five sources of manager power (power based on rewards, punishment, expertise, legality, and authority). The third part of Petty's standard work ethics questionnaire³ (1990) It included 23 questions on a 5-point Likert response scale (1=completely disagree to 5=completely agree), which are the four components of work ethics in organizations. It measures (attachment and interest in work, perseverance and seriousness in work, healthy and human relations in the workplace and collective spirit and participation in work). The fourth part of the Linz 4 standard job satisfaction questionnaire (2003) had 19 questions on a 5-point Likert response scale (1=completely disagree to 5=completely agree) which included six dimensions of job satisfaction (pay system, job type, advancement opportunities, organizational atmosphere, style Leadership measures physical conditions).

The reliability of the questionnaires was calculated through Cronbach's alpha. Cronbach's alpha coefficient was 0.96 for power resources questionnaire, 0.81 for work ethics questionnaire and 0.82 for job satisfaction. Descriptive and inferential statistics were used for the statistical analysis of the findings. The Kolmogorov-Smirnov test was used to check the distribution of data (normal and non-normal) and the possibility of using parametric or non-parametric tests. For the descriptive analysis of the data, descriptive statistics including frequency, frequency percentage, mean, standard deviation, variance, graph drawing and ... was used. And finally, appropriate inferential statistics including Pearson correlation were used to determine simple relationships and multivariate regression to predict the relationships of variables for the main hypotheses of the research. All statistical operations of this research were done using statistical software. SPSS version 20 was done.

Research findings



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In terms of gender, 70 (55%) of the respondents were male and 57 (45%) of the respondents were female. In terms of education, the research findings indicate that 24% have an associate degree, 46% have a bachelor's degree, and 30% have a bachelor's degree. percentage had a master's degree or higher. In terms of service experience, the findings of the research indicate that the employees have a service experience of 1 to 5 years, 6 to 10 years, 11 to 15 years, and 16 to 20 years respectively; 12, 30, 35 and 23 percent of the statistical sample size. In terms of age, the findings of the research indicate that the employees are 20 to 30 years old, 31 to 40 years old, 41 to 50 years old, 51 years old and above, respectively. 8.22, 5.53, 7.19 and 9.3 percent of the statistical sample size.

In the work ethic variable, the average work ethic and each of its dimensions - attachment and interest in work, persistence and seriousness in work, healthy and humane relationships at work, collective spirit and participation in work - are respectively equal to; 3.46, 3.83, 3.75, 3.85, which is the highest average related to the component of collective spirit and participation in work (3.85) and the lowest average related to the component of attachment and interest in work (46.3) In the variable of power sources, the average power sources and each of its dimensions - reward power, punishment power, authoritative power, legal power and specialized power - are respectively equal to: 43.3, 48.3, 19.3, 3 49.3, 58.3 and 43.3, which is the highest average related to the legal power dimension (58.3) and the lowest average related to the punishment power dimension (19.3). In the variable of job satisfaction, the average job satisfaction and each One of its dimensions - payment system, type of job, advancement opportunities, organizational atmosphere, leadership style and physical conditions - are respectively equal to: 43.3, 60.3, 30.3, 44.3, 64.3 and 3. is 66. The highest average is related to the dimension of physical conditions (66.3) and the lowest average is related to the dimension of opportunities for advancement (30.3).

Before addressing the research questions, the Kolmogorov-Smirnov goodness of fit test was used to determine the normality of the frequency distribution of the research variables (Table 1).

Table 1- Kolmogorov-Smirnov test based on the normality of the data

Subscales	Number	Kolmogorov Smirnov	Significance level test
power sources	90	0/055	0/200
work ethics	90	0/073	0/095
Job Satisfaction	90	0/051	0/200

Table 1 shows that the distribution of data in all three research variables is normal. Table 2 is related to the Pearson correlation coefficient, which shows the relationship between the indicators of demographic characteristics of employees and the components of managers' work ethics.

Table 2- The relationship between the demographic characteristics of employees and the work ethic components of managers



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ethics		Attachment and interest in work	Perseverance and seriousness in work	Healthy and humane relationships at work	Collective spirit and participation in work	work ethics
Work on demographic characteristics						
Age	Significant correlation coefficient (two domains) number	0/172 0/092 90	0/107 0/296 90	0/159 0/12 90	0/151 014 90	0/189 0/064 90
gender	Significant correlation coefficient (two domains) number	0/108 0/293 90	0/032 0/755 90	0/085 0/407 90	0/105 0/306 90	0/105 0/306 90
education	Significant correlation coefficient (two domains) number	0/07 0/498 90	0/001 0/994 90	-0/01 0/925 90	0/052 0/614 90	0/055 0/596 90
background	Significant correlation coefficient (two domains) number	0/042 0/68 90	0/068 0/51 90	0/131 0/201 90	0/165 0/106 90	0/143 0161 90

Table 2 shows that there is no significant relationship between any of the demographic characteristics of employees and the work ethics of managers.

In the same way, regarding the relationship between the demographic characteristics of employees and the components of managers' power resources, the findings showed that there was only a significant relationship between the gender component of employees and the specialized power component of managers at a significance level of 0.05, and between other demographic characteristics of employees with Power sources and its components were not observed. Regarding the relationship between the demographic characteristics of the employees and the job satisfaction components of the employees, in the same way, the findings showed that there was a significant relationship between the demographic characteristics of age and gender with the physical condition component at a significance level of 0.05 and between other characteristics. No correlation was observed between demographics and job satisfaction and its components.

Table 3 is related to the Pearson correlation coefficient, which shows the relationship between the work ethics of managers and the job satisfaction component of employees.



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Table 3- The relationship between the components of managers' work ethics and employees' job satisfaction

Satisfaction		payment system	Job Type	Advancement opportunities	Organizational atmosphere	method of leadership	Physical conditions	All components of job satisfaction
Attachment and interest in work	The correlation coefficient	0/374**	0/366**	0/087	0/141	0/08	0/14	0/229*
	Significance (two domains)	0	0	0/397	0/17	0/438	0/171	0/024
	Number	90	90	90	90	90	90	90
Perseverance and seriousness in work	The correlation coefficient	0/291**	0/339**	0/157	0/200*	0/089	0/021	0/175
	Significance (two domains)	0/004	0/001	0/124	0/05	0/384	0/839	0/086
	Number	90	90	90	90	90	90	90
Healthy and humane relationships at work	The correlation coefficient	0/343**	0/416**	0/136	0/254*	0/003	0/097	0/294
	Significance (two domains)	0/001	0	0/185	0/012	0/974	0/344	0/003
	Number	90	90	90	90	90	90	90
Collective spirit and participation in work	The correlation coefficient	0/313**	0/388**	0/201*	0/206*	0/095	0/03	0/184



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	Significance (two domains)	0/002	0	0/048	0/043	0/356	0/769	0/184
	Number	90	90	90	90	90	90	90
work ethics	The correlation coefficient	0/355 **	0/408 **	0162	0/218 *	0/074	0/073	0/235 *
	Significance (two domains)	0	0	0/113	0/032	0/471	0/476	0/02
	Number	90	90	90	90	90	90	90

* Correlation is significant at the 0.05 level. ** Correlation is significant at the 0.01 level.

The results of Table 3 showed a significance level of 0.01 between all components of work ethics with two components of payment system and type of job, as well as between three components of perseverance and seriousness at work, healthy and human relations at work and collective spirit and participation in work. There is a relationship with the organizational climate component at a significance level of 0.05. In total, a significant relationship was observed between the variables of work ethics and job satisfaction at the significance level of 0.05. In the same way, regarding the relationship between the components of the power exercise resources and the job satisfaction components, the findings showed that there is a positive and meaningful relationship between the power variable and the job satisfaction variable at a significance level of 0.05.

Regarding the inter-component relationship between the resources of exercising power and the components of work ethics, in the same way, the findings showed that there is a significant relationship between the variables of power and work ethics at the significance level of 0.01.

Tables 4 and 5 show the ability to predict employee satisfaction by a component of work ethics.

Table 4- ANOVA test regarding predicting job satisfaction based on managers' work ethics

predictor variable	Model	sum of squares	Df	Average Squares	F	meaning
The components of managers' work ethics	Total	1/984	4	0/496	3/586	0/009
	Residual	12/724	92	0/138		
	Regression	14/708	96			



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Table 5- Linear regression test results

Model	Non-normative coefficients		Normative coefficients	t	meaningful
	B	standard error	beta		
Fixed coefficient	2/859	0/247		11/589	0/001
Attachment and interest in work	0/100	0/090	0/183	1/114	0/268
Perseverance and seriousness in work	-0/151	0/111	-0/319	-1/361	0/177
Healthy and humane relationships at work	0/386	0/099	0/677	2/880	0/004
Collective spirit and participation in work	-0/112	0/095	-0/273	-1/182	0/240

The results of Table 4 show that the components of managers' work ethics are a good predictor for employees' job satisfaction because it is smaller than 0.05 and 0.009. And according to Table 5, the regression analysis shows that healthy and humane relationships at the workplace are at the level of the regression equation due to the small significance level of t of 0.05, and can be a suitable predictor for the job satisfaction of employees.

Tables 6 and 7 show the predictability of employee satisfaction by the components of managers' power resources.

Table 6- ANOVA test regarding the prediction of job satisfaction based on managers' power sources

predictor variable	Model	sum squares	of	Df	mean square	F	Meaningful



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Components of managers' power resources	Total Residual Regression	1/309	5	0/262	1/778	0/125
		1/337				
		1/453				
			45	0/030		
			49			

Table 5- Linear regression test results

Model	Non-normative coefficients		Normative coefficients	t	meaningful
	B	standard error	beta		
Fixed coefficient	2/810	0/235		11/964	0/001
The power of reward	0/004	0/28	-0/022	-0/155	0/877
The power of punishment	0/010	0/24	0/063	0/429	0/669
The power of authority	0/050	0/046	0/209	1/083	0/282
Legal power	0/002	0/033	0/012	0/074	0/941
Expert power	0/020	0/048	0/072	0/409	0/683

The results of Table 6 show that managers' power sources are not a good predictor for employees' job satisfaction because 0.125 is greater than 0.05. And according to Table 7, none of the power sources because the significance level of t is greater than 0.05 (which was outside the regression equation) It cannot be a good predictor for job satisfaction.

Discussion and conclusion

The findings of this research showed that there was no significant relationship between any of the demographic characteristics of the employees and the work ethic of the managers, in addition, it is evident from the results of the research that only the demographic characteristics of age and gender



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with the physical condition component have a significant relationship of 0.05 was significant and no relationship was observed between demographic characteristics and job satisfaction. Also, the results of the research show that there is a significant relationship between the gender component of employees and the specialized power component of managers at a significant level of 0.05, and between other demographic characteristics of employees and power sources and component. No correlation was observed, which is with the results of the research of Dordian Ahmed Mozafari, Tendnovis and Kazmenjad (2013) entitled investigating the relationship between personality traits, individual skills of leadership style and the business performance of sports entrepreneurs and the results of the research of Pourqaz and Mohammadi (2015). (with the title of examining the relationship between managers' power sources and the personality characteristics of employees' entrepreneurship. It can be concluded that in the exercise of managers' power, considering that the activity in the General Directorate of Sports and Youth has special rules and regulations and the relationship between the manager and the employees must be with rules and regulations and has a certain character, so it seems that for this reason there is no connection between the sources of exercising power and demographic characteristics.

The results also showed a significant level of 0.01 between all the components of work ethics with the two components of the payment system and the type of job, as well as between the three components of perseverance and seriousness at work, healthy and human relations at the workplace, and collective spirit and participation in work. There is a positive and significant relationship with the organizational climate component. In total, a significant relationship was observed between variables of work ethics and job satisfaction at a significance level of 0.05. This result is in line with the research results of Alipour and Azizi (2015) under the title of examining the relationship between Islamic work ethics with job satisfaction, organizational commitment and intention to leave the service among the experts of the Ministry of Sports and Youth.

The possible cause of this inconsistency can be due to the different statistical population of the research and the physical conditions of the workplace or the gender of the people, which, according to the results of this research, affect work ethics. Organizations that promote ethical, fair and respectful behaviors foster a positive atmosphere that leads to the development of employees and their permanent and excellent contribution to the long-term and competitive success of their organization (Mitunga Monga, Flotman, Morane 1, 2019). The results of this research show that the work ethic of managers, which includes attachment and interest in work, perseverance and seriousness in work, healthy and humane relationships in the workplace and collective spirit and participation in work, has a direct relationship with the job satisfaction of employees. On the other hand, job satisfaction can lead to improve the performance of employees and their motivation and success, all of which are related to the components of managers' work ethics.

Also, the results of the research showed that the component of reward power is related to all components of work ethic

There is a significant relationship, and also there is a significant relationship between the three components of authoritative power, legal power and specialized power with all the components of



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work ethics at a significance level of 0.01 and finally between the variables of power and work ethics at a significance level of 0.01 / significant relationship has been observed. This result is inconsistent with the results of the research of Salehi and Babajanibaboli (2016) and Asadi et al. (2018). This issue can be caused by the management approaches governing the organizations under study, which needs further investigation. The results of this research show that work ethics Managers are affected by the ways of exercising their power, and in a sense, it is a component of work ethics that includes attachment and interest in work, perseverance and seriousness in work, healthy and humane relationships in the workplace, and collective spirit and participation in work, directly related to the ways exercising the power of managers. Therefore, by adopting the correct way of exercising power, managers can have appropriate work ethics and guide employees in achieving organizational goals. On the other hand, all the components of work ethics have a positive and meaningful relationship with power. Therefore, it is suggested to exercise power Sahih by the managers increased their attachment to the work, also supported and encouraged the managers if they saw persistence and innovation in the work, on the other hand, established communication courses for the managers to maintain healthy and human relations in the work environment. It is well executed and has a collective spirit It strengthened the flexibility in the work in the managers.

Another result of the current research is that the job satisfaction of employees can be predicted through the work ethics of managers. Therefore, it can be concluded that managers with proper work ethics can expect higher job satisfaction from employees and ultimately this prediction can make the management process more successful. Despite the importance of job satisfaction in organizations, Many senior management of organizations do not pay enough attention to this issue due to their lack of awareness of its importance and impact on the behavior and performance of employees and the success of the organization. Therefore, it is suggested that the management of each organization consider the positive effect of job satisfaction of its employees towards improving and improving its predictive factors, including managers' work ethics. For this purpose, managers should pay serious attention to components such as attachment and interest in work, perseverance and innovation in work, healthy and humane relationships in the workplace, and collective spirit and participation. Don't try hard Aid to improve the job satisfaction of employees through the strengthening of the mentioned factors.

Also, the results of the research showed that the job satisfaction of employees cannot be predicted through the exercise of managers' power. This result was inconsistent with the research results of Amir Tash et al. (2013), Hashem et al (2017). The job satisfaction of employees should be studied more factors other than the power of managers. Satisfied and motivated employees are essential for contemporary businesses and is a key factor that separates successful companies from other companies (KalibreK, Delek, Mitrovich, Caliberk 1, 2018. Employee satisfaction can be considered as a means to achieve organizational goals because it seems that when the conditions are favorable and people are satisfied with their jobs, they try to combine their individual goals with organizational goals and are more motivated. Therefore, since managers are looking to increase the job satisfaction of employees, it is suggested to predict the job satisfaction of employees not to be satisfied with the



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methods of exercising their power and to use other motivational and management methods for this purpose.

One of the basic duties of managers in organizations is to establish human relations. The manager in his organizational environment should create these relationships and try to expand them in such a way as to motivate employees and make them satisfied with the goals of the organization. The results of this research show that the correct use of power sources and appropriate work ethics can be effective in this field. On the other hand, management is actually the ability to work with others and through them using existing facilities and resources to achieve existing goals, and organizational resources include financial, material, and human resources. The role of each of these sources is very important and vital in the success of the organization. In the human resources department, managers usually attribute the non-fulfillment of goals to employees and subordinates and think less about their management and behavior. Although the type and manner of employees' activity is very effective and decisive, but the driving engine that makes the wheels of the organization move; are the managers themselves, and many failures are caused by the inappropriate behavior of the managers themselves. Therefore, it is suggested that the behavior and methods of management and leadership in organizations, including sports organizations, should be continuously studied and investigated in order to solve the existing problems, shortcomings and inabilities, and reach better methods and methods to advance organizational goals. In general, it can be said that since the main capital of any organization is the human resources of that organization and the two pillars of the manager and the employees are decisive in obtaining the desired results, therefore, choosing the appropriate methods of exercising power and work ethics by the managers who It can lead to job satisfaction of employees, it will increase the probability of success of organizations and the realization of their goals.

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