

An Analysis of Sport Managers' Work Stress Levels in Various Variablesⁱ

Zühal Kılınç*, Nevzat Dinçer

School of Physical Education and Sports, Batman University, Turkey

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Abstract This paper was conducted to measure the psychological and psychosomatic symptoms related with the sport managers' work stress in public sector and federations. In this research, total 185 sport managers including 31 sport managers from the Central Organization of Sport General Directorate, 113 sport managers from the provincial organization, 41 sport managers from the Independent Sport Federations were included. The relevant managers were applied the work stress scale developed by Housou and Rizzo (1972). According to the results of the research, as sport managers get older, the averages of work stress seem to increase. In younger sport managers, the averages of work stress were found to be lower. When the participant sport managers' education levels improve, their work stress points fall down. In the first period of service of sport managers, the averages of work stress were high, in next years they went down over time.

Keywords Stress, Work Stress, Sport, Manager

1. Introduction

When a few people come together to reach a certain aim in collaboration in each part of society, management occurs. There is no human not being included in such a movement in society. That's why, each citizen exists in a social organization. These organizations are instruments which are arranged for other aims [1]. In fact, management has become an issue of many sciences since management is a social case, it involves all members of society, it is also identified with the concept of state [2].

Introduction of public goods and services provided to society by countries shows itself in various fields. One of these fields is youth services and sport [3]. Sport management requires utilising current human and material resources effectively and efficiently at most in order to succeed in certain sportive services [4]. Organizations make investments for their workers as their most valuable

assets in order to survive within competition conditions rapidly increasing each passing day. Achievements or failures of organizations are absolutely directly-related with workers' stress-free moments. Therefore, it is necessary to analyze workers in an organization in which they mostly spend their lives and to reveal organizational stress factors. If any necessary importance is not given to organizational stress, it will lead to workers' dissatisfaction with works [5].

It is important to know the differences between what stress is and what factors cause stress. Various pressures, attitudes and demands from families, workplaces, schools, friends, and states are external stress resources. An individual's own pressures and expectations are internal stress resources as well. Internal stress resources are ambition, materialism, competition and obstinacy. Mostly internal stress resources are much more effective than external stress resources. All external and internal pressures, expectations are stress resources. Any reaction of a body to pressures from these resources represents stress. However nice it is or not, everybody knows that human body shows biochemical reactions to external requests. Even if stress resources are different, biological reactions do not vary in general [6].

Work stress poses a critical problem for both persons in any organization and any organization by itself. Work stress is an undesirable concept, which results in mental and physical diseases accompanied by physical stress resources related with work and inadequate struggle [7, 8, 9, 10, 11]. In addition to these, changing life conditions and increasing stress factors reveal that stress resources must be assessed in more global viewpoints [12]. Luthans classified stress resources in organizations in four groups. These are "organizational policies, structural features of organization, physical conditions and organizational processes". When organizations develop and attain a complex structure, stress resources triggering each other increase and organizations have difficulty in control [13].

Murphy (1995) researched the relation between work stress, personal characteristics and health, suggested that

work stress may cause work dissatisfaction, depression, physical diseases and behavioral disorders [14, 15]. Furthermore, stress resources need to be analyzed in more actual viewpoints due to changing life conditions and increasing stress factors [12]. A research on work stress and workers' happiness indicates that there is a negative relation between manager, family support and depression, anxiety and physical symptoms [15].

Another research was carried out by Huang et al. (2002) and the effects of work stress on workers' health were studied [16]. Fairbrother and Warn (2003) discussed the relations between work health, stress, work satisfaction and work conditions [17]. Jamal (2005), focused on personal and organizational issues resulted from workers having work stress and behaviour features of A type [18].

Due to sport managers' professions, they experience stress in psychological, physical and mental ways in work environment. Their own stress is reflected on sport managers' work comrades, friends, family and social life negatively. Sport managers' own stress in work environment substantially affects the expectations of the institution and society. For this reason, minimising stress experienced by sport managers in work environment is important for making efficiency in managers' working institutions. The purpose of this research was to measure the psychological and psychosomatic symptoms related with the sport managers' work stress in public sector and federations. For that purpose, the following questions were replied;

- 1- At which levels the sport managers working at public sector and federations experience stress?
- 2- Do the stress levels of the sport managers working at public sector and federations differ in gender, age, educational background, period of service, management period, work unit and graduation department?

2. Material and Method

This is a descriptive study with screening model, which was conducted to measure psychological study and psychosomatic symptoms related with work stress in public sector and federations. The research group consisted of total 185 sport managers randomly chosen including 31 sport managers from the Central Organization of Sport General Directorate, 113 sport managers from the provincial organization, 41 sport managers from the Independent Sport Federations.

Data were collected with the Work Stress Scale

developed by Houso and Rizzo (1972). The scale consisted of two sections, work stress scale demographical information in the first section, seven items related with work stress in the second section were presented. All items of the scale were pointed with the five point Likert type as 1: Certainly Agree, 2: Agree, 3: No Idea, 4: Disagree, 5: Certainly Disagree. The highest point from the scale was 35, the lowest point was 7 as well. Since the interval width of the scale was estimated as "range width/relevant group number", in evaluating the relevant results, the mean ranges were considered as Certainly Agree (1.00–1.80), Agree (1.81–2.60), No Idea (2.61–3.40), Disagree (3.41–4.20), Certainly Disagree (4.21–5.00). The Cronbach Alpha reliability coefficient of the scale was estimated as .83, because of this, the scale can be said to be highly reliable.

Data were analyzed with the SPSS 22.0 package program, resulting from the Kolmogorov Smirnov test applied for seeing whether data showed a normal distribution, the distribution was observed to be different rather than the normal distribution ($z=0.14$; $p<.05$). In the analysis of data, non-parametric Mann Whitney-U and Kruskal Wallis-H tests were used in the comparison of inter-groups data as well as the descriptive statistical techniques. The results were interpreted at the significance level of $p<.05$ the level of significance was interpreted.

3. Results

In accordance with Table 1, of the sport managers 69,73% (129 persons) were males, 30,27% (56 persons) were females. Half of the managers (51,35%) was aged between 46-5, 31,89% of them was aged between 6-45, 14,05% was aged 56 and over. Most of the managers were graduates of bachelor degree (61,62%), 25,41% of them was associate degree graduates, 12,98% was master graduates. When examined the period of service in the managers, most of them (37,30%) had 26 years of service and over, 4,32% of them had 1-5 years at least.

When also examined the management period of managers, half of them (49,19%) had 1-10 years of management period, the others had 11 years and over. 16,76% of the managers has been working at the Central Organization of Sport General Directorate, 22,16% of them has been working at Independent Federations, 52,97% at the Provincial Directorate, 8,11% at the District Directorate as well. When looked at the graduation department of the sport managers, most of them (44,86%) graduated from İİBF.

Table 1. The distributions of sport managers' demographical features

Gender	n	%
Male	129	69,73
Female	56	30,27
Age	n	%
Aged 26-35	5	2,70
Aged 36-45	59	31,89
Aged 46-55	95	51,35
Aged 56 and over	26	14,05
Educational Background	n	%
Associate Degree	47	25,41
Bachelor Degree	114	61,62
Master Degree	12	6,49
Doctorate	12	6,49
Period of Service	n	%
1-5 years	8	4,32
6-10 years	18	9,73
11-15 years	28	15,14
16-20 years	12	6,49
21-25 years	50	27,03
26 yıl ve üzeri	69	37,30
Management Period	n	%
1-5 years	48	25,95
6-10 years	43	23,24
11-15 years	20	10,81
16-20 years	27	14,59
21-25 years	28	15,14
26 years and over	19	10,27
Work Unit	n	%
Central Organization of Sport General Directorate	31	16,76
Independent Federations	41	22,16
Province Directorate	98	52,97
District Directorate	15	8,11
Graduation Department	n	%
BESYO	27	14,59
Education Faculty	28	15,14
İİBF	83	44,86
Other	47	25,41
Total	185	100,00

In accordance with Table 2, by examining the general average of the sport managers' responses to the work stress scale ($2,62 \pm 1,07$), the sport managers generally experienced stress. The managers mostly experienced stress by working in high tension ($2,49 \pm 1,50$), even if they

did other things at home, they often thought about their works, they could not decide whether they experienced stress. When looked at the averages of other stress-leading items in the managers, they were similar to each other.

Table 2. The descriptive statistical results of scores from the work stress scale in sport managers

Work Stress Items	Mean	Ss
1-My job affects my health directly.	2,64	1,60
2-I have been working under highly great tension.	2,49	1,50
3- I have been feeling angry by myself because of my job.	2,56	1,51
4-If I worked for a different job, my health possibly becomes better.	2,51	1,42
5-My job-related problems have caused my sleeping problems.	2,52	1,57
6- I have been feeling stressful before meetings at my workplace.	2,58	1,46
7-Even if I do other things at home, I have been always thinking about my job-related issues.	3,04	1,47
Total	2,62	1,07

(1: Certainly Agree, 2: Agree, 3: No Idea, 4: Disagree, 5: Certainly Disagree)

Table 3. Mann Whitney U test results of the points from the work stress scale in managers in accordance with the gender variable

	Gender	N	Mean	Std. Dev.	Mean Rank	Total Rank	U	P
Work Stress	Male	129	17,91	6,91	95,54	12324,50	3284,500	.32
	Female	56	17,00	7,59	87,15	4880,50		

Any significant differences were not determined in the points from the work stress scale among the managers in accordance with the gender variable ($p > .05$).

Table 4. Kruskal Wallis-H test results of the points from the work stress scale in managers in accordance with the age variable

Age	N	Mean	Std. Dev.	Mean Rank	Chi-Square	P
Aged 26-35	5	14,80	4,02	70,60	1,402	.70
Aged 36-45	59	17,20	6,87	90,34		
Aged 46-55	95	18,20	7,61	96,26		
Aged 56 and over	26	17,11	6,25	91,42		
Total	185	17,63	7,12			

Any significant differences were not found in the managers' work stress points in accordance with the age variable ($p > .05$).

At Table 5, there were not statistically significant differences in the sport managers' points from the work stress scale in terms of educational background ($p > .05$).

Table 5. Kruskal Wallis-H test results of the points from the work stress scale in managers in accordance with the educational background variable

Educational Background	N	Mean	Std. Dev.	Mean Rank	Chi-Square	P
Associate	47	16.19	6.36	79.28	5,692	.12
Bachelor	114	18.84	7.88	98.42		
Master	12	18.75	4.49	107.08		
Doctorate	12	16.23	6.52	81.21		
Total	185	17.97	7.31			

According to Table 6, the sport managers' points from the work stress scale significantly differed in period of service ($p < .05$). As a result of Mann Whitney-U test which was done to determine which groups the differences resulted from, there were differences in favor of the group with 11-15 years of service between the group with 6-10 years of service and the group with 11-15 years of service ($U=142,000$; $z=-2,142$; $p < .05$), in favor of the group with 26 years of service and over between the group with 6-10 years of service and the group with 26 years of service and over ($U=300,500$; $z=-2,726$; $p < .05$), in favor of the group with 26 years of service and over between the group with 21-25 years of service and the group with 26 years of service and over ($U=1117,000$; $z=-2,486$; $p < .05$). According to this result, when service period increases, sport managers' work stress levels reduce.

Table 6. Kruskal Wallis-H test results of the points from the work stress scale in managers in accordance with the period of service variable

Period of Service	N	Mean	Std. Dev.	Mean Rank	Chi-Square	P
1-5 years	8	20,87	7,21	117,81	11,346	.04*
6-10 years	18	21,00	7,25	116,78		
11-15 years	28	16,46	6,46	86,96		
16-20 years	12	14,91	6,57	72,96		
21-25 years	50	18,80	7,05	102,50		
26 years and over	69	16,49	7,13	82,97		
Total	185	17,63	7,12			

* $p < .05$

At Table 7, the sport managers' points from the work stress scale did not significantly differ in management period ($p < .05$).

As a result of Mann Whitney-U test about whether which groups the differences related with management period resulted in, significant differences were seen in favour of the group with 11-15 years of management period between the group with 1-5 years of management period and the group with 11-15 years of management period ($U=179,000$; $z=-4,193$; $p < .05$), in favour of the group with 16-20 years of management period between the group with 1-5 years of management period and the group with 16-20 years of management period ($U=323,500$; $z=-3,591$; $p < .05$), in favour of the group with 26 years of management period and over between the group with 1-5 years of management period and the group with 26 years of management period and over ($U=323,500$; $z=-3,591$; $p < .05$), in favor of the group with 11-15 years of management period between the group with 6-10 years of management period and the group with 11-15 years of management period ($U=103,500$; $z=-4,897$; $p < .05$), in favor of the group with 16-20 years of management period between the group with 6-10 years of management period

and the group with 16-20 years of management period ($U=227,000$; $z=-4,205$; $p < .05$), in favor of the group with 21-25 years of management period between the group with 6-10 years of management period and the group with 21-25 years of management period ($U=414,000$; $z=-1,926$; $p < .05$), in favor of the group with 26 years of management period and over between the group with 6-10 years of management period and the group with 26 years of management period and over ($U=164,500$; $z=-3,812$; $p < .05$), in favor of the group with 26 years of management period and over between the group with 21-25 years of management period and the group with 26 years of management period and over ($U=126,000$; $z=-2,796$; $p < .05$). According to this result, when management period increases, sport managers' work stress levels reduce.

At Table 8, there were not statistically significant differences in the sport managers' points from the work stress scale in terms of work unit ($p > .05$).

At Table 9, there were not significant differences in the sport managers' points from the work stress scale in terms of graduation department ($p > .05$).

Table 7. Kruskal Wallis-H test results of the points from the work stress scale in managers in accordance with the management period variable

Management Period	N	Mean	Std. Dev.	Mean Rank	Chi-Square	P
1-5 years	48	19,79	7,39	117,81		
6-10 years	43	21,44	7,05	116,78		
11-15 years	20	11,20	3,18	86,96		
16-20 years	27	14,48	5,33	72,96	11,346	.04*
21-25 years	28	18,10	5,62	102,50		
26 years and over	19	14,15	6,23	82,97		
Total	185	17,63	7,12			

* $p < .05$

Table 8. Kruskal Wallis-H test results of the points from the work stress scale in managers in accordance with the work unit variable

Work Unit	N	Mean	Std. Dev.	Mean Rank	Chi-Square	P
SGM Central Organizations	31	17,45	6,98	92,85		
Independent Federations	41	18,78	6,50	105,12		
Province Directorate	98	17,12	7,43	87,15	3,435	.32
District Directorate	15	18,26	7,18	98,37		
Total	185	17,63	7,12			

Table 9. Kruskal Wallis-H test results of the points from the work stress scale in managers in accordance with the graduation department variable

Graduation-Department	N	Mean	Std. Dev.	Mean Rank	Chi-Square	P
BESYO	27	18,62	7,36	99,50		
Faculty of Education	28	20,25	6,92	115,29		
İİBF	83	17,14	7,27	88,68	7,262	.06
Other	47	16,38	6,54	83,62		
Total	185	17,63	7,12			

4. Conclusions

In this research which was done to reveal whether sport managers' work stress affected their social lives positively or negatively, these following results were obtained.

The sport managers working at the Central and Provincial Organizations of Youth and Sport General Directorate, the Independent Sport Federations were understood to have medium levels of work stress. Efeoğlu (2006) researched on workers in medicine sector and Tekgöz (2011) also researched on work stress, work satisfaction and life satisfaction levels of soccer referees, both of them found that the averages of work stress were at medium level [19, 20]. Gökmen (2017) presented the average points of work stress as 2,54 for male participants as 2,48 for females among the public servants. These researches were parallel with our research results [21].

When looked at the points from the managers' work stress scale, any significant differences were not seen in terms of gender, age, educational background, work unit and graduation department variables. Efeoğlu (2006)'s research showed that demographical variables were not effective on work stress levels [19]. This result was parallel with our research. But the managers' period of service and management period variables significantly altered the managers' work stress levels [20]. Also, Tekgöz (2011) studied the relations between soccer referees' work stress, work satisfaction and life satisfaction levels, determined that soccer referees' work stress, work satisfaction and life satisfaction levels did not significantly differ in age, period of service, gender and educational background variables. Gökmen (2017) found that there were not any differences in work stress, work satisfaction including internal satisfaction and external satisfaction variables, age among public servants. This result was parallel with our research [21].

Torun and Tekin (2014), reported that there were not any significant differences between work stress of health institutions managers working in the province Ankara and age, gender, marital status, child number, marriage period, educational background and income status from personality features. However, there were significant differences in work stress levels between the sport managers' total service of period and management period within our research [22].

In conclusion, stress-leading factors must be determined and destroyed in order to turn the negative effects of work stress experienced in public institutions and organizations by the sport managers into the positive effects in social life. In particular, the sport managers must integrate some parts of their lives into sport in order to save themselves from work stress and so this will reduce their stress in work environment to some extent.

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