

ASSESSMENT OF BURNOUT LEVELS OF SPORT CLUB ADMINISTRATORS³

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ABSTRACT

The objective of this study is to determine the burnout levels of the administrators working in sports clubs in the province of Kocaeli and to investigate whether or not they vary depending on socio-demographic variables such as age, gender, education level, marital status, number of children, undergoing a treatment, years worked, monthly income, income from the club, amateur or professional status of the club worked for, and location of the club. In this context, the Maslach Burnout Scale and a questionnaire for socio-demographic characteristics were administered to 292 administrators who could be contacted and who volunteered to take part in the study from a total of 1379 sports club administrators who worked in 197 clubs between 2009 and 2010 in the province of Kocaeli. The scales that were filled out by 242 sports club administrators were considered valid and they were analyzed statistically. While no statistically significant difference was found at the end of the study in terms of gender, undergoing psychological treatment, income received from the club, or amateur or professional status of the club, there was a significant difference in terms of age, education level, marital status, number of children, years worked and monthly income.

Keywords: Burnout, Sports Clubs, Club Administrator.

SPOR KULÜBÜ YÖNETİCİLERİNİN TÜKENMİŞLİK DÜZEYLERİNİN İNCELENMESİ

ÖZET

Bu araştırmanın amacı, Kocaeli ilinde bulunan spor kulüplerinde görev yapan yöneticilerin tükenmişlik düzeylerini belirleyerek; yaş, cinsiyet, eğitim düzeyi, medeni durum, çocuk sayısı, tedavi görme durumu, çalışma yılı, aylık gelir, kulüpten elde edilen gelir, çalışılan kulübün amatör veya profesyonel olma durumu ve kulüp yerleşim yeri gibi sosyo-demografik değişkenler açısından farklılaşım farklılaşmadığını incelemektir. Bu kapsamda 2009-2010 yılında Kocaeli ilinde bulunan toplam 197 kulüp ve bu kulüplerde çalışan toplam 1379 spor kulüp yöneticisinden ulaşılabilen ve araştırmaya gönüllü katılan toplam 292 yöneticiye Maslach Tükenmişlik Ölçeği ve sosyo-demografik özellikleri belirleyen bir bilgi anketi uygulanmıştır. Geçerli olduğu görülen 242 spor kulüp yöneticisinin doldurduğu ölçekler istatistiksel açıdan analiz edilmiştir. Araştırma sonucunda; cinsiyet, psikolojik tedavi görme durumu, kulüpten elde edilen gelir, görev yapılan kulübün amatör ve profesyonel olma durumu açısından yöneticilerin tükenme düzeyinde istatistiksel olarak anlamlı bir fark görülmez iken; yaş, eğitim düzeyi, medeni durum, çocuk sayısı, çalışma yılı ve aylık gelir açısından anlamlı fark olduğu görülmüştür.

Anahtar Kelimeler: Tükenmişlik, Spor kulüpleri, Kulüp yöneticisi.

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INTRODUCTION

Sports are recommended as leisure-time activities known to have significant positive contributions to physiological and psychological health as well as to socialization of an individual. It was reported that since sports help one gain new abilities by improving motor skills, they create an opportunity to support self-development by letting one to know oneself and, by facilitating one's adaptation to the environment through socialization, they have a function of reating peace through inter-personal, inter-communal and even international solidarity and coalescence (Terekli, 1999; Yetim, 2000; Yetim 2005). While sports fulfill these functions through clubs, it has been reported that these clubs have a need for well-trained administrators who will assume important duties in establishing and implementing club policies and the psychological conditions of such administrators are important (Çağlar, 2001; Devecioğlu et al. 2003; Terekli, 1999; Kaçmaz, 2005; Sabuncuoğlu and Tüz, 2001), and based on this information, the question was raised as to at what level burnout was in the administrators who assumed the responsibility of sports clubs, because this was considered important with respect to productivity at work (Babaoğlu et al. 2010; Maraşlı, 2005; Maslach and Jackson, 1981; Öztürk et al. 2008; Solmuş, 2004). Burnout is defined as a three dimensional syndrome progressing together with physical exhaustion, chronic fatigue and feelings of hopelessness, which also involve loss of self-esteem, despair, negative self-concept, and negative behaviors towards work, life and other areas, leading to negativities at work and in relationships with other people

Maslach and Jackson, 1981; Maslach and Leiter, 1997).

Emotional exhaustion, which is one of the three dimensions of burnout, is said to mean fatigue, alienation from work and weakening. The dimension of depersonalization is defined as a working individual's being insensitive and inattentive to each other, avoidance of entering into relationships that are of emotional nature with service buying individuals and keeping them at arm's length (Maslach and Jackson, 1981; Akçamete et al. 2001; Çokluk, 2000). Lack of personal accomplishment is explained as a person's tendency to evaluate him/herself negatively, a decreased feeling of occupational success and emergence of a perception of a lack of improvement in individuals as well as having a feeling that will not create a positive effect in their relationships with other employees (Cordes and Dougherty, 1993; Schaufeli and Peeters, 2000).

Burnout is said to develop when imbalances occur between work requirements and personal capacity and it is important to prevent it as it leads to increased mental alienation from work, decreased professional performance (Kalimo et al., 2003), decreased quality of work and loss of labor (Arı and Tunçay, 2010; Ağaoğlu et al. 2004). In the light of this information, we thought that it would be important to determine the level of the feeling of burnout, which may negatively affect work productivity while rendering services, in the administrators who manage sports clubs, which have an important place in promoting and spreading sports.

The study aimed at determining the burnout statuses of administrators. To this

end, answers were sought for the following questions. Is there burnout in the administrators of sports clubs? If there is burnout, does it vary depending on variables such as age, gender, education level, marital status, number of children,

undergoing a treatment due to a physical or psychological disorder, years worked, total salary plus income from the club, amateur or professional status of the club worked for, and location?

MATERIALS and METHOD

This is a descriptive study covering the administrators working for amateur and professional sports clubs in the province of Kocaeli.

At the beginning of the study, contacts were established with the Provincial Directorate of Youth and Sports and the Federation of Amateur Sports Clubs. The numbers, addresses and contact numbers of club administrators were obtained. It was found that there were a total of 1379 administrators working in 197 amateur and professional sports clubs located in the province of Kocaeli. We intended to include the entire number in the study because there was not any information on the socio-demographic characteristics of these administrators and in order for the sample to represent the population correctly and to ensure homogeneity of the sample. Effort was made to reach and

establish contact with every administrator using their address information. The investigator personally went to club addresses. The efforts for contacting the clubs and collecting data continued with the collaboration of the federation for a period of five months since some clubs were not at the addresses stated, addresses of some clubs were not correct, there was not anybody from the club in some others and some did not want to participate in the study. The 292 club administrators who were contacted were given information about the study and scales. Since 242 from 292 scales administered to the administrators who could be reached and who voluntarily took part in the study were filled out in line with the instructions and the study was based on voluntary participation, the study was limited to this number.

Table1. Information on Administering Questionnaire to Sports Club Administrators

Method Of Administering Questionnaire To Administrators And Their Numeric Distribution				
Method of Administering Questionnaire	Total Number of Questionnaires Handed out	Number of Questionnaires left Blank	Number of Invalid Questionnaires	Number of Valid Questionnaires
Questionnaires that were administered by going to the club address personally	70	4	2	64
Questionnaires administered at the meetings of the Federation of Amateur Sports clubs in Kocaeli	158	2	9	147
Questionnaires administered at the Provincial Directorate of Youth and Sports in Kocaeli	10	1	2	10
Questionnaires administered at sports competitions	21	1	4	13
Questionnaires administered through e-mails	33	13	12	8
TOTAL	292	21	29	242

Data Collection Tools

Questionnaire: A questionnaire was prepared to measure the socio-demographic characteristics of the administrators in line with the literature.

The Maslach Burnout Inventory (MBI): This five-point Likert-type inventory consisting of 22 items was developed by Maslach and Jackson (1981) to assess the three sub-dimensions of burnout, emotional exhaustion, depersonalization and personal accomplishment. The original inventory, which was tested for

reliability and validity by Ergin (1992), has 7 response choices. When being adapted for Turkish, the response choices were reduced to 5 thinking that they are not suitable for the Turkish culture.

Analysis of Data

The data were statistically analyzed using the Mann-Whitney U test, a non-parametric test, for comparison of two independent groups and the Kruskal-Wallis H test for comparison of multiple groups. The significance level was set at 0.05.

RESULTS

The mean and standard deviation scores for the sub-subscales of emotional exhaustion, depersonalization, personal accomplishment and total burnout are given in Table 2 with respect to the variables of gender, age, education level, marital status, number of children, and undergoing any physical or psychological treatment, Looking at Table 2, it is seen that the mean subscale scores of burnout

with respect to gender and undergoing a treatment are not significant ($p>0.05$).

There was also no significant difference in the mean scores of depersonalization and total burnout with respect to the age variable ($p>0.05$), but the mean score obtained from the subscale of emotional exhaustion was significant ($p=.044$, $p<0.05$). The mean score of personal accomplishment was seen to be highly significant ($p=.001$, $p<0.05$). The mean scores obtained from the subscales of

emotional exhaustion and depersonalization with respect to education level were significant ($p=.018$, $p=.000$; $p<0.05$), but the mean scores of personal accomplishment and total burnout with respect to education level were not found significant ($p>0.05$). There

was a significant difference between the mean scores of depersonalization, personal accomplishment and total burnout with respect to number of children ($p=.001$, $p=.003$, $p=.000$, $p<0.05$), whereas no significant difference was seen in the mean scores of emotional exhaustion ($p=.087$, $p>0.05$).

Table 2. Results of Personal Characteristics of Administrators

Variables		N	%	Emotional Exhaustion Mean \pm SD	Depersonalization Mean \pm SD	Personal Accomplishment Mean \pm SD	Total Mean \pm SD
Gender	Male	215	88,8	9,47 \pm 4,45	34,63 \pm 2,29	8,14 \pm 4,34	21,52 \pm 7,37
	Female	27	11,2	10,67 \pm 4,26	3,78 \pm 2,75	9,33 \pm 5,32	23,78 \pm 7,24
	P Value			,196	,975	,398	,112
Age	25-35 years	51	21,1	10,31 \pm 5,25	3,92 \pm 2,17	7,63 \pm 4,54	21,86 \pm 8,23
	36-46 years	95	39,3	9,05 \pm 4,64	3,31 \pm 1,89	9,72 \pm 5,00	22,07 \pm 7,55
	47-57 years	66	27,3	10,71 \pm 3,49	3,82 \pm 2,91	7,48 \pm 3,89	22,02 \pm 7,08
	58 and over	30	12,4	9,67 \pm 3,74	3,90 \pm 2,45	6,57 \pm 1,83	20,13 \pm 6,07
	P Value			,044	,43	,001	,67
Education Level	Primary	49	20,2	10,24 \pm 3,97	4,73 \pm 2,70	8,37 \pm 4,67	23,35 \pm 7,51
	Secondary	96	39,7	9,47 \pm 4,98	3,63 \pm 2,41	8,99 \pm 5,66	21,82 \pm 8,50
	Associate D.	29	12	9,48 \pm 2,18	2,83 \pm 1,03	7,41 \pm 2,26	19,72 \pm 4,39
	Undergrad.	59	24,4	10,75 \pm 4,9	3,86 \pm 2,16	7,51 \pm 2,86	22,12 \pm 6,70
	Graduate	9	3,7	7 \pm 0	2 \pm 0	8 \pm 0	17 \pm 0
	P Value			,018	,000	,398	,103
Marital Status	Married	208	86	9,67 \pm 4,44	3,57 \pm 2,42	8,28 \pm 4,69	21,51 \pm 7,67
	Single	34	14	10,94 \pm 4,24	4,15 \pm 1,67	8,26 \pm 2,82	23,35 \pm 5,29
	P Value			,253	,041	,897	,070
Number of Children	1 Child	37	15,3	11,19 \pm 5,71	4,43 \pm 2,77	11,46 \pm 6,26	7,08 \pm 7,49
	2 Children	100	41,3	9,39 \pm 4,01	3,09 \pm 2,11	7,98 \pm 3,84	20,46 \pm 6,90
	3 Children	39	16,1	9,74 \pm 4,28	3,46 \pm 2,50	8,08 \pm 4,27	21,28 \pm 7,87
	4 Children	18	7,4	7,94 \pm 3,57	3,89 \pm 2,29	7,67 \pm 1,74	19,50 \pm 4,13
	5 and more	5	2,1	11,80 \pm 3,56	7,20 \pm 2,58	5,80 \pm 4,55	24,80 \pm 9,93
	No children	43	17,8	10,42 \pm 4,39	3,93 \pm 1,71	6,95 \pm 3,82	21,30 \pm 6,95
	P Value			,087	,001	,003	,000
Any Treatment	Physical	33	13,6	9,33 \pm 4,10	3,58 \pm 2,55	8,55 \pm 6,0	21,45 \pm 7,52
	Psychological	0	0	0	0	0	0
	None	209	86,4	9,93 \pm 4,48	3,66 \pm 2,31	8,23 \pm 4,19	21,82 \pm 7,39
	P Value			,766	,804	,848	,793

*Emotional Exhaustion**Depersonalization***Personal Accomplishment*($p<0,05$)

The mean and standard deviation scores for the sub-subscales of emotional exhaustion, depersonalization, personal accomplishment and total burnout are given in Table 3 with respect to years

worked, total monthly income, income from the club, amateur or professional status of the club and the characteristics of the location of the club, which relate to the work and economic statuses of sports

club administrators. Looking at Table 3, the mean burnout scores of administrators with respect to income from the club and amateur or professional status of the club, which are variables relating to their work and economic status as well as their mean scores of emotional exhaustion and depersonalization subscales with respect to years worked, and their overall mean burnout scores were not found significant ($p>0.05$). With respect to years worked, only the mean score of personal accomplishment was significant ($p=.028$, $p<0.05$) and the mean scores of emotional exhaustion, depersonalization and overall burnout were not significant ($p>0.05$). When the total monthly income of

administrators and the sub-titles of burnout scale were compared, no significant result was seen in terms of emotional exhaustion, personal accomplishment or total burnout ($p>0.05$), but it was highly significant in terms of the mean score of depersonalization subscale ($p=.000$, $p<0.05$). When the mean scores of burnout scale were analyzed with respect to the characteristics of the locations of the clubs, only the mean score of the depersonalization subscale was significant ($p=.049$, $p<0.05$) and the result obtained with respect to the mean scores of emotional exhaustion, personal accomplishment and total burnout was not significant ($p>0.05$).

Table 3. Results on the Works and Economic Statuses of Administrators

	Variables	N	%	Emotional exhaustion	Depersonalization	Personal accomplishment	Total
				Mean \pm SD	Mean \pm SD	Mean \pm SD	Mean \pm SD
Years worked	1-5 years	96	39,7	9,07 \pm 4,28	3,76 \pm 2,38	8,99 \pm 5,71	21,82 \pm 8,31
	6-10 years	49	20,2	11,24 \pm 4,82	3,82 \pm 2,67	7,84 \pm 3,41	22,90 \pm 7,34
	11-15 years	44	18,2	10,02 \pm 4,41	3,34 \pm 1,46	8,43 \pm 3,20	21,80 \pm 6,82
	16-20 years	32	13,2	10,09 \pm 4,89	4,09 \pm 2,42	8,09 \pm 2,75	22,28 \pm 6,55
	21 and more	21	8,7	9,38 \pm 2,50	2,71 \pm 2,53	6,0 \pm 3,96	18,10 \pm 4,07
	P Value			,216	,270	,028	,092
Total Monthly Income	500-1000tl	31	12,8	9,16 \pm 4,58	5,26 \pm 2,50	8,03 \pm 4,32	22,45 \pm 7,30
	1001-1500	49	20,2	9,63 \pm 4,39	3,67 \pm 2,54	8,18 \pm 3,50	21,49 \pm 8,17
	1501-2000	72	29,8	9,53 \pm 3,49	3,68 \pm 2,36	9,56 \pm 5,14	22,76 \pm 6,41
	2001 and more	90	37,2	10,46 \pm 5,02	3,06 \pm 1,86	7,39 \pm 4,23	20,90 \pm 7,70
	P Value			,442	,000	,093	,316
Income from the Club	No income	214	88,4	9,86 \pm 4,45	3,56 \pm 2,36	8,19 \pm 4,39	21,61 \pm 7,3
	500-1000tl	5	2,1	12,8 \pm 3,83	3,6 \pm 2,3	9,8 \pm 2,17	26,2 \pm 7,43
	1001-1500tl	11	4,5	9,91 \pm 4,57	4,64 \pm 3	9,55 \pm 5,62	24,1 \pm 11,87
	1501 and more	12	5	8,33 \pm 3,89	4,33 \pm 0,78	8 \pm 5,66	20,67 \pm 1,56
	P Value			,404	,165	,133	,461
Club worked for	Amateur	229	94,6	9,83 \pm 4,52	3,62 \pm 2,36	8,27 \pm 4,44	21,72 \pm 7,36
	Professional	13	5,4	10,23 \pm 2,16	4,15 \pm 1,95	8,38 \pm 5,17	22,77 \pm 8,09
	P Value			,588	,283	,933	,594
Club Location	Province	97	40,1	9,87 \pm 4,42	3,28 \pm 1,79	7,87 \pm 3,85	21,01 \pm 6,57
	Borough	135	55,8	9,65 \pm 4,43	4,00 \pm 2,60	8,41 \pm 4,88	22,07 \pm 7,96
	Village	10	4,1	12,30 \pm 4,00	2,50 \pm 2,46	10,40 \pm 3,86	25,20 \pm 6,14
	P Value			,154	,049	,056	,168

*Emotional exhaustion **Depersonalization ***Personal accomplishment *($p<0,05$)

DISCUSSION

No statistically significant difference was found in this study we carried out between the genders of club administrators and their burnout levels. When the related literature is examined, contrary to the researches similar to the results of this study (Adeokola, 2010), studies that show that the level of burnout is related to gender are also encountered (Bauer et al. 2006; Cordes and Dougherty, 1993; Maslach and Jackson, 1981; Maslach and Jackson, 1985; Purvanova and Muros, 2010).

It has been reported that with age, the individual who experiences fatigue, lack of energy, a feeling of emotional wear out, decreased interest and confidence in the profession and especially emotional exhaustion thinks that he/she does not behave as responsible as in the past towards those to whom he/she renders services and has a tendency to find him/herself inadequate in coping with the problems of an individual and to think that he/she could not attain accomplishment in his/her work with respect to personal accomplishment (Maslach and Jackson, 1981; Maslach et al. 2001). In a study made, it was concluded that young and inexperienced nurses had more burnout (Kanai-Pak et al. 2008; Rudman and Gustavsson, 2011). The present study suggests that emotional exhaustion of administrators is significant for those who are in the age intervals of 47-57 years and 25-35 years, due to emotional changes experienced with aging in the 47-57 age period and due to less experience in the age interval of 25-35. Following the age interval of 36-46, having high personal accomplishment scores in the 25-35 age group suggests that emotional exhaustion is experienced due to decreased professional self-confidence in these ages

as compared to other groups and at the end this is reflected on personal accomplishment. The results of another study made with physicians are seen to comply with these results (Meltzer and Huckabay, 2004; Maslach et al. 2001).

It was seen again in this study that administrators who were graduates of primary school and bachelor's degree experienced more depersonalization and emotional exhaustion. These results are also similar to those of the study which reported that education affected particularly the depersonalization sub-dimension and employees who had a higher level of education experienced less depersonalization (Maslach and Jackson, 1981).

Table 2 shows with respect to the factor of marital status that single administrators experience more depersonalization than married administrators. Although it was reported that being married and having a supportive spouse was an important factor in preventing burnout (Mc Murrey et al. 2000), it was also expressed that single employees experienced more depersonalization than married employees (Maslach et al. 2001).

There was a significant difference in the levels of depersonalization and personal accomplishment with respect to the number of children owned. It was thought that the reason for seeing higher depersonalization in administrators with 5 and more children was due to economic conditions, subsistence, concerns on the future, and not being able to spare more time. It was seen remarkable with respect to personal accomplishment that personal unsuccessfulness was more in administrators with 1 child. Regarding this subject, it was reported in a study made with government employees that those who had no children experienced less

burnout in the burnout sub-dimensions Maslach and Jackson, 1985) and there was not a significant difference in the burnout sub-dimensions with respect to number of children in nurses (Karahüseyin, 2010). There are also studies concluding that more depersonalization is seen in administrators who do not have any children (Aras, 2006; Babaoğlu, 2006). It was found that poor physical or psychological health was a factor affecting the burnout status of employees, having a physical disease increased emotional exhaustion (Demir, 2004; Sayıl et al. 1997) and burnout was more intense in its three sub-dimensions in individuals who stated that they had a psychological disorder and needed psychiatric help and burnout developed more easily in these (Ertuğrul, 2010). In the present study, all of the administrators who stated that they had been receiving treatment had received treatment due to a physical ailment and no significant difference was found in the comparison of their burnout parameters and physical health conditions.

As seen in Table 3, we did not find any significant difference between years worked and the scores of burnout subscales in this study. When we looked at the literature, it was stated that as the years worked increased, the depersonalization score increased and personal accomplishment decreased (Ergin, 1992; Maslach and Jackson, 1981). It has been argued that new and inexperienced individuals experience more burnout than those who have been working for a long time and had more experience and this is because young and inexperienced people begin their careers with big hopes, but their expectations are not usually met (Çam, 1999; Kanai-Pak et

al. 2008). It has been reported that a feeling of incompetence and unsuccessfulness mostly occurred in those who entered the profession newly and perceived success increased as more experience is gained (Ergin, 1992; Taycan et al. 2006). Contrary to all this information, there are also studies showing that the time spent by those who work in the fields of education and health does not have any impact on the sub-dimensions of burnout (Dağlı, 2006; Deryakulu, 2005; Dönmez and Güneş, 2001; Özdemir et al. 2003).

It can be seen in Table 3 that administrators whose monthly income is low experience more depersonalization than those whose monthly income is high. Studies have demonstrated that as income level goes up, the level of burnout goes down (Maslach et al. 2001). If we evaluate based on the above information, we can say that employees with a lower income level have an increased feeling of burnout as a result of their decreased job satisfaction.

Contrary to the information in a study made with teachers that doing extra work and earning additional income did not affect job satisfaction (Adıgüzel et al. 2012; Dolunay, 2002), there are also studies stating that additional income in a family positively affects coping with economic conditions and thus the burnout status (Özdoğan, 2008). When we assessed the relationship between the income earned from a club besides the family income and the level of burnout, we found that the vast majority of administrators had no income from their clubs and thus there was no significant difference among the groups.

No statistical comparison could be made between the groups because the vast

majority of club administrators were working in amateur clubs.

We found in the present study that there was a difference to the advantage of administrators working in clubs located at provinces with respect to the dimension of depersonalization. This can be interpreted as the facilities and working conditions of administrators working in clubs located at provinces may be better than those of administrators working in clubs located at boroughs and this may indirectly affect the burnout status. Looking at the literature,

CONCLUSION

When the burnout levels of sports club administrators were evaluated at the end of the study with respect to socio-demographic variables, no statistically significant difference was found in the burnout levels of administrators with respect to gender, undergoing treatment due to an ailment, income received from the club, or amateur or professional status of the club, but there was significant difference with respect to age, education level, marital status, number of children, years worked, monthly income, and location of the club. Problems with communication were experienced during the study because the club addresses and

club contact information in the internet were not adequate, reachable or updated. Not being able to locate most of the addresses for reasons such as the club addresses in the province of Kocaeli being incorrect or out-of-date was evaluated as an important finding.

It is important that everyone should be able to easily locate the clubs where sports and sporting activities that are so important for the society are being carried out. Clubs should not be places that simply notify their addresses for

there are studies reporting that trainers working in big cities experience less burnout and depersonalization than trainers working in provincial centers (Tatlıcı, 2006); whereas another study made with teachers stated that there was no difference between working in big cities and smaller towns in terms of burnout levels and this was linked to the fact that teachers of physical training could adapt to existing circumstances quickly (Gençer, 2002; Kale, 2007).

correspondence, but places that are convenient for sporting to provide service to the society and that can be located easily by everyone. As a conclusion of this study, we recommend that the necessary works and inspections should be carried out to turn sports clubs into accessible sports centers and to ensure that they provide healthy services.

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