Journal of Population Therapeutics & Clinical Pharmacology

Examination Of Crisis Management Levels of Sports Managers

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ABSTRACT

The aim of the present study is to examine crisis management levels of sports managers. Descriptive survey model was used in the study for this purpose. Population of the study consists of sports managers in Turkey, while the sample consists of 131 participants selected with random sampling method among sport managers working in Provincial Organizations of the Ministry of Youth and Sports. "Personal Information Form" developed by the researchers and "Crisis Management Scale" developed by Çalışkan (2020) were used in the study as data collection tool. Student t-test, one-way analysis of variance and Tukey multiple comparison tests were used in the assessment of study data. No significant difference was found in the variables of age and education. However, significant difference was found in the post-crisis activities sub-dimension in gender variable, in pre-crisis activities sub-dimension in marital status variable, in post-crisis activities and crisis management scale total score, in all sub-dimensions and total scores in the variables of title and the duration of working in the institution. It was found that married and male managers who had a working duration between 0 and 5 years and the participants who were district directors had high mean scores. Therefore, it is very important to have managers who are successful in crisis management in terms of regular and systematic execution of the sports phenomenon.

Keywords: *Sports Manager, Crisis, Crisis Management*

INTRODUCTION

Crisis is a situation that individuals frequently encounter in their daily lives. Crisis is defined as a situation that occurs in unexpected moments and poses threats to the existence of institutions or organizations (Akım 2020, Yurtseven, & Duman, 2021). In general, the reasons for the emergence of crises are the changes experienced. There are many types of changes such as technological, global and economic. These various changes have a great impact especially on organizations. It is very important for organizations to manage and cope with the crises that come with these changes.

This situation, which is called crisis management, is a must for the continuation and development of organizations or institutions.

Crisis management is expressed as managing the reactions that may occur in case of any crisis, rather than preventing the crisis that may occur or limiting the consequences that may occur (Akdağ, 2005). Crisis should not always be perceived negatively in terms of organizations. The reason may arise in various opportunities as a result of any crisis. In this sense, organizations' managing crisis in a healthy way can be considered as their ability to keep up with the changes. Crisis management can be considered a tool here.

The reason why it is considered a tool is that crisis is a manageable event and negative situations can be prevented. Thus, crises successfully managed by managers can make positive contributions to the organization or institution (Yücel 2014).

Crisis management process is defined as pre-crisis, during crisis and post-crisis periods. In the pre-crisis period, crisis scenarios are created for organizations to take measures against any crisis. The aim in carrying out practices according to these scenarios is preventing uncertainties that may occur during the crisis. Such practices carried out before the crisis will be able to prevent the negative effects that will be experienced during the crisis. During the crisis, the communication network between the members and managers of the organization is a very important situation. In addition, decisions should be made fast, in a systematic and flexible way. In the post-crisis period, the duties of managers should be reviewed in the event of a negative crisis. By making managerial changes, the plans for employees should be reviewed and the functioning of the organization should be made more systematic (Çalışkan 2020).

Crisis management is of great importance in institutions that are connected to sports, as in many institutions or organizations. Since the phenomenon of sports is a service that is consumed instantly, it is crucial to cope with and manage the crises that may occur. The fact that sports grows day by day and is affected by changes reveals the need for crisis management. Preventing crises that may occur especially in sports organizations will make organizations qualified and efficient. In addition, being able to cope with the crises that may occur within sports institutions will greatly affect the efficiency of the sports service to be provided. Sports managers have a great responsibility in preventing and managing these crises in sports because their knowledge and experience are indisputable in terms of carrying out sports more regularly. When the literature is examined, no research examining the crisis management of sports managers has been found. This shows the originality and importance of the current research. Thus, the aim of this study is to examine the crisis management levels of sports managers.

METHOD

Research Model

Descriptive survey model was used in the study. Survey model is a research approach that aims to describe a current or past situation (Karasar 2011). Approval was obtained from the Social and Human Sciences Research Ethics Committee of Ordu University with the 06/10/2022 dated and 2022/178 numbered decision to use the scales in the study and to obtain the data.

Population and Sample

Population of the study consists of sports managers in Turkey. Sample of the study consists of 131 participants selected by random sampling method among the sports managers who were working in the Provincial Organizations of the Ministry of Youth and Sports.

Data Collection Tools

"Personal Information Form" and "Crisis Management Scale" were used in the study. Personal information form consists of variables such as title, gender, working time in the institution, age, marital status and educational status.

Crisis management scale was developed by Çalışkan (2020). It is 5-point Likert type scale with 23 items. It consists of 3 sub-dimensions as pre-crisis activities, activities during-crisis and post-crisis activities. The values in the analyses in the statistical analysis part of the scale present the final version of the scale successfully (Çalışkan 2020).

Statistical Analysis

First of all, information about the study was given to the sports managers. No specific time constraint was made during the collection of research data. In the study, Cronbach alpha coefficient of the answers given to the items in the scale was calculated.

Cronbach Alpha reliability coefficients of the crisis management scale were 0.893 for pre-crisis activities sub-dimension, as 0.947 for activities during the crisis sub-dimension, as 0.932 for post-crisis activities sub-dimension and as 0.966 for total crisis management scale. Kolmogorov-

Smirnov and Shapiro-Wilk tests were applied for the normality distribution analysis of the study. According to the results of the analysis, Student's t test was used for the variables of gender, marital status and educational status, while One-Way Analysis of Variance and Tukey's multiple comparison test were used for the variables of age, title and working time in the institution.

SPSS 22.0 V. statistical package program was used in all statistical calculations. The research findings were given as n (%), mean and standard deviation values, and the findings were considered significant at p<0.05 level.

RESULTS

TABLE 1: Descriptive Statistics of Sports Managers

		n	%
Gender	Male	101	77.1
	Female	30	22.9
Age	26-30	8	6.1
	31-35	21	16.0
	36-40	26	19.8
	≥41	76	58.0
Marital Status	Single	17	13.0
	Married	114	87.0
Title	District manager	39	29.8
	Youth centre manager	21	16.0
	Branch manager	37	28.2
	Facility manager	34	26.0
Working time in the institution	0-5 years	19	14.5
	6-10 years	38	29.0
	≥11 years	74	56.5
Educational status	Undergraduate	93	71.0
	Postgraduate	38	29.0

TABLE 2: Crisis management levels of sports managers in terms of gender

	Gender	n	Mean	Sd.	P
Pre-crisis activities	Male	101	26.79	7.81	0.097
	Female	30	24.10	7.44	
Activities during crisis	Male	101	29.17	9.54	0.097
	Female	30	25.93	8.57	
Post-crisis activities	Male	101	12.71	3.84	0.038
	Female	30	11.03	3.89	
Crisis Management Scale Total Score	Male	101	68.68	19.99	0.066
	Female	30	61.06	18.88	

In the study, it was found that post-crisis activities sub-dimension of female and male sports managers differed significantly. (p<0,05). (Table 2).

TABLE 3: Crisis management levels of sports managers in terms of age

	Age	n	Mean	Sd.	P
Pre-crisis activities	26-30	8	27.87	10.32	0.420
	31-35	21	26.90	7.34	
	36-40	26	23.96	7.60	

	≥41	76	26.55	7.69	
Activities during crisis	26-30	8	32.87	11.06	0.572
	31-35	21	28.38	8.84	
	36-40	26	27.57	9.38	
	≥41	76	28.27	9.44	
Post-crisis activities	26-30	8	13.25	4.89	0.746
	31-35	21	11.66	3.63	
	36-40	26	12.11	4.45	
	≥41	76	12.48	3.72	
Crisis Management Scale Total Score	26-30	8	74.00	25.82	0.634
	31-35	21	66.95	18.83	
	36-40	26	63.65	20.00	
	≥41	76	67.31	19.73	

In the study, no significant difference was found in the crisis management levels of sports managers in terms of the age variable ($p>0.05$). (Table 3).

TABLE 4: Crisis management levels of sports managers in terms of marital status

	Marital Status	n	Mean	Sd.	P
Pre-crisis activities	Single	17	22.35	6.42	0.029
	Married	114	26.74	7.38	
Activities during crisis	Single	17	25.41	7.57	0.156
	Married	114	28.88	9.59	
Post-crisis activities	Single	17	10.29	3.05	0.021
	Married	114	12.63	3.94	
Crisis Management Scale Total Score	Single	17	58.05	16.16	0.049
	Married	114	68.26	20.16	

In the study, it was found that the sub-dimensions of pre-crisis and post-crisis activities and the total score of the crisis management scale differed significantly in terms of the variable of marital status. ($p<0,05$). (Table 4).

TABLE 5: Crisis management levels of sports managers in terms of title

	Title	n	Mean	Sd.	P
Pre-crisis activities	District manager	39	29.07a	8.11	0.028
	Youth centre manager	21	26.57ab	8.21	
	Branch manager	37	24.27b	6.89	
	Facility manager	34	24.67b	7.33	
Activities during crisis	District manager	39	32.35a	8.33	0.002
	Youth centre manager	21	30.33ab	10.24	
	Branch manager	37	25.18b	8.68	
	Facility manager	34	26.29b	9.23	
Post-crisis activities	District manager	39	13.79a	3.25	0.004
	Youth centre manager	21	13.38a	3.95	
	Branch manager	37	11.10b	3.83	
	Facility manager	34	11.32b	4.06	
Crisis Management Scale Total Score	District manager	39	75.23a	18.32	0.004
	Youth centre manager	21	70.28ab	21.35	
	Branch manager	37	60.56b	18.29	

	Facility manager	34	62.29b	19.53	

In the study, it was found that all sub-dimensions and total scores of the crisis management scale of sports managers differed significantly in terms of the variable of title. ($p<0,05$). (Table 5).

TABLE 6: Crisis management levels of sports managers in terms of working time in the institution

	Working time in the institution	n	Mean	Sd.	P
Pre-crisis activities	0-5 years	19	30.31	9.03	0.041
	6-10 years	38	25.28	7.62	
	≥11 years	74	25.56	7.29	
Activities during crisis	0-5 years	19	35.15	9.88	0.003
	6-10 years	38	27.76	9.30	
	≥11 years	74	27.05	8.68	
Post-crisis activities	0-5 years	19	15.26	3.72	0.001
	6-10 years	38	12.23	4.06	
	≥11 years	74	11.62	3.55	
Crisis Management Scale Total Score	0-5 years	19	80.73	21.72	0.004
	6-10 years	38	65.28	19.50	
	≥11 years	74	64.24	18.44	

In the study, it was found that all sub-dimensions and total score of the crisis management scale of sports managers differed significantly in terms of working time in the institution ($p<0,05$). (Table 6).

TABLE 7: Crisis management levels of sports managers in terms of educational status

	Educational status	n	Mean	Sd.	P
Pre-crisis activities	Undergraduate	93	26.78	7.89	0.162
	Postgraduate	38	24.68	7.40	
Activities during crisis	Undergraduate	93	28.49	9.39	0.910
	Postgraduate	38	28.28	9.55	
Post-crisis activities	Undergraduate	93	12.61	4.01	0.193
	Postgraduate	38	11.63	3.59	
Crisis Management Scale Total Score	Undergraduate	93	67.89	20.02	0.394
	Postgraduate	38	64.40	19.78	

In the study, no significant difference was found in the crisis management levels of sports managers in terms of the variable of educational status. ($p>0.05$). (Table 7).

DISCUSSION AND CONCLUSION

The study was conducted to examine the crisis management levels of sports managers. While no significant difference was observed in the variables of age and educational status in the study, it was found that there were significant differences in some sub-dimensions and scale total scores in terms of the variables of gender, marital status, title and working time.

When the gender variable was examined in the study, a significant difference was found in post-crisis activities sub-dimension. The analysis showed that the mean score of men was higher than that of women. The result can be attributed to the higher number of male participants in the sample group. It is seen that men are more active in post-crisis activities than women. When the literature is examined, it can be seen that while the results of the present study are inconsistent with the results of studies by Maya (2014),

Şahinli (2018), Ulusoy and Yavuz (2022), they are similar with the results of Haban and Bozkurt (2017). In terms of the variable of age, it was found that there was no significant difference in the sub-dimensions and total scores of the crisis management scale. When the literature is examined, it can be seen that while the results of the present study are inconsistent with the results of studies by Haban and Bozkurt (2017) and Şahinli (2018), they are similar with the results of Karakuş and İnandı (2018). In terms of the variable of marital status, significant difference can be seen in the sub-dimensions of pre-crisis activities and post-crisis activities and crisis management scale total score. Results found show that married participants have higher mean scores than single participants. This result may be due to the fact that married managers are more responsible than singles. It can be thought that managers with a high sense of responsibility and belonging may approach the issue of coping and managing crises more seriously. When the literature is examined, it can be seen the results of Ulusoy and Yavuz (2022)'s study are not similar with the results of the current study. In terms of the variable of title, it was found that there was a significant difference in the total score and sub-dimensions of the crisis management scale. In the analysis, mean scores of district managers were found to be higher than the scores of other managers. According to the result found, it can be said that district managers have more work experience than other managers due to their more comprehensive working areas. It can be said that this situation has a positive effect on the crisis management levels of district managers. When the literature is examined, it can be seen that the results of Atılgan (2018) are not in parallel with the results of the present study. A significant difference was found in the total score and sub-dimensions of the crisis management scale in terms of the variable of working time in the institution. The results found showed that the average score of sports managers who had been working between 0-5 years was higher than the others. It can be said that sports managers with low working time have high level of enthusiasm about the job and desire to prove themselves. In addition, it can be considered as a normal situation that the burnout levels of sports managers with high working hours are also high. As a result of these assumptions, it can be expected that sports managers with low working hours will be more efficient in managing crisis management. When the literature is examined, it can be seen that while the study results of Karakuş and İnandı (2018), Şahinli (2018), Atılgan (2018) are not similar with the results of the study, the results of Maya (2014) are relatively similar. In terms of educational status, no significant difference was found in the crisis management scale sub-dimensions and the total score. When the literature is examined, it can be seen that the results of Atılgan (2018)'s study and the present study partially show parallelism.

The aim of the present study is to examine the crisis management levels of sports managers. The concept of sport is intertwined with many disciplines due to the interest of societies rather than individuals. For this reason, the probability of facing various crises is very high. Plans and projects that can overcome the crises that may arise are of great importance. The importance of sports managers in the implementation of these plans and taking measures is indisputable. Considering the results of the study, sports managers should have the highest level of awareness and knowledge about crisis management at all levels and ages. It is very important to have well-equipped and experienced managers about crisis management, especially in the convenient and systematic execution of sports organizations because sport is a phenomenon that attracts large masses. Sport will be preferred by masses when it is carried out in a quality and efficient manner. As a result, providing sports managers with training on crisis management and conducting practices beforehand about possible crises will eliminate uncertainties in the event of a crisis and ensure that sports managers are ready.

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