

## *Short Communication*

# **Burnout levels of sport managers in provincial organizations of Turkish Youth and Sport General Directorate**

**Ekici, Summani**

Mugla University, School of Physical Education and Sports, Turkey. E-mail: ekicis@gmail.com.

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**The aim of this study was to investigate the “physiological burnout, desensitization and burnout of individual success among personnel working in provincial organizations of Youth and Sport General Directorate (YSGD) of Turkey. Data were collected by Maslach Burnout Inventory which was developed by Maslach and Jackson (1981) and adapted in Turkish by Ergin (1992). One hundred and thirty nine managers were selected randomly from 41 provincial organizations of YSGD as participants. T- test was used to analyze the collected data. Results show that managers have low level of physiological burnout and depersonalization. On the other hand they have medium level of burnout of individual success. According to the results, positive and high correlation was determined between depersonalization and psychological burnout.**

**Key word:** Burnout, manager, sports organizations.

## **INTRODUCTION**

Burnout is a specific kind of occupational stress-reaction of employees, as a result of the demanding and emotional charged relationship between caregivers and recipients (Maslach and Schaufeli). Empirical evidence has shown that burnout has important dysfunctional ramifications, implying substantial costs for both organizations and individuals such as increases in turnover, absenteeism, reduced productivity and human considerations (Jackson and Maslach, 1982; Leiter and Maslach, 1988; Shirom, 1989). For the survival and efficiency of the organizations, there should be an effective implementation of individual, managerial and organizational practices to deal with burnout critically.

Today, the most commonly accepted definition of burnout is the three-component conceptualization used by Maslach and colleagues (Maslach, 1982; Maslach and Jackson, 1981; Pines and Maslach, 1980). One component of burnout, emotional exhaustion, is characterized by a lack of energy and a feeling that one's emotional resources are used up. Another component, depersonalization or dehumanization, is marked by the treatment of clients as objects rather than people. Workers may display a detached and an emotional callousness, and they may be cynical toward co-workers, clients, and the

organization. The final component of burnout, diminished personal accomplishment, is characterized by a tendency to evaluate one's self negatively. Today one of the main problems of sport organizations in Turkey is lack of efficiency. Managers have the main responsibility to overcome these negative conditions and increase the performance of the organizations is the main reason of selecting managers and assistant managers as a sample in this study. The clumsy and discouraged management will not be able to attract general public interest to popularize sport. The main purpose of this study is to investigate the “physiological burnout, desensitization and burnout of individual success among personnel working in provincial organizations of YSGD.

## **METHODOLOGY**

A questionnaire was used to collect data. One hundred and thirty nine managers were selected randomly from 41 provincial organizations of YSGD as participants. For this study the Maslach Burnout Inventory (Maslach and Jackson, 1986; Maslach and Schaufeli, 1993) which was developed to measure burnout as a specific kind of occupational stress reaction among human service professionals was used. Adaptation of this inventory in Turkish was carried out by Ergin (1992). The 22-item questionnaire evaluates

**Table 1.** Alpha coefficients and correlations.

Factors	depersonalization	emotional exhaustion
Depersonalization	-	-
Emotional exhaustion	0.428**	-
Personal accomplishment	-0.328**	-0.195**

\*\*p<0.01.

**Table 2.** Psychological burnout and education level.

Factors	Education level	N	X	S.D	t	P
Depersonalization	High school or less	20	3.75	2.531	-	0.640
	University	119	3.45	2.922	0.473	
Emotional exhaustion	High school or less	20	7.05	4.465	-	0.008*
	University	119	10.28	6.179	2.818	
Personal accomplishment	High school or less	20	23.95	5.548	0.464	0.647
	University	119	24.56	4.931		

\* p<0.05.

burnout in 3 factors. These factors and their Cronbach's alpha are emotional exhaustion (0.83), depersonalization (0.72), and personal accomplishment (0.65).

## RESULTS

According to the demographic data, 87.8% of the participants were male and 12.2% of the participants were female. In addition 89.9% were married while 10.1% were single. When we considered the age levels 10.8% were between 20 and 35, 33.1% were between 36 and 45, and 56.1% were between 46 and 65. Moreover 17.3 of the participants were upper level manager, 15.1 were first level managers and 67.6% were entry level manager. Eighteen percentages of the participants were 1 to 5 years of experience, 7.2% had 6 to 10 years of experience, and 8.6% had 11 to 15 years of experience. Finally 14.4 % of the participants were high school graduates or less, and 85.6 % were at least university graduates.

Result of the present study shows that there is a positive significant correlation between emotional exhaustion and depersonalization( $r=0.428$ ,  $p<0.01$ ) as shown in Table 1. On the other hand there is a negative correlation between personal accomplishment and depersonalization ( $r=-0.328$ ,  $p<0.01$ ), and between personal accomplishment and emotional exhaustion( $r=0.195$ ,  $p<0.01$ ).

Result shows that there are significant differences in emotional exhaustion according to the education level of the managers. The emotional exhaustion score of High school or less (4.47) is significantly less than University group (6.18),  $p<0.01$  as shown in Table 2.

Results did not reveal any other significant differences between groups according to their marital status, age, gender, managerial level, and experiences.

## DISCUSSION

Prior research aims at investigating the psychological burnout level of managers working in YSGD provincial organizations. In this study Maslach Burnout Inventory which was developed by Maslach and Jackson (1981) and adapted in Turkish by Ergin (1992) was administered to 139 managers selected randomly from 41 provincial organizations of YSGD. Among the managers employed in YSGD Provincial Organizations the mean score of emotional exhaustion level was 9, the mean score of depersonalization was 3, and the mean score of personal accomplishment was 24. The mean score of emotional exhaustion is lower but the mean score of personal accomplishment was found higher compared with those of other organizations reported previously (Aslan and et al, 1996; Çam 1992; Taycan 2006; Girgin 2005; Özdemir 2003). The main reason for this outcome may be that experienced employees working for years have developed a coping or adaptation mechanism toward various stressors in life and in work environments (Garrosa, 2006; Martinussen, 2007).

No significant differences were found between managers in terms of their marital status, age, gender, managerial level, and experiences. This result is in parallel with the result of several studies. Ergin (1992) determined no significant differences in burnout rates

between doctor and nurses according to their gender. Moreover Akçamete, Kaner and Sucuoğlu (2001) reported no significant differences in burnout rates among teachers in terms of gender. Moreover, studies of Tuğrul and Çelik, (2002) and Dericioğulları, Konak, Arslan and Öztürk (2007) support our findings. The result of both studies shows that there are no significant differences between age groups. Prior studies show significant difference between education levels. In emotional exhaustion sub factor, high school or less groups has a lower score compared to the University group. This result agrees with the result of several studies in the literature. According to the study of Basim and Şeşen (2006) nurses who have a master degree have higher depersonalization and emotional exhaustion compared nurses with no master degree. In addition Kaya and et al (2010) mentioned that with the increase of education level, burnout level of nurses increases. Considering the research results, it is essential to pay more attention to organizational, personal, and social confrontation sources in order to reduce burnout level of managers working in sport organizations. Except financial nature of some some problems, most of them are managerial, behavioral, attitudinal, or social nature. It would be better to organize workshops and training courses, for coping with stress and job burnout by government (Farahbakhsh, 2009). On the other hand further studies are warranted investigating the topic considering other variables involved in the work and work environment.

## Conclusion

General theme of the study proposed that burnout condition would be perceived or experienced in all level of age without exception. But the difference between two education levels is important to research. The main idea under the higher burnout level of university graduates can be possibly result from the conflict of expectations and encountered conditions. Most of the universities are far away from demonstrating work life successfully and most graduates have disappointments which push them to experience various types of burnout and other undesirable job disorders.

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