

*Full Length Research Paper*

# An analysis of the aims of Turkish Amateur Sports Club Confederation board members who entered management positions

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This study analyzed the objectives of the Amateur Sports Clubs Confederation (ASCC) board members who took managerial positions. Volunteer sport unions in Turkey are oriented towards advancement in Sport Management, contribution to the process of change and development and “joining the management” in the field of sports. Among these unions, ASCC has an important role. A survey model was used to determine the views of ASCC members of the board. Data was collected through questionnaires and a total of 459 questionnaires were evaluated. Population of the study consisted of ASCC members of the board in 74 different provinces. The study sampling consisted of ASCC members of the board in 62 provinces. Statistical analysis indicated that KMO value of the questionnaire was 0.85, Barlette test was 9416.078 and Cronbach’s Alpha reliability coefficient was 0.89. As for the distribution of the views of ASCC members of the board according to types of positions, there was a parallelism between the views of secretaries, managers and vice-managers. However, there was a difference between the views of secretaries and members. This difference can be interpreted by the fact that members of the board holding positions requiring closer contact with the manager, or the ones undertaking a more active participation, can realize their expectations in joining ASCC management. It can be suggested that full participation of board members in the decision-making process will contribute to the formation of a democratic society and will have a positive effect on democratic developments in sport.

**Key words:** TASCC, ASCC, sport, joining management, non-governmental organization.

## INTRODUCTION

The concept of civil society emerged in the 18th century in Western Europe as an analytical tool in an attempt to understand how it would be possible to live in communities. Passing through various stages, the concept has finally gained its current meaning (Kars, 2002). The concept of civil society is used to describe an autonomous economical and social area that enjoys semi-autonomy from the organization and authority of the state and thus operates according to its own principles, rules and regulations (Yilmaz, 1998).

According to research, civil society defines the area where human communities can act irrespective of any power and where they can define themselves (Neziro lu, 1997). One of the important characteristics of civil society is that it is autonomous from the state, however does not

necessarily require alienation from the state (Eren, 2000). Civil society is defined as a union wherein individual freedoms and fundamental rights are safeguarded on the basis of voluntary organizations (Neziro lu, 1997; Civil Society Organizations Symposium III, 1998; Uysal, 1998; Yetim, 2000; Yildirim, 2001).

In Turkey there are nationally and internationally active, long-established organizations which were founded to satisfy the society’s various needs. Amateur Sports Clubs Confederations (ASCC) is among these organizations. Under the Turkish Amateur Sports Clubs Confederation (TASCC), ASCCs are supported by the sport clubs in their respective provinces. Provincial sport clubs elect ASCC representatives from their own management and elect the managers of their higher board within their

respective provinces. ASCCs hold a General Meeting every two years and give account to the sports clubs that elected them. In this system, where democracy is properly implemented, every member has the right to elect and be elected. ASCC management is composed of voluntary participants. During their service period, ASCC management makes attempts to further develop sports in all provinces of Turkey in cooperation with the national Directorate General of Youth and Sports ([www.taskk.com](http://www.taskk.com) accession date: 21.05.2009).

ASCC is a non-profit organization involved in public management. Today the members of organizations, whether working in enterprises, public institutions, syndicates or professional institutions, prefer to join the management of their organization rather than remaining content to only work there (Eren, 2000).

Joining management means being a part of the power, in other words holding a position in the hierarchy of decision-making and having a say in managerial decisions and doing activities by effectively using participation possibilities (Eroglu, 2000). A manager effectively engages in decision-making by means of worldview, opinions, voting and attempts to make to persuade others in the decision-making process (Tortop, 1975).

In light of this information, the present study aims to determine the aim of ASCC members of the board in becoming managers. ASCC has an important role among the volunteer sports unions which aim to further develop sport management, contribute to the process of change and development and act with the goal of "joining management" in the field of sports.

## MATERIALS AND METHODS

The present study aims to determine the aim of ASCC members of the board who join the managerial ranks and to determine the graded level of the rational impulses behind their decision. The study population consisted of ASCC management members from 74 provinces in Turkey. The study sampling consisted of ASCC members from 62 provinces. The survey model was used in the study. For data collection, various interviews were made, the current situation and problems were determined and questionnaire questions were prepared with guidance from the relevant literature. A preliminary questionnaire was administered to ASCC members of the boards in 5 provinces (Elazığ, Malatya, Bingöl, Ankara and Trabzon). After the application of the questionnaire, unclear questions were corrected and excluded and then, based on expert opinion, the questionnaire was prepared. The questionnaires were mailed to ASCC Managements in 74 Provinces together with return envelopes bearing ordinary postage stamps. A total of 62 ASCC Managements filled in and returned the questionnaires and a total of 459 questionnaires were evaluated. At the end of the evaluation, the items with low factorial load were excluded and a new calculation was made. Cronbach's Alpha reliability coefficient of the questionnaire was found to be 0.79.

## Data analyses

The views of ASCC members of the board regarding their

aim and reasons for joining the management were evaluated according to arithmetic averages and standard deviation, without considering the variables. The difference analysis of the views of the members by considering the variables, Kruskal-Wallis Analysis of Variance and as Post-hoc LSD and Tamhane Tests were used.

In data analysis, percentage frequency and correlation were used. Since the data was not collected by a scale, a non-parametric test was used. The Spearman Rank correlation test was used to determine the relationship between the variables. In statistical analyses, the SPSS version 12.0 for Windows package program was used.

## FINDINGS

Table 1 indicates personal information about ASCC members of the board and the distributions.

As indicated in Table 2 Item 1, the members respond "High" when the reason for joining management is "Increasing the coordination of ASCC with public institutions."

As indicated in Item 2, the members choose the option "High" ( $\bar{x} = 4.04$ ) when the reason for joining management is "Preventing the unfairness towards the clubs."

As indicated in Item 3, the members choose the option "High" ( $\bar{x} = 3.91$ ) when the reason for joining management is "Contributing to the sport organizations."

As indicated in Item 4, the members choose the option "High" ( $\bar{x} = 3.88$ ) when the reason for joining management is "Increasing the role of ASCC in other branches apart from football."

As indicated in Item 5, the members choose the option "High" ( $\bar{x} = 3.60$ ) when the reason for joining management is "Increasing the coordination of sport clubs in other provinces."

As indicated in Item 6, the members choose the option "High" ( $\bar{x} = 3.77$ ) when the reason for joining management is "Supporting a specific candidate for management."

As indicated in Item 7, the members choose the option "Moderate" ( $\bar{x} = 2.98$ ) when the reason for joining management is "Observing the interests of the club and being nominated."

As indicated in Item 8, the members choose the option "High" ( $\bar{x} = 3.69$ ) when the reason for joining management is "Increasing social status."

As indicated in Item 9, the members choose the option "High" ( $\bar{x} = 4.01$ ) when the reason for joining management is "Being beneficial to the social environment."

As indicated in Item 10, the members choose the option "High" ( $\bar{x} = 4.05$ ) when the reason for joining management is "Assigning ASCC a more effective status among sport organizations."

As indicated in Item 11, the members choose the option "Low" ( $\bar{x} = 2.30$ ) when the reason for joining management is "Investing in a political future."

**Table 1.** Personal findings.

Variable		Distribution	
		f	%
Gender	Female	4	0.9
	Male	455	99.1
	Total	459	100
Occupation	Worker	95	20.6
	Civil servant	182	39.7
	Self-employed	182	39.7
	Total	459	100
Position	Manager and Vice-manager	126	27.5
	(Secretary) general secretary, secretary of finance, secretary or organization and secretary of training	198	43.1
	Member	135	29.4
	Total	459	100
Age	18-29	5	1.1
	30-39	106	23.1
	40-49	247	53.8
	50-59	95	20.7
	Others	6	1.3
	Total	459	100
Monthly income	300-500 TRY	59	12.9
	501-900 TRY.	196	42.7
	901-1.200 TRY	112	24.4
	1.201-1.500 TRY	50	10.9
	Other	42	9.1
	Total	459	100
Interest	Doing Sport in amateur clubs	335	58.6
	Doing sport in professional clubs	33	5.9
	Doing sport in friend circles	100	17.5
	Doing sport in school teams	51	8.9
	Other	52	9.1
	Total	459	100
Educational status	Primary school	27	5.9
	Secondary school	50	10.9
	High school	234	51.0
	University	142	30.9
	Post-graduate	6	1.3
	Total	459	100

f: Frequency, %: Percentage.

**Table 2.** The aim of the participants in joining ASCC management.

Item no	Level						Total	$\bar{X}$	S
	Distribution	Very high	High	Moderate	Low	Very low			
1	%	23.3	41.4	27.7	6.5	1.1	100	3.79	0.91
	f	107	190	127	30	5	459		
2	%	34.9	40.5	20.5	2.4	1.7	100	4.04	0.90
	f	160	186	94	11	8	459		

Table 2. Contd.

Item no	Level		Very high	High	Moderate	Low	Very low	Total	$\bar{X}$	S
	Distribution									
3	%	27.2	43.4	24.6	2.8	2.0	100	3.91	0.90	
	f	125	199	113	13	9	459			
4	%	34.0	32.5	23.5	7.6	2.4	100	3.88	1.04	
	f	156	149	108	35	11	459			
5	%	16.8	41.8	29.2	8.9	3.3	100	3.60	0.98	
	f	77	192	134	41	15	459			
6	%	35.7	30.9	16.4	8.3	8.7	100	3.77	1.26	
	f	164	142	75	38	40	459			
7	%	17.5	22.9	23.7	12.6	23.3	100	2.98	1.41	
	f	80	105	109	58	107	459			
8	%	23.3	37.7	27.2	8.3	3.5	100	3.69	1.02	
	f	107	173	125	38	16	459			
9	%	31.6	44.9	18.5	3.9	1.1	100	4.01	0.87	
	f	145	206	85	18	5	459			
10	%	38.3	38.3	15.3	6.1	2.0	100	4.05	0.98	
	f	176	176	70	28	9	459			
11	%	14.0	13.7	8.7	16.3	47.3	100	2.30	1.50	
	f	64	63	40	75	217	459			
12	%	42.9	41.0	10.9	2.6	2.6	100	4.18	0.91	
	f	197	188	50	12	12	459			
13	%	40.5	30.7	21.1	7.0	0.7	100	4.03	0.98	
	f	186	141	97	32	3	459			
14	%	45.1	39.9	8.5	4.1	2.4	100	4.21	0.93	
	f	207	183	39	19	11	459			
15	%	9.8	14.8	15.0	11.3	49.1	100	2.25	1.43	
	f	45	68	69	52	225	459			
16	%	8.3	17.4	20.7	13.7	39.9	100	2.40	1.37	
	f	38	80	95	63	183	459			
17	%	33.3	34.7	23.1	4.8	4.1	100	3.88	1.05	
	f	153	159	106	22	19	459			
18	%	32.3	40.3	19.6	3.9	3.9	100	3.93	1.01	
	f	148	185	90	18	18	459			

f: Frequency; %: Percentage;  $\bar{X}$ : Arithmetic average; S: Standard deviation.

**Table 3.** The distribution of ASCC Management Members in joining ASCC management according to the positions.

Item no.	Manager and Vice- Manager (N=126) (a)		Secretaries (N=198) (b)		Members (N=135) (c)		p
	$\bar{x}$	S	$\bar{x}$	S	$\bar{x}$	S	
1	3.86 <sup>a</sup>	0.82	3.87 <sup>a</sup>	0.92	3.61 <sup>b</sup>	0.95	*
2	4.03	0.92	4.12	0.85	3.92	0.94	-
3	3.89	0.83	4.00	0.86	3.80	0.99	-
4	4.00	0.96	3.85	1.10	3.80	1.01	-
5	3.65	0.90	3.68	1.00	3.44	0.99	-
6	3.61	1.32	3.77	1.30	3.91	1.10	-
7	2.94	1.42	2.92	1.45	3.11	1.33	-
8	3.76	0.92	3.67	1.10	3.66	1.00	-
9	3.96 <sup>ab</sup>	0.91	4.12 <sup>a</sup>	0.86	3.92 <sup>b</sup>	0.83	*
10	4.12	0.96	4.02	1.07	4.01	0.83	-
11	2.26	1.44	2.43	1.59	2.17	1.43	-
12	4.14	0.95	4.14	0.93	4.30	0.86	-
13	4.03	0.93	4.05	1.03	4.02	0.94	-
14	4.15	0.88	4.20	1.01	4.28	0.85	-
15	2.27	1.37	2.24	1.46	2.22	1.45	-
16	2.40	1.25	2.46	1.45	2.32	1.36	-
17	3.99 <sup>a</sup>	0.98	4.01 <sup>a</sup>	0.97	3.59 <sup>b</sup>	1.17	**
18	3.96 <sup>ab</sup>	0.99	4.01 <sup>a</sup>	1.03	3.77 <sup>b</sup>	0.99	*

P > 0.05, \* : P < 0.05, \*\*: P < 0.01 a,b: The differences between group averages containing the same letters in a line are significant.

Members rate their motivation “High” ( $\bar{x}$  =4.04) for joining management for the reason “Preventing the unfairness towards the clubs” (Table 2, item 2). Considering that 58.6% of the members of the board previously held positions in amateur sports clubs, (Table 1) it is natural that these people attempt to fulfill their aspirations to solve the problems they know from experience in an NGO integral to their personal experience.

Members rate their motivation “High” ( $\bar{x}$  =3.60) for joining management for the reason “Increasing the coordination of sport clubs in other provinces” (Table 2, item 5). They rate their incentive “High” ( $\bar{x}$  =4.05) for joining management with the aim of “Assigning ASCC a more effective status among sport organizations” (Table 2, item 10). The fact that the members rate their inducement “High” ( $\bar{x}$  =3.60) for joining management for the purpose of “Increasing the coordination of sport clubs in other provinces” (Table 2, item 5) supports the averages in this item. We can assess that if the members want to assign ASCC an effective role among other sports organizations, then ASCC should first develop good relations with those organizations. In his study of the functions of management, Henri Fayol defines five fundamental management functions that should be adapted by every organizational activity. These include: planning, organization, management, coordination and control functions. Fayol suggests that success depends

upon effective fulfillment of these functions by managers in full (Sunay et al., 2000). Coordination means collaborating with other organizations and units having the same structure to achieve a certain target (Tortop et al., 1993). As clearly understood from the principle of “coordination” among management functions, it is an undeniable truth that establishing coordinated relationships between organizations with the same objective will enhance the working performance and quality of the organizations and subsequently enhance quality and success in the fields they serve (Çoban et al., 2003). Today, no matter the field, successful application of the principle of “coordination” between cooperating organizations, and establishment of good relations and teamwork between these organizations and units working for the same purpose (even when using different structures), can enhance the success and development of the subject field accordingly.

The media and non-governmental organizations have an important role in molding public opinion. Mass communication affects our lives and decisions in every area from economy to foreign policy, from art to politics. The mass media have other important roles including molding public opinion, participating in the political process and inspecting this process. Considering the characteristics of these media as they rapidly contact people, impose certain opinions upon the people or influence people to do a certain thing, it is clearly understood that the media have an

an effective role in raising awareness (Saygi, 2000). The survey reveals that the members rate their inducement "High" ( $\bar{x} = 3.88$ ) for joining management with the aim/reason of "improving the relations of ASKD with the media and further increasing the role of ASCC by the media" (Table 2, item 17). Public relations officers of TASCC and ASCCs can make constant attempts to place the organizations in the public eye, draw attention to the deficiencies in the field of sports and try to meet the needs of the organizations by establishing coordination with the media. NGOs can be considered as the organizations that make attempts to enhance their activities by raising awareness. Therefore, it can be suggested that the fact that the management of ASCCs include individuals who try to make an effective NGO by raising awareness will contribute to leading ASCCs into a more effective role. Media is the most common source used in public relations. By announcing their activities and financial achievements to the general society every organization tries to gain society's trust. In addition to introducing a concept, this strategy can influence the public to like it, creating a positive impression about the organization. The media consider the organizations as an important source of information. As the organizations grow, they can augment their effects on the general life of the country (Tortop, 1993).

As an effective NGO, to allow ASCCs to offer better and more efficient services in the field of sports by putting pressure on sport policies, local administrations and political powers, considering that 51.0% of the management members (Table 1) are high-school graduates, the educational status and knowledge backgrounds of the members should be increased. Necessary activities can be carried out in cooperation with the related organizations (Physical Education and Sports Vocational Schools, Management Departments of Faculty of Education, seminars held by Directorate General of Youth and Sports, etc.).

Each sports organization should have the opportunity of benefitting from different experiences and personalities of management members as much as possible. Sports organizations should be able to create opportunities to attain individual objectives in a manner that does not hinder organizational aims. The delight the individual takes from participating in sport organization management can make that individual more efficient in his activities and will make participation in sport organizations more attractive. Likewise, management members should participate in management in a more active manner.

Sport organizations make attempts to form the basis and create resources for the developments in the field of sports and full participation of management members will result in better recognition of sport organizations within the society.

In addition, it can be suggested that a multidimensional participation on an individual and organizational basis will contribute to the democratic structure of the society and will have a positive effect on democratic development in sports.

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