

ANTRENÖRLERİN FARKLI DEĞİŞKENLERE GÖRE MESLEKİ TÜKENMİŞLİK DÜZEYLERİNİN İNCELENMESİ

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Özet: Bu çalışma Bursa Gençlik Hizmetleri ve Spor İl Müdürlüğünde görev yapan antrenörlerin tükenmişlik düzeylerinin belirlenmesi amaçlanmaktadır. Çalışmaya, il müdürlüğünde farklı branşlarda görev yapan 18'i kadın, 43'ü erkek, toplam 61 antrenör katılmıştır. Tükenmişlik düzeyini ölçmek için Pines ve Aronson (1988) tarafından geliştirilen ve Malach-Pines (2005, 88) tarafından kısaltılarak geçerlilik ve güvenilirlik çalışmaları yapılmış tükenmişlik anketinden yararlanılmıştır. Anketlerden elde edilen veriler frekans analizi, tek yönlü varyans analizi ve Tukey Testi ile hesaplanmıştır. Anket sonuçlarına göre tükenmişlik düzeyi ile cinsiyet, medeni durum, eğitim durumu, sporcularının elde ettiği uluslararası derece, antrenörlerin kadro durumu ve hizmet yılı değişkenleri arasında $p<0,05$ düzeyinde anlamlı farklılık incelenmiştir. Sonuç olarak; cinsiyet, medeni durum, uluslararası alanda sporcularının derece elde etmiş olması ve kadro durumu değişkenleri açısından istatistiksel olarak anlamlı sonuçlara ulaşılmıştır. Çalışmamız antrenörlerin tükenmişlik seviyelerini hangi değişkenlerin etkilediğinin bilinmesi açısından spor camiasına katkı sağlayacaktır; ancak bu konuda daha fazla çalışma yapılması gerekmektedir.

Anahtar Kelimeler: Antrenör, Tükenmişlik, Gençlik Hizmetleri ve Spor İl Müdürlüğü.

INVESTIGATION OF COACHES' BURNOUT LEVELS BASED ON DIFFERENT PARAMETERS

Abstract: The purpose of this study is to identify the burnout levels of the coaches who work at Bursa Provincial Directorate of Youth Services and Sports. This study consists of a total of 61 coaches, 18 women and 43 men training in different sports at the Provincial Directorate. In order to measure the level of burnout, a survey, developed by Pines and Aronson in 1988 and shortened by Malach-Pines in 2008, has been conducted. The data obtained from the surveys calculated with frequency analysis, one-way analysis of variance and the Tukey test. According to the survey, significant differences were observed between the parameters of $p<0.05$, on the levels of burnout and gender, marital status, education level and years of service. As a consequence, statically meaningful results have been achieved in this research looking in to the burnout levels of the coaches, considering the parameters such as gender, marital status, athletes taking in international competitions and staff status. The current study has provided a good basis for identifying variables that will contribute to the sports community, but further research needs to be conducted with this work.

Key words: Coach, Burnout, Youth Services and Sport



INTRODUCTION

Improvements in science and technology cause significant changes in the field of sports in today's world. Rapid changes in sports and organizations, ever-growing sports economy and popularity make sporting general and coaches in particular more important. For this reason, the necessity of determining the parameters that cause burnout for coaches and taking necessary precautions, are being discussed by many people. In this case, the quantity and nature of the deterioration of the educational process negatively affects the mental health of athletes. According to Maslach and Jackson (1981) Burnout is a syndrome caused by the intense emotional demands of the job, being constantly exposed to people who need to work face to face with other people with physical fatigue, prolonged fatigue and negative attitudes towards other people reflection of feelings of helplessness and hopelessness on work life. Gümüşdağ et al., (2013) described burnout is a complex syndrome and it can be caused by cognitive, physiological, behavioral and situational influences of excessive stress as well as personal factors. Maslach et al (1981) discussed and evaluated their burnout definition into three-dimensional concept. These are emotional burnout, insensitiveness and feeling of low personal accomplishment (Tümekaya, 2000). Freudenberger (1974) defines burnout as failure, wear and tear, result of an overload or loss of power and energy or demands that cannot be met as a result of burnout of the individuals internal resources (Izgar, 2003). Cherniss (1993) interprets burnout as a non-constructive attitude and behavior change in response to stress at work (Barutçu and Serinkan, 2008). Burnout is classified under two headings, organizational factors and

individual factors (Maslach et al, 2001, 407-411; Güneş, Bayraktaroğlu and Özen, 2009, 484). There are many organizational factors that affect burnout. These can be listed as organizational structure, nature of the business and the type of occupation, working hours, overtime, physical characteristics of the work place, excessive prohibitions, excessive workload, participation in decisions, social support from colleagues and supervisors, work-related stress, low pay, educational background, not being appreciated, inter organizational relations, organizational conflict, lack of career opportunities, leadership styles , organizational culture to change strategies such as reorganization and downsizing (Jackson and others, 1987,8; Ergin, 1995, 6; Burke and Greenglass, 2001, 12; Maslach et al 2001, 409; Izgar, 2003, 11; Hsieh, 2003, 8; Budak and Surgevil, 2005, 97; Basım and Şeşen, 2006, 17; Ardiç and Polatçı, 2008, 72-73; Güneş, Bayraktaroğlu, Özen 2009, 484). Three sub-headings of the individual factors are demographic factors, personality, characteristics and attitudes to work. Demographic factors and burnout in relation to gender, age and marital status, were measured and examined for demographic factors. Relations between personal characteristics evaluation, basic self-assessment, five major personality factor, positive/negative mood, optimism, proactive personality, psychological endurance, and the relationship between A-type personality traits and burnout are being observed. In terms of attitudes, workers also carry their expectations into work. These expectations sometimes exceed the capacity of the employee (Maslach et al 2001, 410-411). At this point, we can say that workers may demonstrate a greater effort to be successful in their work with high

anticipation. If not satisfied, workers will become exhausted (Maslach et al 2001, 251). Long-term exposure to a stressful work environment, physical and emotional burnout, insensitiveness can lead to a decrease in productivity (Freudenberger 1974, Maslach and other 1981, Cordes and Dougherty 1993). According to the results of the research in the American Institute of Stress, they reported that policing, teaching, and a variety of professions such as air traffic control officers may lead to a possible shortening of life expectancy and make it difficult to deal effectively with the problems of everyday life. Educational Studies (in particular sports training) is one of the areas that the most intense and emotional interaction with people necessary. Due to the human emotional interaction the feeling of responsibility towards people causes greater stress than towards objects thus the above mentioned professionals are more susceptible to burnout. For this reason, the likelihood of burnout on coaches is increased (Baltaş and Baltaş, 1997). Burnout creates undesirable behavior in coaches, such as negative behavior, decreased tolerance, and reduction of the time for training, low job performance, absenteeism or resigning. In addition, headaches, ulcers and physical problems, such as depression, anger can lead to the development of negative attitudes towards athletes. Also coaches who provide training to elite athletes have higher burnout issues than those coaches who provide training to normal athletes. As we know, training is a profession that requires patience and tolerance. Athletes because of their different personalities than ordinary people in society should be trained according to their appropriate levels and capabilities. For this purpose, in our study, we try to determine burnout

levels of coaches who work in different branches and specify the burnout causes, symptoms and consequences and recommendations are given in order to avoid burnout.

MATERIAL AND METHOD

In this study, the data is obtained from the coaches who work in different sports at Bursa Provincial Directorate of Youth Services. In this respect the context, and the meeting organized by the researcher who explained how to fill out questionnaires and surveys that should be distributed. This study consists of a total 61 volunteer coaches, 43 men (70.5%) and 18 women (29.5%). In order to measure the level of burnout, a survey developed by Pines and Aronson in 1988 has been conducted and used the short version of the survey developed by Malach-Pines (2005; 88) Used substances converted into expressions. Pines and Aronson's scale is one of the most common scales which is used for measuring burnout (Enzmann, Schaufei, Wilmar, Janssen and Rozeman, 1988, 331; Malach-Oines, 2005, 79). This scale improved to measure burnout on its one dimensional scale as used for all type of professions, even the groups for non-professions (Malach-Pines, 2005, 79). Using the shortened version of the survey made it easy to get replies. For instance, some of the statement are "I feel hopeless because of my job." "I feel useless because of my job." The statement used as 1= Never, 7= Always and the 7 things between have been measured with the Likert type scale. The high value shows the most burnout (Malach-Pines, 2005, 88). The data from surveys analyzed with SPSS 15.0 statistics data analyze package. The data obtained from surveys calculated, frequency analysis, one-way analysis of variance and Tukey test.



RESULTS

The gender of coaches, the age groups, marital status, education level and years of service, co-

aches of the national team and the international athletes training are shown in Table 1.

Table 1: Descriptive Statistics of the Coaches

Parameters	Frequency	Percentage	Total	
Gender	Male	43	70.5	61
	Female	18	29.5	
Age Groups	18-25 age	6	9.8	61
	26-35 age	34	55.7	
	36-50 age	21	34.4	
Marital Status	Married	42	68.9	61
	Single	19	31.1	
Education	High School	14	23.0	61
	University	47	77.0	
Position	Regular	9	14.8	61
	Contractual	30	49.2	
	Subcontracted	22	36.1	
Years of Service	0-5 Years	43	70.5	61
	6-11 Years	13	21.3	
	12-12+Years	5	8.2	
National Team Training	Yes	29	47.5	61
	No	32	52.5	
Internationally Ranking Athlete	Yes	16	26.2	61
	No	45	73.8	

This survey consists of a total 61 coaches, 43 men (70.5 %) and 18 women (29.5 %). 42 of the coaches (68.9 %) are married and 19 of them (31.1 %) are single. 6 (9.8%) of the coaches are aged between 18- 25, 34 of them (55.7 %) aged between 26-35, 21 of them (34.4 %) aged

between 36-50. 14 of the participants (23%) are high school graduate, 47 (77%) university graduate. 9 of the coaches (14.8%) are permanent public servant article 657. 30 of them (49.2%) are covenanted from general directorate of youth and sports or sport federation, 22 of them (36.1%)

are sub-contracted. Their years of service , 43 of the coaches (70.5%) work years between 0-5, 13 of them (21.3%) years between 6-11 , 5 of them (8.2 %) 12 years/ over 12 years.29 of the coaches (47.5%) worked as a national coach, 32 of them (52.5 %) did not work as a national coach. 16 of

the coaches' athletes (26.2 %) gained international degree. 45 of coaches' athletes (73.8%) did not gain international degree.

Affects of the genders to the burnout parameter are studied with variance analysis (ANOVA) in Table 2.

Table 2: The Relationship Between Gender and Burnout Levels of Coaches

Gender	N	Average	Std. Deviation	F	Significance
Male	43	16.140	6.961	6.326	0.015
Female	18	20.944	6.403		

Taking burnout factor as a dependent variable, it was anglicize during this variance to find the affect of gender. Gender factor has significant affect on burnout level ($p<0.05$). Based on the averages on the table, burnout rate of women compared to men is higher. That shows that, employed personnel'

burnout level can have different values according to their gender.

Affects of the marital status to the burnout parameter are studied with variance analysis (ANOVA) in Table 3.

Table 3: The Relationship Between Marital Status and Burnout Levels of Coaches

Marital Status	N	Average	Std. Deviation	F	Significance
Male	42	15.429	5.743	14.935	0.000
Female	19	22.263	7.680		

Marital status is researched using variances analysis as a parameter in burnout factor. The marital status was found to have significant correlation on burnout variable ($p<0.05$). This situation has different values depending on the marital status of

employees. According to the table; burnout level of single personnel compare to married is higher.

Affects of the educational status to the burnout parameter are studied with variance analysis (ANOVA) in Table 4.

Table 4: The Relationship Between Education and Burnout Levels of Coaches

Education	N	Average	Std. Deviation	F	Significance
High School	14	14.50	4.70	3.51	0.07
University	47	18.47	7.47		



Burnout factor, which as a dependent parameter, was used to analyze education status research with variance analysis and no significant (0.05) affect was found ($p>0.05$). Employed personnel' burnout level and the different values depending on education status was not statistically significant.

Based on the averages on the table, the university-graduate coaches' burnout level is higher than the high school graduate ones.

Affects of the coaches' athletes' international rankings to the burnout parameter are studied with variance analysis (ANOVA) in Table 5.

Table 5: The Relationship differences between Training International Ranking Athletes-Burnout Levels

TIRA	N	Average	Std. Deviation	F	Significance
Yes	16	14.250	4.187	5.021	0.029
No	45	18.733	7.575		

Burnout factor, which as a dependent parameter, was used to analyse the athletes who achieve international athlete training was researched with variance analysis. Between athletes who achieve an international ranking and the burnout level was determined ($p<0.05$). They found a significant relation between coaches' burnout level and the athletes' international ranking. In the international

arena, the coaches with ranked athletes' burnout level are lower than the coaches with non-ranked athletes'.

Burnout factor, which as dependent parameter, was used for permanent staff and its affection to the coaches was researched with variance analysis in Table 6.

Table 6: The Relationship Between Procurement and Burnout Levels of Coaches

Procurement	N	Average	Std. Deviation	F	Significance
Regular	9	18.000	7.649	4.189	0.020
Contracted	30	15.167	5.937		
Service	22	20.636	7.410		

They found significant relation between permanent staff and the burnout level. ($p<0.05$), between coaches' burnout level and relating to permanent staff was statically determined.

The parameter causing the meaningful relationship between permanent staff and burnout level was researched by Tukey Test in Table 7.

Table 7: Studies of the staff situations which affect burnout level (TUKEY Test)

Procurement		Average	Std. Deviation	Significance
Regular	Contracted	2.833	2.566	0.515
	Service	-2.636	2.671	0.588
Contracted	Regular	-2.833	2.566	0.515
	Service(*)	-5.470	1.895	0.015
Service	Regular	2.636	2.671	0.588
	Contracted(*)	5.470	1.895	0.015

It is observed that the parameters which show variability according to permanent staff situation, there are some coaches employed by Sports General Directorate, Sports Federations as contracted coaches or employed by the service procurement of the contracted companies. The burnout level

of the coaches who work as contracted personnel or as service procurement is on a statistical significant level.

Burnout factor, which as dependent variable, and the effect of the time coaches serve was investigated by variance analysis in Table 8.

Table 8: The Relationship between Years of Service and Burnout Levels of Coaches

Years of Service	N	Average	Std. Deviation	F	Significance
0-5 Years	43	18.67	7.24	2.13	0.13
6-11 Years	13	14.15	6.15		
12+ Years	5	16.80	6.38		

here is not a significant relationship (0.05) between the years of service and burnout levels were determined by variance analysis ($0.13 > 0.05$). In this context, coaches' burnout levels, depending on the years of service did not differ significantly. 0-5 years of service was found as the highest coaches' burnout level. Years of service with the lowest of burnout level is the coaches who served between 6-11 years.

DISCUSSION

Rapid changes in sportive actions, popularity and daily growing sports economy, makes sports in general and coaches in particular more important. Countries struggling to rank on international platform, give more importance to sports phenomenon. Coaches' success and training principles are extremely important for the athletes' success. Coaches experiencing professional burnout causes a weakening impact on the sports educational is



personal health or the service for the athletes. The quantity and the quality of the trainings may deteriorate whereas the psychology of the athletes may be affected in a negative way in this context. Thus the necessity of defining the causes of burnout of coaches and taking necessary precautions is emphasized by many people. A significant correlation has been found between the degrees of burnout of international ranking and non-ranking coaches. Internationally ranking coaches tend to have lower degree of burnout than the non-ranking coaches. It is stated that there is no significant effect of education on the coaches to the level of burnout. The highest rate of burnout is seen among the coaches with a university degree. Similar to our studies, among female athletics coaches, emotional burnout level is lower whereas among the university the level is higher (Tatlıcı and Kerimoğlu, 2008). In another study no meaningful connection is found between the levels of education and emotional burnout; insensitivity levels and personal success levels of taekwondo referees (Tekin et al., 2009). In another study about the burnout rates related to educational levels of handball referees, no significant statistical difference is confirmed (Can et al., 2010). Given this information, it is understood that circumstances with negative effects on coaches are related to the personality of the coaches, not with the level of education. A related study on the topic showed there's a significant effect of educational levels on the level of burnout in training business (Biber et al., 2010). The result of this study contradicts our study. Coaches' attitudes affect the athletes directly and the coaches are role models for the athletes. Coaches acting with the motivation of ranking in a competition may act aggressively,

in stress. Ranking coaches should be rewarded financially and emotionally. Club administration, should not avoid praising the good work of the coaches, they should support and motivate them. Within this scope, it is crucial, especially for burnout, that sports administration provides the necessary support to the coaches. The coaches should be supplied with any necessary equipment, and should be able to use them freely. Professional training by specialists should be supplied to the coaches and athletes during the competitions and trainings in order not to have burnout. The coaches should be given the chance to join international seminars and competitions related to their fields to improve experience and skills. Statically meaningful results have been achieved in this research looking in to the burnout levels of the coaches, considering the parameters such as gender, marital status, athletes ranking in international competitions and staff status. Gümüşdağ et al., (2013) indicated that age of the athletes, competition anxiety and competitive state anxiety were significant predictors of players' burnout levels. Evaluating the points according to gender parameter, it is seen that female students suffer burnout more than male students. This result is parallel to the findings of Kutsal (2009) and Tümkaya and Çavuşoğlu (2010) but different from the results of Ören and Türkoğlu (2006). Dericioğulları et al., (2007) came up with significant differences between the burnout levels of males and females and concluded that females suffered more from burnout. According to the studies the reason females suffer more from burnout is that; females' being more sensitive and tending to use emotional coping strategies more often getting less support from colleagues (Ronen&Ronen 2008:

684-686) and having more family-work conflicts (Hill et al., 2008, 169; Ronen and Ronen 2008, 684-686). In our patriarchal society females take care of the children's self-maintenance as well as the housework. The female weary from the work place all day, continues to work at home taking care of the children's and her husband's self-maintenance. Thus the female suffers more decay. Relevant to the result of the research there are studies stating that women suffer more burnout (Çimen, 2007; Yılmaz, 2009), but there are also contrary researches indicating that males suffer more burnout (Girgin, 1995; Tümkaya, 1996). However some researches (Sucuoğlu and Kuloğlu 1996; Işıklar, 2002) report that there is no difference in workers burnout points according to the gender parameter.

In this study; 42 (68,9%) of the coaches are married, 19 (31,1%) are single. While there is a significant difference in burnout levels between the married and single coaches, it is observed that the burnout level among the singles is higher. Significant differences are found in the burnout studies on instructors, between marital status and emotional burnout, insensitiveness and personal success. It is observed in this study that married instructors have higher insensitiveness points and they perceive themselves more successful whereas, single instructors suffer more from burnout (Dericioğulları et al., 2007). Similar to our study Cemaloğlu and, Erdeneoğlu (2007) study on teachers, show significant differences between their marital status and burnout levels. The study on football coaches noted the significant difference of marital status over burnout level (Biber et al., 2010). Tatlıcı and Kerimoğlu (2008) could not state a meaningful relationship

between marital status and burnout levels. The result of this study contradicts our research. It is determined that there is a meaningful relation between the years of service of the coaches and their burnout levels. Coaches with 1-5 years of service have the highest burnout levels when ranged according to the years of service. The lowest burnout level parameter according to the years of service is the level of coaches working less than a year. Unlike our study, a study on athletics coaches shows that there is no meaningful relation between emotional burnout /insensitiveness and years of service / professional burnout (Tatlıcı and Kerimoğlu, 2008). A research on football coaches, meaningful differences were found between their years of coaching and burnout levels. Our study states there's a meaningful relation between permanent employment and burnout level. It is statistically meaningful that contracted coaches and service procurement coaches differs in burnout levels from regular coaches. Better personal rights (income, annual leave, retirement etc.) and government assurance of the regular coaches result in better motivation and embracement of the job. Subcontracted coaches are paid around 900 TL, contracted coaches 1300 TL whereas regular coaches are paid around 2000 TL. It is considered that the personal rights and payment alterations cause differences in coaches' burnout levels. A significant relation is stated in burnout levels of internationally ranked coaches and non-ranked coaches. Coaches with internationally ranked athletes have lower burnout rates compared to other coaches. As a consequence, the burnout and the job satisfaction have mutual interaction. In order to decrease coaches' burnout level the low salary problems should be solved and the



successful coaches should be employed as permanent staff, their social activity opportunities should be increased, personnel rights should be ameliorated, award resources should be increased and the motivation and total quality management works should be carried out regularly.

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