Investigation of the Relationship among Crisis Management, Decision-Making and Self-Confidence Based on Sport Managers in Turkey[*]

Davut ATILGAN[1†] ID, Turgut KAPLAN[2] ID

[1] Kahramanmaraş Sütçü İmam University Faculty of Sport Sciences, Kahramanmaraş.
[2] Selcuk University Faculty of Sport Sciences, Konya.

Abstract

Sports Management is one of the most important areas of the sport industry and covers many different areas. In any institution, manager/s involved in a private sector or public institutions may have difficulties making a right decision in favour of their institutions during a crisis. The purpose of this study is to investigate the relationship among crisis management, decision-making styles, and self-confidence skills in decision-making among sport managers. The sample of the study consists of 226 managers working as sports managers in central and provincial institutions of the general directorate of sport services in Turkey. This study was conducted through a comprehensive literature review on the relevant subject and designed in line with the general thoughts and opinions of the managers working at the managerial level. The study is a descriptive study conducted via a relational survey model. During data analysis, the results obtained from correlation and regression analyzes were given along with discussions and interpretations. The initial result indicated that sports managers have high self-confidence in decision-making. According to regression analysis, only the internal-self-confidence was found to be a significant predictor of the decision-making style.

Keywords: Crisis management, Decision-making, Self-confidence, Sports management.

Türkiye'de Spor Yöneticilerinde Kriz Yönetimi, Karar Verme ve Özgüven Arasındaki İlişkinin İncelenmesi

Öz

Spor Yönetimi, spor endüstrisinin en önemli alanlarından biridir ve birçok farklı alanı kapsar. Herhangi bir yerde herhangi bir kurumda, özel sektör veya kamu kurumlarında yer alan yönetici veya yöneticiler, kriz anında kurumları lehinde doğru bir karar vermekte zorlanabilirler. Bu araştırmada spor yöneticilerinin kriz yönetimi beceri düzeyleri, karar vermede öz-saygı düzeyleri, karar verme stilleri ve öz-güven düzeyleri arasındaki ilişkilerin incelenmesi amaçlanmıştır. Araştırmanın örneklemini Türkiye'de Spor Hizmetleri Genel Müdürlüğüne bağlı merkez ve taşra kurumlarında spor yöneticisi olarak görev yapan 226 yönetici oluşturmaktadır. Araştırma çalışmamız öncelikle konularımıza ilişkin kapsamlı literatür çalışmalarını içermiş, daha sonra yönetim kademesinde görev yapan yöneticilerin genel düşünce ve görüşleri doğrultusunda şekillenmiştir. Araştırma betimsel bir araştırma olup ilişkisel tarama modeli uygulanmıştır. Araştırma verilerinin analizinde korelasyon ve regrasyon analizleri yapılarak ulaşılan sonuçlar çalışmada verilmiş tartışma ve yorumları yapılmıştır. İlk sonucumuz spor yöneticilerinin karar vermede yüksek özgüvene sahip olduğunu gösterdi. Regresyon analizine göre sadece içsel özgüvenin karar verme stilinin anlamlı bir yordayıcısı olduğu bulunmuştur.

Anahtar Kelimeler: Kriz yönetimi, Karar verme, Özgüven, Spor yönetimi.

INTRODUCTION

Sport is an important value that influences societies and nations all around the world. To maintain and build on such a value, sport and a good management of all its aspects should be upgraded. Sport managers are expected to fulfil such a liability should have individual qualifications such as openness to cooperation, love of job, self-confidence, and the ability to make the right decision. According to Grohs, Wieser, & Pristach (2020, p. 69), managers of sport event brands should investigate what is needed to support collaboration and value creation. Value-creation in sport events may be facilitated if managers are incentive to create joint activities, participation, and consumption opportunities, and to promote structural and role adaptation.

In the wake of the continuously and intensely experienced economic, social, sportive, and cultural interaction in today's world, confusions and disruptions may occur in the structure of institutions and organizations, not only in terms of service but also in terms of the organization itself. Such emerging complexities are likely to cause small-and-medium-scaled crises.

In today's world where countries and societies inevitably interact economically, socially, athletically, and culturally, complexities occur over time in the structure of institutions and organizations that provide goods and services. Natural disasters, economic collapses, and similar crises occurring anywhere in the world affect all social, cultural, and sports fields in the context of informatics and interaction (Atılgan, 2018). For example, due to the COVID-19 pandemic, many sports organizations were stopped or suspended and competitions had to be held without spectators.

Strategies should be developed to resolve complexities that could hinder sport services. Atılgan and Kaplan (2019) suggest that strategies and processes should be analysed and managed well in case of crisis. Managers, who are highly self-confident with an ability to make decisions at the right time and on the spot, should be trained and managers with such abilities should also be given the opportunity to manage, direct, and make decisions by senior management officials.

Yetim (2000) suggests that in the wake of advances in sport industry, sport activities organized by sport managers are seen as a tool to promote cultural interaction within the society, to bring behavioural relations to the desired level, to make use of the remaining time of individuals, to help spread sport in the society, and to raise productivity in various ways. Dominant powers around the world set strategies to spread their ideas and ideologies as well as the interaction in the goods and service industry. As a result, borders and rules disappear (Zehir, 2018). Rapid developments in international politics, economy, and security, and in social, and political relations in the globalized world lead to some sorts of challenge. These challenges create areas of crisis (Erdil, 2018). Natural disasters, economic breakdowns, and similar crises occurring anywhere in the world affect all social, cultural, and sport fields in terms of informatics and interaction. While managing such crises, it is essential to be exposed to minimum loss and damage, to take lessons, and to plan a better-off future. Today, sport is a tool that measures development and status. Crises occurring in sport management lead to loss of dignity and value in sport organizations. Sport managers should elaborately analyse what

was experienced in the past and create a proper decision-making mechanism by means of strategic assessments (Atılgan & Kaplan, 2018).

Concept of Crisis Management in Sports Management: Crisis management is a management model developed to deal with unusual and sudden events, thus, managers have difficulty making decisions as events occur suddenly, causing an increase in risk, depression, stress, tension, and conflict (Tekin, 2015). Filiz (2007:13) has defined the concept of crisis management as foreseeing, interpreting, and if possible, preventing moments of crisis, or after the crisis has occurred due to failure, ensuring that the crisis is dealt with minimum loss and damage through protection of individual or organizational goals, objectives, and interests across the country. She further suggests that during the post-crisis period, it is defined as implementing the required plans, programs, and policies for purposes of improvement and reconstruction with the necessary lessons taken, and as a process and management model that contains events of special quality such as audits and have different characteristics from normal. Though this context is unique and exciting, it poses challenges for the management of the sporting experience as there is no control over the outcome of the competition; a disappointing result on-field may translate to a disappointing overall experience for the spectators (Bamford et al., 2018).

Sport managers fulfill important duties in the implementation and execution of sport-related policies at national and international levels. A sport manager is defined as the person who leads an organization and conducts internal and external human relations, carries out all functions to achieve the goals of the organization, and leads, guides, and has influence on employees (Yetim, 1996). Crisis refers to an event when a system is broken, things worsen and there is no stability therefore, reforms are required (Tüz, 2001:3). "Crisis management in sport" can be defined as taking strategic precautions in advance to avoid facing crises in sport organizations and managing the crisis effectively (Atılgan & Kaplan, 2018). It can be said that one of the most important reasons of the crises and scandals in sport is the behavior of popular athletes other than the managers'. According to Sato, Ko, Park, and Tao (2015, p.449), high-profile sport scandals have significant effects on both sports and society in general. It is important to create and set effective strategies in an attempt to prevent the crisisfor the minimization of the damage arising from the crisis.

Early warning signal collection can be helpful in increasing advance measures. Preparation and prevention help prevent crises before they occur. In the moment of crisis, the institution and employees may experience shock waves. Managers have a great role to play in prevention of damage spreading getting out of shock, keeping the damage minimum, and eliminating the damage. Repair and recovery involve efforts to correct the damage and return the institution to its normal functioning. Learning issues such as pre-crisis, during-crisis and post-crisis experiences and taking lessons from them provide benefits for institutions and employees.

The pre-crisis period, also known as the stage when the crisis occurs, consists of the stages of blindness, inertia, and wrong decisions and activities, which end with crises (Erten, 2011). Moment of crisis, also known as the acute stage, is the first stage in which the crisis begins to occur. This is the period when signs of crisis come to an end and when the results of these signs are mainly observed and perceived (Yavaş, 2001). Post-crisis period is defined as

period when the crisis reduces its severity but continues its consequences. The crisis is expected to be controlled along with rehabilitation works starting for the next processes. These studies also determine whether similar crises will occur again in the future (Erten, 2011).

Concept of Decision-Making in Sports Management: Decision-making is a higher-order cognitive process occurring when different mental and psychological functions work together. Decision-making is one of the most important abilities of human beings with an important place in human thinking system. Along with psychological factors and abilities, the human brain has a near-perfect capacity and equipment for thinking, judgment, and decision-making (Küçükay, 2018).

"Decision" means to choose, consciously, from different possible actions (Sanchez et al., 2009). Individuals use careful, avoidant, suspensive, and panic decision-making styles in the decision making process. Individuals who have a careful decision-making style look for information about care before making a decision and make a choice after carefully considering alternatives. Individuals, who have an avoidant decision-making style, avoid making decisions and tend to leave decisions to others. Individuals, who have a suspensive decision-making style, always try to delay or cancel decisions. Individuals, who have a panic decision-making style, feel themselves under time pressure when faced with a decision situation (Deniz, 2004).

Decision-making is to make choice by using different tools and facilities to achieve desired goals. Managers should act with an awareness of what means and facilities help their organizations reach targeted goals, manage effectively, and make the most appropriate choice. However, this choice may not be an excellent choice sometimes (Eren, 2008). Organizational achievement or failure is closely associated with how consistent or inconsistent is the process of decision-making. In a globalizing world, sudden and strategic decision-making imposes important missions and responsibilities on management (Öğüt, Akgemci, & Demirsel, 2004). The high number of options causes difficult situations in the decision-making process. Stress is inevitable for an individual who is adversely affected by such a situation (Deniz, 2004). Allowing individuals to develop spiritually, mentally, physically, and socially, sport gains individuals knowledge, skills, and understanding, and is effective in the process of personal development as one of the most important elements for the progress and development of a country. The managers of the Ministry of Youth and Sport take decisions related to the preparation, development, implementation, and supporting of projects. Therefore, every decision made by sport managers working in sport organizations during the management process is important (Aktaş, 2014). Decision-making is also important in the field of sport, as in politics, social life, school, and many other areas of life. Recently, competitions have become faster, more technical, and tactical. Due to difference in game dynamics and unexpected changes in the game system during competitions, athletes should re-consider anything throughout competitions and make the right decision (Tekin, Özmutlu, & Erhan, 2009).

Concept of Self-Confidence in Sports Management: According to Bandura (1977), the concept of self-confidence is one's judgment of feeling valuable. Self-confidence is the psychological precondition for happiness, satisfaction, meaningfulness, affection, and balance

In the literature, there are many identical or similar personality-related concepts (such as self-perception, self-concept, self-confidence, self-esteem, etc.) which cause conceptual confusion (Soner, 1995). Self-confidence is one's subjective self-assessment and the interpretation of how well or bad the qualities of human beings are (Kasatura, 1998). In addition, self-confidence includes the ability of the individual to make a certain judgement of him/herself and the emergence of a behavior that develops as a result of all emotions as a result of such judgment (Okyay, 2012). Believing in oneself is the key element of self-confidence (Özodaşık, 2015).

Self-confidence is divided into two as internal confidence and external confidence. Internal confidence is the feelings and thoughts of individuals showing they are content at peace, and identified with themselves. The factors that make up self-confidence are self-respect, self-love, self-knowledge, setting specific goals, and positive thinking. External confidence, on the other hand, is the attitude and behaviour shown by the individual to his/her environment to reveal satisfaction and confidence. The factors that make up external confidence are the ability to control communication and emotions. In other words, while self-confidence expresses one's belief in being satisfied and at peace with oneself and one's feelings in this sense, external self-confidence refers to all the images and behaviors one externalizes to prove self-confidence (Akagündüz, 2006; Gül & Hergüner, 2019; Lindenfield, 1997). Not only positive factors such as being on the right track but also also some negative psychological factors such as stress, anxiety, hopelessness, and indecision influence self-confidence.

The general principles and concepts of self-confidence are issues of concern not only for ordinary individuals but also for sport managers. Athletes with high self-confidence are considered to be more successful. Likewise, sport managers, who are in charge of decision-making, are expected to be more productive with their past experiences and self-confidence (Atılgan & Kaplan, 2019). Strong sport-confidence is defined as a set of enduring, yet malleable positive beliefs that protect against the ongoing psychological and environmental challenges associated with competitive sport (Thomas, Lane, & Kingston, 2011). Self-confidence in sport is defined as the degree of belief in the athlete's ability to overcome setbacks and problems, quickly recover and focus on mistakes after poor performance, and focus on winning in case of failure to win to be successful in sport (Vealey, 2003).

Self-confidence also affects athlete's options to participate and continue in sports. If athletes are self-confident and controlled, continuity and performance will increase. Thus, desired goals can be achieved and anxiety can easily be dealt with (Vealey, 2009:3). Strategies including positive speech were used as mechanisms to protect against mental rehearsal, thought status, and anxious comments. Specifically, when self-confidence levels are low, increases in anxiety of competition will be perceived as underperformance in the context of control of performance. It has been reported that when self-confidence levels are high, the increase in anxiety leads to positive perceptions about control and facilitating interpretations (Hanton, Mellalieu, & Hall, 2004).

This study has been designed to investigate whether there is a significant relationship between crisis management, decision-making, and self-confidence skills of the sport managers working in central and provincial organizations of the general directorate of sport

services in Turkey and to reveal them along with their sub-dimensions. The following hypotheses were created in the study:

H1: Is there a significant relationship between the self-confidence and crisis management skill level of managers?
H2: Is there a significant relationship between the self-confidence and decision-making self-esteem levels, and decision-making styles of managers?
H3: Is self-confidence a significant predictor of the deferred decision-making style?

METHOD

Research Model
The research is a quantitative study carried out in a relational survey model. Relational survey models are aimed at determining whether there is a relationship between two or more variables, and if so, the degree and level of the relationship (Karasar, 2014).

Sampling
The sample of the research consists of 226 sport managers serving as head or branch managers in the head office of the general directorate of sport services in Turkey and again as head or branch managers working in provincial institutions of youth sports.

Research Ethics
Approval was obtained with the "Informed Voluntary Consent Form". The ethics committee decision was taken from the Faculty of Sport Sciences Ethics Committee of Selçuk University, with the decision numbered 02 and dated 19/12/2017.

Data Collection
The "Crisis Management Scale" was used to measure the crisis management skill levels of sport managers, and the "Melbourne Decision-Making Questionnaire I-II" was used to measure the self-esteem and decision-making styles of sport managers, and the "Self-Confidence Scale" was used to measure the levels of self-confidence. Necessary permissions were obtained from the researchers via e-mail to use the data collection tools in the research. In this study, it has been examined whether there is a significant relationship between the opinions of managers on crisis management, (Melbourne Decision-making Scale Part I Part II = self-respect in decision-making, decision-making styles) and self-confidence levels, and also their sub-dimensions). Part I consists of 6 items and aims to determine self-respect (self-confidence) in decision making. Part II consists of 22 items and 4 sub-dimensions (Careful Decision-Making Style, Avoidant Decision-Making Style, Procrastination Decision-Making Style and Panic Decision-Making Style) that measure decision-making styles (Deniz, 2004). The Melbourne Decision-making Scale was first developed by Mann et al. (1998). The scale was adapted into Turkish by Deniz (2004). General Directorate of Sport Services is a unit under the Ministry of Youth and Sport. The institution is responsible for carrying out business activities and transactions related to sport in Turkey and serves as the official coordination unit.

Data Analysis

Data were analysed using the SPSS for Windows 22.0 package program. Whether the scores show a normal distribution or not was analysed through kurtosis and skewness coefficients. The range of +1 to -1 was taken into account for the values (Büyüköztürk, 2017:32). For data analysis, arithmetic mean and standard deviation values were determined. In the study, Pearson Correlation analysis was performed to determine the relationship between the variables. Multiple regression analysis was used to determine to what extent independent variables predicted dependent variables.

FINDINGS

Findings on Crisis Management Skills Levels of Managers in Sports Management

As a result of the analysis, the arithmetic average scores of the managers involved in sport management regarding the sub-dimensions of the crisis management scale (CMS) such as early warning signal collection, preparation and prevention, moments of moment of crisis, prevention of damage spreading, recovery and reconstruction and learning were respectively found to be 3.94, 3.78, 3.26, 4.27, 2.83 and 3.81; standard deviations were respectively found to be 0.44, 0.67, 0.82, 0.54, 0.77 and 0.49. The score for the extent of prevention of damage sub-dimension ($\overline{X}$= 4.27) was determined to be at the "Always" level, which is very positive. The scores for the extent of the sub-dimensions like early warning signal collection ($\overline{X}$= 3.94), learning ($\overline{X}$= 3.81), and preparation and prevention ($\overline{X}$= 3.78) were determined to be at an "Often" level, which is positive. The scores for the extent of the sub-dimensions like moments of moment of crisis ($\overline{X}$= 3.26), repair and recovery ($\overline{X}$= 2.83) were determined to be at a "Sometimes" level, which is average.

Findings on Self-respect levels and Decision-making Styles of Managers in sport management while making decision

As a result of the analysis, the arithmetic average scores of the managers involved in sport management regarding self-respect in decision-making was found to be 1.62 and the standard deviation was 0.35. Considering the scores of decision-making styles, the arithmetic average scores of careful, avoidant, suspensive, and panic decision-making styles were found to be respectively 1.66, 0.62, 0.57 and 0.54 and the standard deviations were found to be respectively 0.42; 0.42; 0.43 ve 0.44. It was found that managers had a high level of self-respect in decision-making ($\overline{X}$= 1.62) and careful decision-making styles ($\overline{X}$= 1.66), whereas managers had a low level in avoidant decision-making ($\overline{X}$= 0.62), suspensive decision-making ($\overline{X}$= 0.57), and panic decision-making styles ($\overline{X}$= 0.54).

Findings on Self-confidence Levels of Managers in Sport Management

As a result of the analysis, the arithmetic average scores of the managers involved in sport management regarding the general self-confidence scale was found to be 4.23 and the standard deviation was 0.47. Considering the scores of internal-self-confidence and external-self-confidence sub-dimensions, the arithmetic averages were found to be respectively 4.24 and 4.21 and the standard deviations were 0.47 and 0.50. The overall score of the managers' self-confidence scale was ($\overline{X}$= 4,23), internal-self-confidence score ($\overline{X}$= 4.24), and external-self-confidence score ($\overline{X}$= 4.21) were determined to be at a "Generally" level, which is high.

Findings on the Relationship between Crisis Management Skill Levels, Self-Respect Levels in Decision-Making, Decision-Making Styles, And Self-Confidence Levels of Managers in Sport Management

In this part of the study, the relationship among managers' self-confidence levels and crisis management skill levels, self-respect levels in decision-making and decision-making styles as well as the relationship among managers' self-respect levels and decision-making styles and crisis management skill levels in decision-making were examined. The Pearson Moments Correlation Coefficients (r) were calculated to determine the relationship among the dimensions of scales. According to Büyüköztürk (2017:40), the fact that the correlation coefficient was below 0.29 indicates a low level of relationship, an average level of relationship when ranging between 0.30-0.69, and a high level of relationship when ranging between 0.70-1.00.

Table 1. Pearson moments correlation results of managers' self-confidence and crisis management skills level scores

Variables	1	2	3	4	5	6	7	8
1. Internal self-confidence	-	.886*	.074	.010	-.015	.000	.044	.023
2. External self-confidence		-	.013	.046	.038	-.018	.049	-.024
3. Early warning signal collection			-	.406*	.255*	.559*	.024	.565*
4. Preparation and prevention				-	.504*	.338*	.350*	.216*
5. Moment of crisis					-	.115	.290*	.095
6. Prevention of damage spreading						-	-.004	.618*
7. Repair and recovery							-	-.123
8. Learning								-

N=226   *p<.05

Table 1 reveals that there is no relationship between internal-self-confidence and early warning signal collection (r=0.07), preparation and prevention (r=0.01), moment of moment of crisis (r=-0.01), prevention of damage spreading (r=0.00), repair and recovery (r=0.04) and learning (r=0.02), and that there is no significant relationship between external-self-confidence and early warning signal collection (r=0.01), preparation and prevention (r=0.05), moment of moment of crisis (r=0.04), prevention of damage spreading (r=0.02), repair and recovery (r=0.05) and learning (r=-0.01).

It is understood from the table that there are significant relationships between the sub-dimensions of the crisis management scale, except for the repair and recovery and learning, and that there are also significant relationships between the sub-dimensions of the self-confidence scale. However, there is no significant relationship between the internal-self-confidence and external-self-confidence levels of sports managers and their crisis management skill levels. In this study and in some previous studies, significant relationships were found between self-confidence and decision making. It can be said that there is no significant relationship between crisis management skill levels and self-confidence dimensions, since there has not been a move to the stage of decision-making in the crisis management stage.

Table 2. Pearson moments correlation results of managers' self-confidence, self-respect levels in decision-making and and decision-making styles scores

Variables	1	2	3	4	5	6	7
1. Internal self-confidence	-	.886*	.342*	.287*	-.376*	-.360*	-.414*
2. External self-confidence		-	.328*	.256*	-.386*	-.336*	-.416*
3. Self-respect in decision-making			-	.582*	-.594*	-.533*	-.594*
4. Careful decision-making				-	-.390*	-.351*	-.326*
5. Avoidant decision-making					-	.732*	.708*
6. Suspensive decision-making						-	.690*
7. Panic decision-making							-

N=226   *p<.05

Table 2 reveals that there is positive, moderate, and significant relationship between internal-self-confidence and self-respect in decision-making (r=0.34), a positive, low-level, and significant relationship between careful decision-making (r = 0.29), a negative, moderate, and significant relationship between avoidant (r=-0.38), suspensive (r=-0.36) and panic decision-making (r=-0.41). As for the external-self-confidence, there is positive, moderate, and significant relationship between external-self-confidence and self-respect in decision-making (r=0.33), a positive, low-level, and significant relationship between external -self-confidence and careful decision-making (r = 0.26), and a negative, moderate, and significant relationship between external -self-confidence and avoidant (r=-0.39), suspensive (r=-0.34), and panic decision-making (r=-0.42). As managers internal-self-confidence and external-self-confidence levels increase, self-respect levels and careful decision-making styles increase in decision-making, while avoidant, suspensive and panic decision-making styles decrease. It can be considered as a natural and expected situation for managers with high self-confidence to show behaviors during which they do not suspend their decision making, panick, and avoid decision making.

Table 3. Pearson moments correlation results of managers' crisis management skill scores with decision-making styles, and self-respect levels in decision-making

Variables	1	2	3	4	5	6	7	8	9	10	11
1.Self-respect in dec. making	-	.582*	-.594*	-.533*	-.594*	.073	.001	.045	.004	.032	.138*
2. Careful decision-making		-	-.390*	-.351*	-.326*	.041	.036	.084	.011	.068	.046
3. Avoidant decision-making			-	.732*	.708*	-.048	-.059	-.027	.029	-.087	-.085
4. Suspensive decision-making				-	.690*	-.096	-.099	-.064	-.046	-.125	-.106
5. Panic decision-making					-	-.034	-.087	.018	.003	-.037	-.109
6. Early warning sig. collect.						-	.406*	.255*	.559*	.024	.565*
7. Preparation and prevention							-	.504*	.338*	.350*	.216*
8. Moment of crisis								-	.115	.290*	.095
9. Prevent. spread of damage									-	-.004	.618*
10. Repair and recovery										-	-.123
11. Learning											-

N=226   *p<.05

Table 3 reveals that there is positive, low-level, and significant relationship between self-respect in decision-making and learning (r = 0.14) and there is no significant relationship between self-respect in decision-making and early warning signal collection (r = 0.07),

preparation and prevention (r = 0.00), moment of moment of crisis (r = 0.04), prevention of damage spreading (r = 0.00), and repair and recovery (r = 0.03).

It is seen that there is no significant relationship between careful decision-making and early warning signal collection (r=0.04), preparation and prevention (r=0.04), moment of moment of crisis(r=-0.08), prevention of damage spreading (r=0.01), repair and recovery (r=0.07) and learning (r=0.05); there is no significant relationship between avoidant decision-making and early warning signal collection (r=0.05), preparation and prevention (r=0.06), moment of crisis (r=-0.03), prevention of damage spreading (r=0.01), repair and recovery (r=0.09) and learning (r=0.08); there is no significant relationship between suspensive decision-making and early warning signal collection (r=0.10), preparation and prevention (r=0.10), moment of crisis (r=-0.07), prevention of damage spreading (r=0.05), repair and recovery (r=0.12) and learning (r=0.11); and there is no significant relationship between panic decision-making and early warning signal collection (r=0.03), preparation and prevention (r=0.09), moment of crisis (r=-0.02), prevention of damage spreading (r=0.00), repair and recovery (r=0.04) and learning (r=0.11). It can be said that there may be a significant relationship between the level of self-respect in decision-making and the learning sub-dimension of crisis management, since administrators need to know and learn certain concepts and behaviors in order to exhibit self-respect attitudes in decision-making.

Findings of Regression Analysis on the Prediction of Research Variables
In this part of the study, the results of the analysis on whether self-confidence predicts crisis management, self-respect in decision-making and decision-making styles as well as whether self-respect in decision-making and decision-making styles predict crisis management were discussed. As a result of the correlation analysis conducted in the previous section of the study, no significant relationship was found between crisis management and self-confidence, self-esteem in decision-making and decision-making styles. The regression analysis could not be done due to fact that the F value of the model was insignificant. In this respect, only the results of the multiple regression analysis related to the sub-dimensions of the self-confidence scale predicting self-respect in decision-making and decision-making styles were included. As the data of careful decision-making style did not show normal distribution, they were not included in the regression analysis.

Table 4. Standard multi-regression analysis results of internal and external self-confidence predicting self-respect in decision-making

Variables	B	Sh	B	T	p
Constant	0.509	0.204		2.493	0.013
Internal self-confidence	0.179	0.102	0.237	1.754	0.081
External self-confidence	0.084	0.097	0.118	0.871	0.385

R= 0.346   R²= 0.120

F (2. 223)=15. 158 *p*= .000

According to Table 4, the variables of internal-self-confidence and external-self-confidence together had a low and significant relationship with self-respect scores of managers in decision-making (R = 0.346, R² = 0.12, *p* <.05). These two sub-dimensions of the self-confidence scale explain about 12% of the total variance in self-respect of managers in

decision-making. The results of the significance of the regression coefficients reveal that internal self-confidence and external self-confidence was not a significant predictor of self-respect in decision-making.

Table 5. Standard multi-regression analysis results of internal and external self-confidence predicting avoidant decision-making style

Variables	B	Sh	B	T	*p*
Constant	2.113	0.239		8.828	.000
Internal self-confidence	-0.147	0.120	-0.162	-1.226	.222
External self-confidence	-0.207	0.113	-0.242	-1.823	.070
R= 0.393 R²= 0.154					
F (2. 223)=20. 351 *p*= .000					

According to Table 5, the variables of internal-self-confidence and external-self-confidence together had a low and significant relationship with managers' avoidant decision-making style scores (R= 0.393, R²=0.15, *p*<.05). These two sub-dimensions of the self-confidence scale explain approximately 15% of the total variance in the avoidant decision-making styles of managers. When the results of the significance of the regression coefficients were examined, it was seen that internal-self-confidence and external-self-confidence were not a significant predictor of avoidant decision-making style.

Table 6. Standard multi-regression analysis results of internal and external self-confidence predicting suspensive decision-making style

Variables	B	Sh	B	T	*p*
Constant	1.195	0.247		8.069	.000
Internal self-confidence	-0.268	0.124	-0.290	-2.161	.032
External self-confidence	-0.068	0.117	-0.078	-0.583	.561
R= 0.362 R²= 0.131					
F (2. 223)=16. 775 *p*= .000					

According to Table 6, the variables of internal-self-confidence and external-self-confidence together give a low and significant relationship with managers' suspensive decision-making style scores (R= 0.362, R²=0.13, *p*<.05). These two sub-dimensions of the self-confidence scale, together, explain approximately 13% of the total variance in the suspensive decision-making styles of the managers. The results of the significance of the regression coefficients revealed that internal-self-confidence and external-self-confidence was not a significant predictor of suspensive decision-making style.

Table 7. Standard multi-regression analysis results of internal and external self-confidence predicting panic decision-making style

Variables	B	Sh	B	T	p
Constant	2.247	0.245		9.158	.000
Internal self-confidence	-0.196	0.123	-0.208	-1.597	.112
External self-confidence	-0.207	0.116	-0.232	-1.781	.076

R= 0.427   R²= 0.183

F (2. 223)=24. 921 *p*= .000

According to Table 7, the variables of internal-self-confidence and external-self-confidence together give a low and significant relationship with managers' panic decision-making style scores (R= 0.427, R²=0.18, *p*<.05). These two sub-dimensions of the self-confidence scale explain approximately 18% of the total variance in the panic decision-making styles of managers. The results of the significance of the regression coefficients revealed that internal-self-confidence and external-self-confidence was not a significant predictor of the panic decision-making style.

It can be said that there is a connection between postponing or not postponing the decision-making action, and then acting according to the inner world, that is, self-confidence, after the manager has filtered all the factors and the fact that self-confidence is a significant predictor of the procrastinating decision-making style.

DISCUSSION

The general directorate of sport services is an institution with important duties and responsibilities for the development of sport. This study has been designed to analyze the relationship among crisis management, decision-making and self-confidence skill levels of sport managers working in central and provincial institutions of the general directorate of sport services and to interpret the relationship with all sub-dimensions.

It was concluded that managers in sport management had very positive opinions on the prevention of damage spreading sub-dimension of the crisis management scale, positive opinions on early warning signal collection, learning, and preparation and prevention sub-dimensions. And they had moderate opinions on moment of crisis and repair and recovery dimensions. In fact, in essence of crisis management, there are issues such as checking and controlling processes and "getting things done". Therefore, crisis managers are expected to create normality by organizing, managing, and implementing actions that minimize the impact of a threat (Boin & Hart, 2003). In the study of Işık (2012), the mean scores of the nurse administrators in the (KYÖ) CMS showed a great similarity with this study in all sub-dimensions.

As a result of this research, it was revealed that sport managers had high self-respect levels in decision-making. Aktaş (2014) found that the managers sof the Ministry of Youth and Sport had a medium level of self-respect in decision-making. The results of this research differ from that of Aktaş. It can be said that the reason for this difference is that Aktaş's research focused on the central organization.

It was found that sport managers' careful decision-making styles were high, while their avoidant, suspensive, and panic decision-making styles were low. In the study of Aktaş (2014), the careful decision-making scores of managers working in the Ministry of Youth and Sport were found to be high. It is noteworthy that careful decision-making styles are high in both studies. Therefore, the results overlap. Similar results are seen for both studies in terms of the low panic decision-making scores of managers working in the Ministry of Youth and Sport.

It was concluded that the general-self-confidence levels and internal and external-self-confidence levels of sport managers were high. According to the research data of Esentaş et al. (2017) it was found that youth camping female leader candidates' opinions on self-confidence levels were generally high. Researches support each other in this respect.

As a result of the analysis of (CMS), (MDMS) and Self Confidence Scales; the relationship among crisis management, decision-making and self-confidence scales and their sub-dimensions are given below.

Although very few studies have been conducted in the field of sport on crisis management, various studies have been conducted in the field of sport and resources available in other fields (Çetinalp, 2014; Demir, 2008; Devecioğlu, 2003; Doğan, 2010; Durmuş, 2013; Erten, 2011; Güleryüz, 2015; Luecke, 2009: 56; Pira & Sohodol, 2004: 38, 47, 53; Sayın, 2008; Yıldırım, 2018). Likewise, various researches on decision-making and self-confidence can be observed. However, in the literature review, no research has been found that examines the issues of crisis management, decision-making and self-confidence together, and analyzes the relationships of three concepts. Therefore, it can be stated that this study is of critical importance as it is a pioneer for future studies.

It was concluded that there was no significant relationship among the sport managers' internal-self-confidence and external-self-confidence levels and crisis management skill levels. In previous studies, there were significant relationships between self-confidence and decision-making dimensions. Therefore, a decision-making action is required during the crisis management. However, it can be said that there may not be significant relationship between crisis management skill levels and self-confidence dimensions since the crisis management phase has not reached to the decision-making action phase yet. Karakuş & Inandi (2018) found that school administrators fulfill their duties at a low level during a crisis. As a result of the research, Yıldırım (2018) determined that football clubs are not prepared for crisis situations, do not adopt crisis management stages and do not take any measures against potential crises. Lane (2009) suggests that when we think about crisis management from a global perspective, many things need to be considered, making crisis management more complex. Since this situation creates a state of shock, there is no action for a certain period of time.

It was found that there was a positive, moderate, and significant relationship between sport managers' internal-self-confidence and external-self-confidence levels and their self-respect levels in decision-making. There was a positive, low-level, and significant relationship related to careful decision-making styles. And there was a negative, moderate, and significant relationship related to avoidant, suspensive, and panic decision-making styles. As managers' internal-self-confidence and external-self-confidence levels increase, self-respect levels and

careful decision-making styles increase in decision-making, while avoidant, suspensive, and panic decision-making styles decrease. Self-confident managers' do not defer or panic or avoid decision- making as such issues are natural and anticipated situations. Studies conducted by Atılgan (2018) and Eren et al. (2020) showed consistent findings with our findings.

It was concluded that there was a positive and low level significant relationship between sport managers' self-respect levels in decision-making and the learning sub-dimension of crisis management, while there was no significant relationship among other sub-dimensions. It can be said that there may be a significant relationship between sport managers' self- respect levels in decision-making and the learning sub-dimension of crisis management because managers need to know certain concepts and behaviors to display self- respect attitudes in decision-making.

It was revealed that internal self-confidence and external self-confidence explain approximately 12% of the total variance in sport managers' self-respect in decision-making, approximately 15% of the total variance in avoidant decision-making styles of the sport managers, and approximately 18% of the total variance in panic decision-making styles. However, internal-self-confidence and external-self-confidence were not significant predictors of these variables. Internal-self-confidence and external self-confidence were revealed to explain approximately 13% of the total variance in the suspensive decision-making styles of sport managers, and only internal self-confidence was a significant predictor of the suspensive decision-making style, while external-self-confidence was not a significant predictor of the suspensive decision-making style of the managers. There was a relationship between whether the decision-making process should be postponed or not andwhether managers have filtered all the factors or acted according to their internal self-confidence andthe fact that the internal self-confidence is a significant predictor of the suspensive decision-making style.

CONCLUSION

Globalization has caused businesses to be influenced more by technological, political, economic, socio-cultural, and similar changes all over the world (Okkay, 2019). Due to global interaction, the reflection of negativities especially in economic, political, diplomatic, and many other areas also affect sport industry.Today, the world is facing a new crisis, notably the COVID-19 pandemic, which affects all sectors. Sevimli (2021) reports that the COVID-19 pandemic, which occupies the agenda of the world, stands before us as a problem that has yet to be overcome by the gigantic systems of the modern age that have taken great steps and advanced in the fields of science, industry, and technology. It seems that the society and especially the managers will have to develop new life practices (Sevimli, 2021). In the COVID-19 pandemic crisis, as in the previous different crises in the world, many of the competitions organized by sports organizations were postponed, stopped or organized without an audience. In addition, Can (2017) reports that match-fixing, events and crises in and out of the field in the field of sports have occurred in recent years. Undoubtedly, sport managers should consider measures for crises as all managers should have risk management strategies. Yalman (2019) reports that we should look for an alternative crisis strategy to turn the tide.

Some issues should be taken into consideration to improve the working performance of the employees of the institution organizing sports organizations. For example, necessary support should be provided by senior managers for employees to gain a sense of belonging to the institution. As a result of the research, Yıldırım (2018) determined that the fans care more about the corporate reputation than the sportive success and that they have a problem of belonging to their clubs in crisis situations.

Few organizations take crisis management into account and operate accordingly. The ability to manage crises should not be seen as something that can be improved when they occur. Crisis management requires a completely systematic approach. There will be many opportunities for synergy with ordinary business management processes and business continuity arrangements in developing the crisis management capability.

Due to crises, sport managers reduce activities in most areas, especially by restricting their budgets. This situation has a negative impact on the institution and society. The perception for the image of the institution is gradually changing. For this reason, by taking care of interests of the people and country, sport managers and political executers should predict crises and take risks when necessary. Opportunities should be provided to qualified managers with good knowledge and equipment, high self-confidence, and teamwork should be done for right decisions along with boards of experts and commission to be established. To ensure that sports managers are encouraged and willing to resolve crises, they should be given the necessary training for purposes of courage. In this research, some recommendations were given below in accordance with general impressions and judgments of the researcher and in line with the results of the research.

Sport managers should add a section to their annual work plans according to their institution's situation and developmental characteristics regarding precautions for crises. To deal with crises effectively, institutions are expected to first have certain risk plans and employees should be informed about crises through psychological readiness. Crises cannot always be dealt with solely through the efforts of a manager, but through effective communication with employees. By raising awareness of employees that they are responsible for improving both the facilities of the institution and the quality of the sport services, a sense of ownership and belonging can be developed among them.

Doing a continuous inner and outer environmental analysis of the institution and having an action plan will benefit the institution to avoid possible crises with minimum damage and to turn crises into opportunities. To increase efficiency in the institution, the quality of decision-making can be increased by considering criteria such as determining risks for the crisis, making evaluations from different perspectives without rushing, and analyzing options in the best way. Crisis management teams should be established in provinces, districts and regions, and these teams should ensure the support of the management with necessary works before, during and after the crisis. It will be beneficial for sport managers to be aware of decision-making styles and to participate in trainings to be organized in this direction to improve their decision-making skills in coping with problems. In decision-making processes and stages, training programs can be maintained at regular intervals by institutions to ensure that sport managers exhibit a suitable approach and gain thinking skills as well as improve decision-making techniques. Local government institutions, other service industries and all

institutions, and the public should provide the necessary support to the sport institutions. This can enable sport managers to gain high self-confidence.

The general directorate of sport services is requested to make use of such research in some strategic management. Institutions can establish research and development unit to support scientific research. Thus, research findings should be reached to masses and desired levels. New studies to identify deficiencies and needs should be conducted and the skills of sport managers should be increased. Both qualitative and quantitative research should provide more data in this sense. In this study, the population-sample was limited to the sports managers working in the central and provincial units of the Ministry of Sports in Turkey. In future research, it may be possible to reach research results that will attract attention in different dimensions by including the managers of autonomous sports clubs and sports managers in different countries. Also it is recommended that some research be conducted in the field of physical education and sport (club managers, federation managers etc.) and other managers.

As a result, this research was conducted to analyze sport managers' crisis management, decision-making and self-confidence skill levels. Our study revealed that there was no significant relationship between levels of self-confidence of sport managers and crisis management. However, there was a positive and significant relationship between self-respect and decision-making and only the ''learning'' sub-dimension of the crisis management.

Disclosure statement

Researchers' Contribution Rate Statement: This Study was Produced from a Part of Ph.D Thesis (No: 541829) Conducted by the 1st Author under the Consultancy of the 2 'Author.

Research Ethics

In the scope of the protection of human and animal rights, the Journal of Sport Sciences Researches adopts the exact convenience principle of national and international ethical rules and principles. In this context, the principles of the journal and general scientific ethical rules were followed during the research process.

Organization Name: Faculty of Sport Sciences Ethics Committee of Selçuk University
Issue Number: 02
Date: 19/12/2017

Atılgan, D., & Kaplan, T. (2022). Investigation of the relationship among crisis management, decision-making and self-confidence based on sport managers in Turkey. *Journal of Sport Sciences Researches, 7*(1), 49-67.

REFERENCES

Akagündüz, N. (2006). *Self-confidence concept in human life.* Umraniye Guidance and Research Center Directorate Publications.

Aktaş, S. (2014). *The comparison of decision-making styles of managers at Youth and Sports Ministry and Education Ministry.* [Unpublished Master's thesis]. Dumlupınar University Health Sciences Institute, Department of Physical Education and Sports, Kutahya.

Atılgan, D., & Kaplan, T. (2018). Crisis management in sport. *The Journal of International Civilization Studies, 3(*1), 72-79. http://dx.doi.org/10.26899/inciss.23

Atılgan, D. (2018). Investıgatıng the relatıonshıp between self-confıdence levels and decısıon makıng styles of physıcal educatıon teachers and traıners. *Atatürk University Journal of Physical Education and Sport Sciences, 20(*4), 8-22.

Atılgan, (2018). *Investıgatıon of the relationship among crisis management, decision making and self-confidence skill levels of managers in sports management.* [Unpublished doctoral dissertation]. Selçuk University Health Sciences Institute, Konya.

Atılgan, D., & Kaplan, T. (2019). *Analysis of sport managers' crisis management, decision-making and self confidence skills in terms of some demographic variables.* In M. Ilkım, F. Akçınar (Ed.), New Academic Studies in Sports-2 (89- 127). Academician Bookstore A.Ş. Sonçağ Typography.

Bamford, D., Hannibal, C., Kauppi, K., & Dehe, Benjamin. (2018). Sports operations management: examining the relationship between environmental uncertainty and quality management orientation, *European Sport Management Quarterly, 18(*5), 563-582, http://dx.doi.org/10.1080/16184742.2018.1442486

Bandura, A. (1977). Self-efficacy: toward a unifying theory of behavioral change. *Psychological Review, 84*(2), 191–215. http://dx.doi.org/10.1037/0033-295X.84.2.191

Boin, A., & Hart, P. T. (2003). Public leadership in times of crisis: mission impossible?. Public administration review, 63(5), 544-553. https://doi.org/10.1111/1540-6210.00318

Büyüköztürk, Ş. (2017). *Manual of data analysis for social sciences.* Pegem Academy.

Can, M. C. (2017). Crisis management in sports and a case study: Referees taken hostage in Trabzon. *Journal of Social and Humanities Sciences Research, 4*(15), 1952-1959.

Çetinalp, H. (2014). *Crisis management in sports companies.* Unpublished Master's thesis, Haliç University Institute of Social Sciences Business Administration Program, Istanbul.

Demir, F.O. (2008). Crisis management strategies and crisis communication. *FBE Journal 2008-2009, 10(*11), 1-24.

Deniz, M. E. (2004). A Research on the relationship between university students' self-esteem, decision-making styles and problem-solving methods in decision-making. *Journal of Educational Research, 4(*15), 25-35.

Deniz, M. E. (2004). Investigation of the relation between decision-making self- esteem, decision-making style and problem-solving skills of university students. *Eurasian Journal of Educational Research, 15*, 23-35.

Devecioğlu, S. (2003). *Crisis management in sports organizations.* Physical Education and Sports Social Fields Congress, Ankara Verbal.

Doğan, K. (2010). *Examining the relationships between organizational learning and crisis management.* [Unpublished Master's thesis]. Kadir Has University Institute of Social Sciences Department: Business Administration Program, Istanbul.

Durmuş, A. (2013). The role of the maneger to exit from global *crisis. Turkey Social Policy and Labor Studies Journal, 3(*5), 25-30.

Erdil, T. S. (2018). Crisis and emergency management. S. Çapar (Ed.), *Coordination in safety related emergencies* in (3-6). 1. Issue. TIAV.

Atılgan, D., & Kaplan, T. (2022). Investigation of the relationship among crisis management, decision-making and self-confidence based on sport managers in Turkey. *Journal of Sport Sciences Researches, 7*(1), 49-67.

Eren, E. (2008). *Management and organization: Contemporary and global approaches.* Beta Publishing Distribution.

Eren, E., Kusan, M., Çavuşoğlu, G., & Yılmaz, A. (2020). Examination of decision-making styles of sports faculty and other faculty students according to some variables. *Sports and Recreation Journal for Everyone, 2*(1), 62-68.

Erten, Ş. (2011). *Crisis management understanding in Turkish public administration.* [Unpublished Master's thesis]. Süleyman Demirel University, Institute of Social Sciences, Department of Public Administration, Isparta.

Esentaş, M., Işıkgöz, E., Doğan, P.K., & Şahin, H. M. (2017). The Self-confidence levels of the youth camp female leader candidates. *Kastamonu Education Journal, 25(*1), 315-328.

Filiz, E. (2007). *Crisis management in Turkish public administration.* Alfa Current Publications.

Grohs, R., Wieser, V. E. & Pristach, M. (2020). Value cocreation at sport events, European Sport Management Quarterly, *20*(1), 69-87. http://dx.doi.org/10.1080/16184742.2019.1702708

Gül, M., & Hergüner, B. (2019). The factors influencing the level of self-confidence of school administrators: A case study in Trabzon. *ARHUSS, 2(*1), 1-18.

Güleryüz, İ. (2015). *Crisis management process, a case study: The soma disaster.* [Unpublished Master's thesis]. Dokuz Eylül University, Institute of Social Sciences, Department of Business Administration and Organization Program, İzmir.

Hanton, S., Mellalieu, S. D., Hall, R. (2004). Self-confidence and anxiety interpretation: A qualitative investigation. *Psychology of Sport and Exercise, 5(*4), 477-495. http://dx.doi.org/10.1016/S14690292(03)00040-2

Işık, M. (2012). *The approaches of the nurse managers towards crisis management.* [Unpublished Master's thesis]. Haliç University Institute of Health Sciences, Istanbul.

Karakuş, A., & İnandı, Y. (2018). The crisis in the schools of middle school administrators examining their situation management skills. *Mersin University Journal of Education, 14(*2), 500-518. http://dx.doi.org/10.17860/mersinefd.442864

Karasar, N. (2014). *Scientific research method.* (26th Edition). Nobel Publishing.

Kasatura, İ. (1998). *Personality and self-confidence.* Evrim Publishing House.

Küçükay, A. (2018). Psychology of decision making. *Journal of the Justice Academy of Turkey,* (35), 607-640.

Lane, J. (2009). Global Crisis Management. *World Scientific Studies in International Economics, 6,* 357-360. https://doi.org/10.1142/9789812833389_0024

Lindenfield, G. (1997). *Assert yourself.* Harper Thorsons.

Luecke, R. (2009). *Improve your crisis management, disaster prevention skills.* Turkey Isbank Cultural Publications.

Mann, L., Radford, M., Burnett, P., Ford, S., Band, M., Leung, K., Nakamura, H., Vaughan, G., & Yang, K.S. (1998). Cross-cultural differences in self-reported decision-making style and confidence. *International Journal of Psychology, 33*(5), 325-335. https://doi.org/10.1080/002075998400213

Okyay, B. (2012). *Comparison of employees and employers in terms of self confidence level and personal growth initiative abilities.* [Unpublished Master's thesis]. Maltepe University Institute of Social Sciences Department of Psychology Industrial and Organizational Psychology Master Program, Istanbul.

Okkay, İ. (2019). The importance of crisis management in the globalized world. *Eurasian Journal of Researches in Social and Economics (EJRSE), 6*(3), 308-317.

Atılgan, D., & Kaplan, T. (2022). Investigation of the relationship among crisis management, decision-making and self-confidence based on sport managers in Turkey. *Journal of Sport Sciences Researches, 7*(1), 49-67.

Öğüt, A., Akgemci, T., & Demirsel, M. T. (2004). Employee motivation process in organizations in the context of strategic human resources management. *Selçuk University Journal of Social Sciences Institute, 12,* 277-290.

Özodaşık, M. (2015). Public relations in the communication and communication process. In S. Banar (Ed.), *Public Relations and Communication,* (138-169). Eskişehir Anadolu University Publication.

Pira, A., & Sohodol, Ç. (2004). *Crisis management: An evaluation in terms of public relations.* (1st Edition). Communication Publications.

Sancez, A.C.J., Calvo, A.L., Bunuel., P.S., & Godoy, S.J.I. (2009). Decision-making of Spanish female basketball team players while they are competing. *revista de psicologia del deporte, 18,* 369-373.

Sato, S., Ko, Y. J., Park, C., & Tao, W. (2015). Athlete reputational crisis and consumer evaluation. *European Sport Management Quarter*ly, *15*(4), 434-453. http://dx.doi.org/10.1080/16184742.2015.1065895

Sayın, N. (2008). *Examination of crisis management strategy in secondary education institutions (Istanbul Province Example).* [Unpublished doctoral dissertation]. Marmara University, Institute of Educational Sciences, Department of Educational Sciences, Educational Administration and Supervision, Istanbul.

Sevimli, F. (2021). COVİD-19 pandemic and its social effects. *Habitus Journal of Sociology, 2*(2), 55-69.

Soner, O. (1995). *Relationships between family cohesion, student self-confidence and academic success.* [Unpublished doctoral dissertation]. Marmara University Institute of Social Sciences, Department of Educational Sciences, Istanbul.

Tekin, M., Özmutlu, İ., & Erhan, S. E. (2009). Examination of decision-making and thinking styles of students attending special aptitude exams. *Atatürk University Journal of Physical Education and Sports Sciences, 11(*3), 42-56.

Tekin, Ö. F. (2015). *The importance of crisis management and public administration. Journal of Vocational School of Social Sciences, Selçuk University, 18(*2), 119-135.

Thomas, O., Lane, A., & Kingston, K. (2011). Defining and contextualizing robust sport confidence. *Journal of Applied Sport Psychology, 23(*2), 189-208.

Tüz, M. V. (2001). *Crisis and business management*. Alfa Printing Publishing.

Vealey, R. S. (2003). Self-confidence in athletes. In C. Spielberger (Ed.), *Encyclopedia of applied psychology* (pp. 361-368). Academic Press.

Vealey, R. S. (2009). Confidence in sport. In B. W. Brewer (Ed.), *Handbook of sports medicine and science sport psychology* (pp.43-52). Blackwell Publishing.

Yalman, G. (2019). Neoliberalism, crisis and the state. *Journal of Mulkiye, 43*(1), 185-192.

Yavaş, H. (2001). Earthquake risk in İzmir within the scope of natural disaster management and local agenda 21 studies. *Dokuz Eylul University Journal of Social Sciences Institute, 3(*3), 118-138.

Yetim, A. (1996). Leadership in sports management. *Ankara, Gazi University Journal of Physical Education and Sports Sciences, 3,* 85-94.

Yetim, A. A. (2000). Social appearance of sport. *Ankara, Gazi University Journal of Physical Education and Sports Sciences,5*(1), 63-72.

Yıldırım, A. (2018). *A research on crisis management in the context of football clubs in sports public relations in Turkey.* [Unpublished doctoral dissertation]. Istanbul University Institute of Social Sciences Public Relations and Publicity Department. Istanbul.

Zehir, C. (2018). Crisis and emergency management. In S. Çapar (Ed.), *Effective crisis management process and strategies* (33-56). TIAV.