

A Qualitative View Into the Employment Problems of Sports Management Graduates in Turkey*

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Abstract

The aim of this study is to examine the employment problems of sports management in public sector. Firstly, instrument analysis was done and literature was reviewed. The dimensions of research were identified as personal development, universities and government. Interview technique was used as data collection tool in the study. Chained technique was used to determine interviewers and 13 interviews were done in total. Interviewers consist of sports experts and bureaucrats. Recorded interviews were turned into text via decoding by researchers. Ethnographic content analysis was conducted to these texts. The findings of the study showed that it is really necessary to have personal development to get employed. According to this, improvement of administration and leading skills and having a good knowledge of sports field as well as education and personal development could catalyse employment. According to the findings, poor education, syllabus and quality of the academic in universities staff are among the problems. Additionally, the impact of government on employment shows up in the categories such as the problems of personnel selection and assignment, uncooperative of public institutions, lack of planning and policy. As a result, the employment problems of sports management graduates in public sector are evaluated as the problems such as lack of personal development, the quality of higher education and government based problems.

Keywords: Sports, Management, Employment.

Türkiye’de Spor Yöneticiliği Mezunlarının İstihdam Sorunlarına Nitel Bir Bakış

Öz

Bu çalışmanın amacı spor yöneticiliği bölümleri mezunlarının kamudaki istihdamlarının önündeki sorunların incelenmesidir. Çalışmada ilk olarak doküman analizi yapılmış ve literatür taranmıştır. Araştırmanın boyutları, bireysel donanım, üniversiteler ve devlet olarak belirlenmiştir. Çalışmada veri toplama aracı olarak nitel araştırma tekniklerinden yarı-yapılandırılmış görüşme tekniği kullanılmıştır. Görüşmecilerin belirlenmesinde zincirleme yöntem kullanılmış ve toplam 13 görüşme yapılmıştır. Görüşmeciler GSB’de çalışan spor uzmanları ve bürokratlardan oluşmaktadır. Ses kaydı alınan görüşmeler, araştırmacılar tarafından aynı gün deşifre edilerek metne dönüştürülmüştür. Bu metinlere içerik analizi yöntemlerinden Etnografik İçerik Analizi (EİA) uygulanmıştır. Çalışmada elde edilen bulgular iyi bir bireysel donanımın istihdam için gerekli olduğunu ortaya koymuştur. Buna göre eğitim ve kişisel gelişimin yanı sıra yöneticilik ve liderlik becerilerinin geliştirilmesi ve spor alan bilgisine hâkim olunması istihdam edilmeyi kolaylaştırabilecektir. Üniversitelerde verilen eğitimin yetersiz oluşu, müfredatın ve akademik kadroların niteliğinin istihdam ve iş yaşamında bir sorun olduğu elde edilen bulgular arasındadır. Ayrıca devletin istihdama etkisi, personelin seçimi ve atanması sürecindeki sorunlar, kamu kurumlarının ortak çalışmaması, planlama ve politikadaki eksiklikler gibi kategorilerde ortaya çıkmıştır. Sonuç olarak, spor yöneticiliği bölümlerinden mezun olan kişilerin kamudaki istihdamlarının sorunları bireysel donanımlarındaki yetersizlikler, üniversitelerdeki eğitimin niteliği ve devletten kaynaklanan sorunlar olarak değerlendirilmiştir.

Anahtar Kelimeler: Spor, Yönetim, İstihdam.

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INTRODUCTION

Having an important place both economically, culturally and socially at the present time reveals the conceptual value of sports (Yetim, 2010). Another significant feature of our day is the existence of continuous and rapid development and change (Yaman, 2000). The rapid development of technology from the past to present impacts the sports, which is one of the rapidly emerging sectors. On one hand, industrialization and urbanization offer people with unlimited opportunities; on the other hand, it makes people live on inactive life (Taşmektepligil et al., 2009). People became distant to the nature and natural environment with the advent of industrialization and urbanization, and they started to have an ordinary life (Karaküçük, 2005). This has led to people become inactive. Man who becomes inactive has given importance to physical activity and considered sports indispensable to protect his health (Taşmektepligil et al., 2009). From the past to present, several definitions of sports have been made. To some people, sports represent the concepts of healthy and recreation whereas to others (sport clubs, federations,) assume it just a track area (marketing of sports products) (Sunay, 2010).

Sports is a concept not only helpful for physical development as individually but also including a lot of fields such as lifelong learning, becoming participant, training, employment of people. Sports is an universal element that the states having rules also relinquish because creating a healthy community physically, mentally and spiritually is among the responsibilities of governments. There is a statement in 1982 constitution, item 59, "State takes measures to improve Turkish citizens' physical and mental health from every age, and supports sports constitutionally and to take measures accordingly. Therefore, physical education and structural organization of sports, management sense and management patterns have a significant point from view of sports management (Algün Doğu and Yılmaz, 2017). That is, sports cannot be managed and improved without the help of government. Sports are a concept that improves in time and gains importance as it improves. Being important for human life, contributing to the

improvement of civilisations proposes sports management issue for the agenda. As in every field, management has an important place in sports as well.

Management consist of activities on which people collaborate in order to achieve the aims determined by the organization (Nohutçu, 2009). Preparing various plans, assigning managers, evaluating the results, fulfilling coordination and control are important elements for management. Management is very important in sports as well as in other fields. Being a part of local management, sports management is the application of local authority's principals and methods. This also means looking for the ways to enforce sports activities in a small and intellectual way and finding explaining them under the terms of local authority. According to another viewpoint, it means identifying sports services in advance and utilising the available people and source material in line with the aims to achieve these aims (Doruk, 2005). Additionally, sports management entails the issues such as the improvement of physical education and sports programmes, training and assigning personnel, controlling the conduction of sports institutions and facilities. In other words, sports management could be considered as a mechanism editing relationships between sportsman-director, sportsman-sport institution and sports institution-public and handling these relationships effectively and efficiently (Algün Doğu and Sunay, 2010; Yaman, 2000).

The success of sports management depends on the performance of managing sports. Sports manager should gain the perspective of sports that is complex concept and its organization by renewing practical experiences constantly and supporting these experiences with theoretical knowledge. For the rapid developing and changing world makes it essential for sports manager to be qualified, think versatile and be successful (Devecioğlu, 2011). Nowadays, the increasing success in sports also has raised the interest in sports, and become an important place in daily life and society's mood. With the advance of science and technology day by day, the balance of the world has changed, and technical, educational, economic and technological standards of countries which

sportsman and teams represent have become competing. Thanks to this, this value of sportsman and sport has come into importance. Countries have started to thrust to the forefront, and therefore investments on sports and sportsman have increased. As a result, sports has created economy, and become a sector that needs management.

Meeting the need of public's physical activities and being directed to these activities more are related to employment of people who have had been educated in sports in sports sector (Taşmektepligil et al., 2009). Employing the sports managers graduated from physical education and sports school means bringing prestige to sports not only in country but also all around the world. It should be known that sports are universal language, and management of it is also difficult and important. However, meeting the need of personnel recruiting in sports sector from different ways has proposed decreasing employment opportunities for agenda, and brought about being far from science day by day and losing the functional value of sports education and turning it into a symbolic form. Therefore, the aim of this study is to investigate the reasons for not being employed of people who graduated from sports management.

METHOD

Design of the study

In this research, survey model has been used. Qualitative research methods have been utilized. Having a holistic paradigm, revealing perceptions, being flexible in research design, and having an inductive content analysis are among the features of qualitative research models (Uzuner, 1999; Yıldırım & Şimşek, 2010). In this respect, qualitative research methods are among the research methods that are preferred for the examination of explanations that are drawn from the subjective perspectives and experiences of the subject or target subject (Ekiz, 2003).

Participants of the study

The participants of the study consist of 10 sports experts and 3 bureaucrats. In the process of determining participants, purposive sampling method has been used. In order to

gather the data, a semi-structured data collection tool has been used.

Data collection tools

Taking related literature into consideration, a question pool has been formed during the qualitative data collection phase (Boğdan & Biklen, 2003; Özgüven, 2004; Ekiz, 2013; Kurtipek et al., 2016; Kurtipek et al., 2017). Field experts have been consulted during the process of forming final form. According to the qualitative research techniques, a semi-structured interview has been administered to the field experts and bureaucrats. Qualitative data has been evaluated with content analysis.

Reporting the gathered data in detail and explanation of how the researcher get the results are among the features of validity in qualitative study. Regarding the answers from the subjects who have been interviewed, this study is directed with the help of categorization of these conceptualizations in a logical way, by this way, the forming the themes explaining those concepts (Yıldırım & Şimşek, 2011). Data was given in the quotation style for the sake of validity in qualitative part.

Analysis of the data

The main aim of content analysis is to comment by bringing the data together clearly under the condition of forming conceptions and themes by rescuing readers from ambiguity. At this respect, firstly the data is conceptualized; secondly, it is presented to the reader segmentally. Qualitative research data is carried out in 4 phases.

This process is as follows:

First phase: Encoding the data is the first phase of the content analysis. This phase, composed of dividing the data into categorizations in specific codes, is actualized via grouping the similar topics in the same categorizations similar ones from the different parts of gathered data are encoded same, and by this way, the data coming from different parts but interrelated is brought together.

Second phase: It consists the phase finding the themes. In this phase, finding the themes explaining the data and categorization the codes in specific columns is taking place. After

that, gathered data is encoded by thematic coding. Thematic coding is identification of data whether it forms a meaningful unity and even themes are different from each other they form a meaningful unity among themselves.

Third phase: This phase consists of the organization of codes and themes. Researcher organizes the data, does not give any personal opinion about it and describes and discusses it with a language that is clear to reader by taking

the frame created from the first and the second phase.

Fourth phase: In this phase forming the comments of findings, results are discussed and commented by researcher, and it is finally concluded. By this way, the researcher links the data in a meaningful way, discusses and comments about it and comes to a conclusion. (Yıldırım & Şimşek, 2011).

FINDINGS

Table 1. The Factors Forming the Personal Skills Which Are Necessary For Employment and Work Life

Themes		Categories
<ul style="list-style-type: none"> ●Being well-educated and intelligent ●Improving himself, having education, having a full command of knowledge, knowing the background well ●Knowing field application ●Having improved himself ●Being competent on the subject ●Knowing a foreign language ●Mastering the subject 	<ul style="list-style-type: none"> ●Knowing communication well ●Using technology well ●Improving himself (English ●Law, technology, communication, management) ●Knowing human communication well ●Being qualified ●Updating himself 	<ul style="list-style-type: none"> ●Education and personal development
<ul style="list-style-type: none"> ●Having a knowledge of management ●Knowing the regulations ●Knowing the legislations and regulations well ●Knowing the procedure, general management ●Having a full knowledge about international sports management ●Following the updates closely ●being professional 	<ul style="list-style-type: none"> ●Produce projects ●Presenting new ideas about sports ●Facilitating of new plans to be implemented ●Ensuring coordination in theory and practice ●Knowing the nature of workplace ●knowing the theoretical knowledge of job 	<ul style="list-style-type: none"> ●Management responsibilities
<ul style="list-style-type: none"> ●Having a sports past ●Having a full knowledge of sports ●Having full knowledge of field ●Following updates and changes closely ●Knowing what sports mean ●Knowing how sports function 	<ul style="list-style-type: none"> ●Coming from the field saves time ●Having a sports past adapts quickly ●Having a full knowledge of every topic about sports 	<ul style="list-style-type: none"> ●Sport field knowledge
<ul style="list-style-type: none"> ●Being objective ●Being equidistant ●Capable of analyzing ●Capable of protecting workers 	<ul style="list-style-type: none"> ●Being self-confident ●Being practical ●Being productive 	<ul style="list-style-type: none"> ●Leadership manners
<ul style="list-style-type: none"> ●Being tolerant ●Being fair ●Being clever ●Being ethical 	<ul style="list-style-type: none"> ●Being honest ●Being intellectual ●Respecting the job 	<ul style="list-style-type: none"> ●Ethic and individual values

Table 2. The Effect of Universities on Graduates' Employment and Work Life

Themes		Categories
<ul style="list-style-type: none"> ●Lacking training ●Inadequate training ●Lack of education ●Giving unqualified education 	<ul style="list-style-type: none"> ●Putting education into the background ●Education is not good except big cities ●Unqualified students are being trained 	<ul style="list-style-type: none"> ●Poor education
<ul style="list-style-type: none"> ●Knowing sports field courses ●Knowing physiology ●Knowing anatomy ●Knowing sports and media ●Knowing sports management ●Knowing sports law ●Kiving information about sports ●Poor curriculum 	<ul style="list-style-type: none"> ●Curriculum must be changed ●New classes must be put into curriculum (olimpic etc.) ●Politics content classes ●Knowing general management ●Knowing English 	<ul style="list-style-type: none"> ●Poor curriculum
<ul style="list-style-type: none"> ●Instructors not improving themselves ●Instructors not knowing any foreign languages ●Instructors not publishing articles ●Instructors are professional inadequate ●Instructors are lacking in information ●Not having potential for training students ●Imperfections stemming from instructors 	<ul style="list-style-type: none"> ●Instructors not existing leading to the right path ●Not having qualified instructors ●Literature having shortcomings ●Foreign literature having strong Influence on it ●Instructors' political discourse 	<ul style="list-style-type: none"> ●Qualification problems of instructors
<ul style="list-style-type: none"> ●There is a office setting up cadre in public ●Unqualified schools ●School management department being a role-model ●Imperfections stemming from management ●Universities are incompetent 	<ul style="list-style-type: none"> ●Having a lot of graduates ●PE and Sports schools not getting enough attention ●PE and Sports schools not showing themselves ●Not having graduates who institutions want to work with 	<ul style="list-style-type: none"> ●Qualification problems of universities
<ul style="list-style-type: none"> ●Employing a theory-based system ●Need of practice ●Not giving importance to practice ●Making practice in the field 	<ul style="list-style-type: none"> ●The necessity of having active roles for everybody ●The need of ensuring theory with practice ●Having a lacking practice teaching 	<ul style="list-style-type: none"> ●Not giving importance to practice in education
<ul style="list-style-type: none"> ●Students are important factors ●Students not acquiring the training well 		<ul style="list-style-type: none"> ●Problems stemming from student

Table 3. The Effect of Public Institutions on Graduates' Employment and Work Life

Themes		Categories
<ul style="list-style-type: none"> ●There must be institution exam ●There must be a field exam in the institution exam ●Sports managers who work in facilities must be investigated ●Managers must be investigated too ●If you want to go to branch directorate, administrative staff, this time you open the exam, you become branch manager, but if you want to be a provincial director you know someone is enough / Turkish is not very smooth 	<ul style="list-style-type: none"> ●There is a political grouping ●The need of revising age issue ●Giving value to sports schools' graduates ●Sending the volunteers to sports organizations 	<ul style="list-style-type: none"> ●Problems during the personnel selection and assignment

<ul style="list-style-type: none"> ●Finance and youth & sports ministry must collaborate ●Finance ministry and youth & sports ministry must collaborate ●Budget must be asked for from Finance ministry ●Collaborating all together 	<ul style="list-style-type: none"> ●State institutions and organizations must cooperate ●The necessity of cooperation between Municipality and youth and sports ministry 	<ul style="list-style-type: none"> ●Uncooperative public institutions
<ul style="list-style-type: none"> ●Poor plans restrict the sports management ●The need of producing projects ●Planning in the long term instead of short term 	<ul style="list-style-type: none"> ●Not determining appropriate policies ●Upper stages not planning appropriately impact lower level 	<ul style="list-style-type: none"> ●Lack of plan, project and policy
<ul style="list-style-type: none"> ●Lacking in regulated laws and directing ●Negulations putting workers into a difficult position (657 article) 	<ul style="list-style-type: none"> ●Taking this process into control by essential regulations ●Bringing an order about sportsman and trainer 	<ul style="list-style-type: none"> ●Problems about legislations
<ul style="list-style-type: none"> ●Shortage of personnel in facilities ●Youth and sports ministry taking the control of sports facilities ●Sports managers for facilities 		<ul style="list-style-type: none"> ●Shortage of personnel in sports facilities
<ul style="list-style-type: none"> ●A new job ●A new field 		<ul style="list-style-type: none"> ●Sports management being a new job

DISCUSSION AND RESULTS

In this study, training and personnel development consist the first one of sports managers' employment problems. According to results, education and personnel development has a significant effect in employment. For example, Fişekçioğlu et al, (2005) have concluded that the level of sports managers' foreign language is low. It could be claimed that this situation stems from training and personal development. Another study, Sunay and Çaycı (2008) have emphasized the necessity of sports managers' communication skills, of making good use of native language, of knowing a foreign language. In addition to these, they have concluded that having a good world language and computer skills is important. In the study you are reading, findings are similar to the previous studies, and it is observed that education and personal development of sports managers have significant effects on employment process.

One of the sports' managers expected responsibilities is having a good knowledge of regulations. Özmen and Kömürlü have concluded that especially managers should have a good knowledge of regulations. These findings show parallelism with the study you are reading now. A sport manager should have a full command of regulations as well as

his personal development and management skills (Sarol et. al., 2014). This study has revealed that sports managers should have sport field knowledge. Sunay and Çaycı (2008) also have concluded that sports manager should have sports field knowledge in a similar study. On the other hand, Okçabal (2004) has pointed out that the courses related to sports field are not enough. Regarding the findings of this study, it could be considered that professional inadequacy impacts training of sports managers negatively.

One of other characteristics that sports managers should have moral and individual values. These values are regarded as very important factors in a study that is done about the employment problems of sports managers. Sunay and Çaycı (2008) have emphasized that sports managers should give importance to ethical values. Therefore, moral values are among the sportsman needs to have. Another issue related to the employment problems of sportsman is the national sports understanding. Findings indicate that sports managers should make a little sacrifice to improve sports in their countries.

In the second part of the study, education inadequacy, lacking syllabus and qualified instructors, the quality problems of universities, the issue of not giving

importance to practices and student problems have come out. Education/training is no doubt the leading one among the factors that effect the employment in public sector. Therefore, education inadequacy is among the primary issues composing the employment problems. Erkal (2010) has showed the effect of education on employment with a study showing the relationship between education and employment. According to findings, it has been ascertained that university education is not enough, and this situation creates a negative effect on employment process. Yıldız (2007) has concluded that curriculum should be upgraded constantly.

One of the key aspects of universities is undoubtedly instructor element. According to Yıldız (2007), it is obvious that instructors play a key role to train students well in physical education and sports departments as well as other departments. Namely, instructor quality goes hand in hand with student quality. Thus, in this study it is found that some problems about instructor quality still exist. This problem is stated as follows;

Interviewer 8: Not even a book was written by our instructors, I think they should question themselves. When we look at written sources, most of them consist of foreign sourced literature. Instructors have been still waiting as Asst. Prof. because they do not know any foreign languages. It is very hard to be competent in your profession unless you know any other language.

According to Erdem (2007), instructors consist the primary human sources of universities to train students. Instructors' quality problems have a huge effect on the process of human education. Gençoğlu (2005) has pointed out that qualified a few instructors should be at the departments which aim to provide a good education service. In line with the literature, findings show that there are qualification problems of instructors. It is underscored that this issue has negative effects on the process of sports managers' employment.

Gedikoğlu (2005) claimed that educational institutions are places where necessary knowledge is produced for development of

the country. Therefore, the employment of people graduated from sports management departments is very important in the solution of many problems. Yanık and Sunay (2010) have underscored that universities should be the institutions taking care of public's needs, valuing quality more, and giving their education with these priorities. In this regard, the available quality and qualification problems of universities pose a big problem for sports managers.

One of the other issues effecting employment is not giving importance to practice in the training process. In the study you are reading now, it is concluded that theoretical knowledge is not enough to get employed in public institutions, and practice is as much important as theory, even it is more important than theory. One of the Interviewers verbalized this as follows;

Interviewer 4: Totally theory-based system is being applied, but this profession is in need of practice more than theory. Similarly, Taşmektepligil et al (2009) have concluded that education and training programmes should be taken under review over again, and the practice part in training should be upgraded.

In the third part of the study, the role of government on employment has been examined. Findings indicate that there are some problems such as personnel selection and assignment, uncooperative public institutions, lack of plan, project and policy, employment legislation, job vacancy and sport manager as being a new job.

One of the reasons creating employment problems in public sector is the lack plan, project, and policy. The answers of interviewers in our study mostly go parallel with those above factors. Gök and Sunay (2010) have concluded that sports policy should be produced on a level of scientific basis. Taşmektepligil et al., (2009) have revealed that it is really necessary to make innovations for the employment of physical education and sports school graduates and to determine new and modern policies. Devocioğlu et al., (2011) have underlined that ministry of education and ministry of youth

and sports should produce projects in cooperation with other institutions. Those findings go parallel with literature, too.

In this study, which is oriented for the employment problems of sports managers in public sector, it is examined in three main levels. Firstly, the effect of personal development on employment has been examined. Mainly, it is revealed that in addition to graduates' training and personal skills and taking management responsibilities, they should have sport field knowledge, leadership skills, moral and individual values, and these skills are very beneficial for work life. Secondly, the effect of universities on employment has been examined. Findings emphasize some problems such as education/training inadequacy, unqualified universities and instructors, not giving enough importance to practice in departments. It is considered that available conditions of universities have negative effects on employment in public sector. In this study, examining the effects of government on employment in public sector, personnel selection and assignment, uncooperative traits at public institutions, lacking plan and projects and regulation problems have been uncovered.

As a result, for the people who improve his skills, it will be easy to get employed in public sector, and the improvement of universities, and public institutions will be a part of the solution for employment issues. In future, some studies could be done for the investigation of job vacancies in sports management positions in public sector, what kind of positions there are, and what kind of things they necessitate.

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