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Case Study

WOMEN IN SPORT MANAGEMENT: CASE STUDY OF TURKEY

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ABSTRACT

This study was made to put forth the number of women in the Turkish sports management and emphasize the need to attach more importance to this field in the future. The population of this study is constituted by the organizations that give direction to sport in Turkey. The sample group consists of; Youth and Sports General Directorate (YSGD), Turkish National Olympic Committee (TNO), Sport Federations (SF's), Physical Education and Sports Departments in universities (PES), the first division clubs in football, volleyball and basketball. Screening model was used to obtain numeric data. As a result of the screening conducted, it was found that 81 provinces affiliated to YSGD had only 1 provincial director, 1 of 17 members in the board of directors of the TNO, 35 of 701 members in the board of the federations, 62 of the 53 universities and only 8 members out of 494 members in the clubs were found to be female managers. It can be said that the obtained data is quite small when compared to the population and the number of male managers.

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INTRODUCTION

This study was carried out with the aim of democratization, the widespread of human rights, the increase of gender discrimination between men and women, and therefore the determination of the place of women in sport management as a result of the efforts of women who have increased in labor force to take place in various management branches. Women have participated in various economic activities, in almost every period according to the circumstances, both under registration and informally. Although not seen as a job, since the early days of history, women has been dealing with housework whilst men whom is supporting the house economically. This situation which is also still going on today, is now changing, as the women is going out of the house to be seen more frequently outside, to support the financial expenses of the house. First of all, women who have gained experience in pre-management business life are now seen in the management stages of various business lines.

The fact that women exist in business life is better seen after II. World War when the contribution of the male population to the workforce began to decline. It can be said that there is a considerable increase in working women in this period. Nevertheless, despite the increase in the number of working women and the weight of women in the business world, the

number of women among senior managers and leaders is not very high (Barutçugil, 2002).

In our business life or in other fields, the term "woman's place" is settled in our country where the term "father to son" prevails, and our women have always been on the second plan. Nevertheless, in order to reach other developed countries, women have begun to be included in the business world, but this has been left to the point that it does not surpass male dominance. Women's movements find a period that transcends the century. The "March 8th World Women's Day" was first celebrated in our country in 1921. The "Progressive Women's Association", founded in 1975, has been making a very intensive work in terms of the wastage of women's labor. But these were evaluated and repressed as political views at the time. Women associations in Turkey, which have a large number of members, still cannot speak out loud.

According to a study published by the General Accounting Office (GAO) in the United States in 2002; In the United States, women account for about 47% of the workforce, with only 12% of them in management. In 2000, more than 60% of women at management levels work in the medical services, hospitals and education sectors. While male managers are concentrated in the advertising, marketing and sales sectors, female managers are mostly employed in the human resources departments of companies (GAO, 2002). The entry of women

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into working life in urban areas has been accompanied by the industrial revolution. The greatest effect on this issue was the wars. Due to wars in the early twentieth century, female labor force has increased to support the declining workforce, which is the result of the majority of men joining the army. Especially after the republic was formed, industrialization accelerated the urbanization and immigration wave brought the equality of men and women and a result of all these; new business areas for women were opened (Uzun, 2005). In a speech Ak it made in 2004, he stated that the proportion of women in teaching at universities is 536, the rate of women in total professors reaches 25%, 31% of architects, 29% of doctors and operators, 26% of lawyers, and 30% of the middle and senior executives working in the public are women (Ak it, 2004).

In both developed and developing countries, the frequency of women taking place in the administration is rather low compared to men. With the development of television and the internet environment, we see that new women managers are in important positions. But these reports are often confronting the field of politics and finance. Despite these results, the position of women in politics, finance and social organizations is so small that women are still absent in these kind of positions in our Turkey. Thanks to the new minister of the Ministry of National Education; after her assignment, another woman has been appointed for the first Provincial Director of National Education. Below is a list of various data taken from the April 2009 issue of Kobi Efor Magazine (Kobi Efor, 2009).

Women’s employment in Turkey

Table 1 Women’s population

Year	Population	Women Labor Force
1989	50 million	5 million 234 thousand
2008	70 million	5 million 528 thousand

Table 2 Women’s employment intensive sectors

Sectors	%
Health	65.6
Advocacy	65.4
Banking	49.0
Education	43.4

Table 3 Sectors that give women the chance to rise

Sectors	%
Advertising	58.28
Real Estate Investment	56.20
Airlines	53.70
Leasing	49.23
Banking	49.00
Marketing	45.90
Factoring	41.60
Intermediary institutions	41.65
Retail	27.51
Automotive	8.90

Table 4 Representation of women in politics

Politics	%
Parliament	9.10
Mayor	0.56
Provincial council members	1.81
City council members	2.42

In Turkey, the representation of women is parallel in sports management field as well. The number of women in Sport management, which is dominated by men, is still very low when compared to today’s female population.

It can be said that in society, the concept of value of sport, is of interest to women with the consciousness of investing in their own bodies and souls. However, the fact that the socialization of women and the representation of countries in organizations such as Olympic Games are represented by a large number of women, unfortunately, this has become a new perception in our Turkey. Similarly, in developed countries women appear to participate in all kinds of team sports. In many countries, especially in the USA, there is a great competition among women in many sports, from basketball, volleyball, handball to soccer which has become the occupation of women. In the same way, women are trying to be equally involved in sports management.

When you enter the words women and sport on internet; there are lots of news about women doing sports, directing women and girls to sports, sports exercises for weight loss and so on. When sporting culture is not fully established in a country it is very rare to see women taking part in sport management. When we deal with management of official institutions, we can hardly see any women managers because we have a patriarchal state structure. In club administrations, what we call as private sector, it is observed that only those who have a financial strength can manage a club. Turkish women who cannot even declare their financial independence, leads to a non-visible women sport managers in clubs too.

The fact that we only see a couple of women in Turkish sport management is that; they are women who had achievement in sports physically or they are celebrity in their fields, or there is a quota for gender equality.

MATERIALS AND METHODS

The research was done by using the screening model. It is noteworthy to indicate that even there was data found in Turkish Statistic Institution about number of sports clubs, the number of licensed and active athletes connected to federations and number of referees, there was no data about employees who work in the field of sports.

RESULTS AND DISCUSSION

It was found that there were no women executives in the General Director of Youth and Sports, served between 1938 and 2009. However, in 2009, it was found that there is only one female director among the 81 Youth and Provincial Directors (GSGM, 2009).

There has never been a woman president among the 26 presidents in the TNOC since 1908. But since the same date, the 12th Secretary General, who came to Turkey in 2003 and is currently in the same position is a woman. It is found that 2 out of the 17 people who are currently serving on the board are female directors (TMOK, 2009). In 1995, however, there were women in the United States Olympic Committee, one of the top-level volunteer jobs, with only 3 (15%) of the 20 executive committee seats and 24 (23%) of the 103 committee seats (Lainson, 1997). In 2009, 3 of the 8 board members were women. In 1995, seven of the 106 members of the International Olympic Committee were female (USOC, 2009). Only one woman, Anita DeFrantz, worked for the executive committee. Only four women led the international sports federations. Only six women (except 197) ruled the National Olympic Committees. In 1997, 10 of the 111 IOC members were female,

and DeFrantz was one of the four vice presidents of the IOC. In 2009, only 1 woman from 14 members was on the board of directors (IOC, 2009).

After 2009, the number of female directors serving on the board of directors other than the presidents of the federations is shown in Table 5. The information of 10 federations from 60 federations could not be reached. According to the results obtained, only the President of the Federation of Sailing was found among the 60 federation presidents. The federations where the most female directors are involved are Physical Disabilities, Dance Sports, Sailing and Sports for All (Official websites of federations mentioned in the study, 2009).

Çol (2007) stated that the total number of management staff of 57 sports federations is 855 people and that 33 of them are female managers. But, in 2009, the number of federations has increased and the number of women serving on board has also increased to 35 Official websites of federations mentioned in the study, 2009 (Table 5).

In 1996, there were 17 women in the American University Schools (Division I) out of 305 sporting directors. There were only six female executives among the 111 schools playing soccer in the IA League (Lainson, 1997). University League Academic Cabinet in 2009, 11 of the 22 members, 12 of the 21 members of the Management Cabinet and 13 of the 32 Sports Management Chambers were female managers. There are 18 members on the board of directors, 3 of which are women managers (NCAA, 2009). In the survey conducted, it was found that only 1 woman from 11 members is in the board of the Federation of University Sports in our Turkey (TUSF, 2009).

During the 2008-2009 season, the management boards of the teams in the Turkcell Super League were examined and the information of 2 clubs could not be reached (TFF, 2009). However, it is a very small figure that only 3 women from the 239 members except for the presidents take part in the board of

Table 5 Number of Women Executive Board Members in Sport Federations in Turkey

	The Name of Federation	N	Women Manager N	The Name of Federation	N	Women Manager N
1	Shooting and Hunting			31 Hearing Disabilities Sports	14	
2	Athletic	15		32 Scouting	14	
3	Badminton	14		33 Judo and Kurash	14	
4	Basketball	21	1	34 Canoe	14	
5	Physical Disabilities Sports	14	3	35 Karate		
6	Baseball, Softball, Protected football and Rugby			36 Ski	14	
7	Billiards	14		37 Turkish Sled		
8	Riding	10		38 Kick Box	14	
9	Bicycle			39 Shovel		
10	Bocce Bowling Dart	27		40 Ping Pong	14	
11	Boxing	14		41 Modern Pentathlon	14	1
12	Bridge	15	2	42 Motorcycle		
13	Ice skate	14		43 Muay Thai	10	
14	Ice Hockey	15	1	44 Archery	12	
15	Gymnastics	13	1	45 Scholl Sports		
16	Grass Hockey			46 Orienteering	14	3
17	Mountaineering	14		47 Automobile Sports	8	
18	Dance Sports	14	5	48 Special Athletes Sport	14	1
19	Fencing	14		49 Chess		
20	Football	14		50 Underwater Sports	14	
21	Traditional Sport Divers	14		51 Water Ball	14	
22	Developing Sports Branch			52 Taekwondo	14	
23	Golf	14	1	53 Tennis	14	1
24	Visible Disabilities	14	1	54 Triathlon	14	2
25	Wrestling	14		55 University Sports	11	1
26	Sports for Everyone	28	4	56 Volleyball	14	
27	Folk Dances	14	3	57 Body Building and Fitness	14	
28	Weightlifting	14		58 Wushu	25	
29	Turkish Air Sports			59 Sailing	14	3
30	Handball	15		60 Swimming	14	1
	Federation N	Member N	Women Manager N			
	TOTAL	60	701		35	

The departments / college websites of 96 universities providing physical education and sports education were examined and information from 53 universities was collected. Some universities do not have management and board information (Official websites of universities, 2009). Table 6 shows the number of women managers at the administrative levels of the universities' sports science departments. A total of 53 universities were examined and there were no female manager in 29 universities.

directors. According to Çol (2007), in a research that he has been done by (n=311) managers in the Super League clubs, only one female manager was identified. "Turkish football is not believed and does not trust Turkish women who have successfully undertaken the most important and most critical tasks in science, art, trade, industry, economy, and judiciary".

During the 2008-2009 season, 12 male and 12 female clubs in the Volleyball Aroma I League were examined and it was found that, none of the male teams had women managers (TVF, 2009).

Table 6 Number of Women Managers in Physical Education Colleges

	Universities	BD	CB	D	AD	PE	C	R	SM	Women Manager Total N
1	Adnan Menderes U.				1					1
2	Afyon Kocatepe U.	1	1		1					3
3	Ahi Evran U.									
4	Akdeniz U.	1					1			2
5	Aksaray U.									
6	Amasya U.				1					1
7	Anadolu U.									
8	Ankara U.		2	1			1			4
9	Atatürk U.									
10	Balıkesir U.									
11	Celal Bayar U.	1	2			1			1	5
12	Cumhuriyet U.						1			1
13	Çanakkale Onsekiz Mart U.		1					1		2
14	Çukurova U.	3	4							7
15	Dicle U.									
16	Dokuz Eylül U.									
17	Dumlupınar U.									
18	Ege U.		1							1
19	Erciyes U.									
20	Erzincan U.									
21	Fırat U.									
22	Gazi U.									
23	Gaziantep U.	1	1		1					3
24	Gaziosmanpa a U.				1					1
25	Hacettepe U.	1				1		1		3
26	Harran U.	2	2							4
27	İstanbul U.	2	1	1			1			5
28	Kafkas U.	1	1							2
29	Kahramanmara Sütçü İmam U.									
30	Karamano lu Mehmetbey U.									
31	Karadeniz Teknik U.									
32	Kastamonu U.									
33	Kırıkkale U.		1					1		2
34	Kocaeli U.						1	1	1	3
35	Mardin Artuklu U.									
36	Marmara U.		2							2
37	Mehmet Akif Ersoy U.									
38	Mersin U.									
39	Mu la U.									
40	Mustafa Kemal U.									
41	Ni de U.									
42	Ondokuz Mayıs U.									
43	Orta Do u Teknik U.									
44	Pamukkale U.	2	1				1	1		5
45	Sakarya U.		2							2
46	Selçuk U.									
47	Süleyman Demirel U.									
48	Trakya U.									
49	Uluda U.					1				1
50	U ak U.					1				1
51	Yüzüncü Yıl U.					1				1
52	Haliç U.									
53	Yakındo u U.									
	TOTAL	15	22	2	5	5	6	5	2	62

BD: Board of Director, CB: College Board, D: Director, AD: Assistant Director, PE: Head of Physical Education Teacher Department, C: Head of Coaching Department, R: Head of Recreation Department, SM: Head of Sport Management Department.

Table 7 Number of Women Sport Managers in Turkish Football Clubs

Name of Football Clubs-Men	N	Female Member N	
1	Be ikta A. .	14	
2	Sivasspor	17	
3	Trabzonspor A. .	18	
4	Fenerbahçe	14	
5	Galatasaray A. .	14	
6	Bursaspor	14	
7	Kayserispor	13	
8	Gaziantepspor	19	
9	Büyük ehir BLD.Spor		
10	Ankaraspor A. .	4	1
11	Eski ehirspor	8	
12	Antalyaspor A. .	14	
13	MKE Ankaragücü	18	
14	Gençlerbirli i	15	
15	Denizlispor	21	1
16	Konyaspor	2	
17	Kocaelispor	16	1
18	Hacettepe Spor		
	TOTAL	239	3

In women's teams, it was found that 1 in V. Güne Sigorta club and 3 in the women's executive board in Gazi University's club. Official websites of clubs mentioned in the study, 2009.

Table 8 The number of women Sport Managers in Volleyball Aroma 1. League Clubs

Name of Volleyball Clubs-Men	n	Female Member n	Name of Volleyball Clubs-Women	n	Female Member n	
1	Arkas Spor	6	1	V.Güne Sigorta	5	1
2	Ziraat Bankasi		2	Türk Telekom	8	
3	stanbul B. B.		3	Ecceciiba i Zentiva	8	
4	Halkbank	8	4	Fenerbahçe Acıbadem	14	
5	Fenerbahçe	14	5	Ere li Belediye	4	
6	Galatasaray	14	6	Be ikta	14	
7	Maliye Milli Piyango	11	7	Kar ıyaka DYO	18	
8	Belediye Plevne	21	8	Galatasaray	14	
9	SGK		9	ller bankasi	3	
10	Bozkurt Belediye		1	Nilüfer Belediye	14	
11	Polis Akademisi		11	Gazi Üniversitesi	8	3
12	MEF Okullari		12	Dicle Üniversitesi		
	TOTAL	74		TOTAL	11	4

In the 2008-2009 season, 16 male and 12 female club boards in Beko Basketball League were examined and 4 female managers were found in male teams and no female managers were found in female teams (TBF, 2009).

Table 9 The number of women Sport Managers in Basketball Beko 1. League Clubs

Name of Basketball Clubs-Men	n	Female Member n	Name of Basketball Clubs-Women	n	Female Member n		
1	Efes Pilsen	8	1	1	Be ikta Cola Turka	14	
2	Fenerbahçe Ülker	14	2	2	Bota spor	9	
3	Be ikta Cola Turka	14	3	3	Burhaniye Belediye		
4	Mersin B. B.		4	4	Ceyhan Belediye		
5	Pınar Kar ıyaka	18	5	5	Çankaya Üniversitesi	4	
6	Erdemirspor		6	6	Tarsus Belediye	12	
7	Kepez Belediye		7	7	Fenerbahçe S.K.	14	
8	Mutlu Akü Selçuk Üni.	6	1	8	Galatasaray	14	
9	Türk Telekom	8		9	stanbul Üniversitesi	4	
10	GS Cafe Crown	14		1	Mersin B. B.		
11	Antalya B. B.	6		11	Samsun Basketbol	22	
12	Darü afaka Cooper	6	1	12	TED Kayseri Kolejliler	9	
13	Oyak Renault	12					
14	Banvitspor	5					
15	Alia a Petkim						
16	Casa TED Kolejliler	12	1				
	TOTAL	123	4		TOTAL	12	-

Despite the lack of scientific study on this subject in our Turkey, according to a 1989 study by Amateur Sports Organization in America, women constituted one third of their managerial positions in the National Basketball Association (Peoples, 1992). However, as we have seen in our research, only 1 member of the 21 members of the Basketball Federation is serving as an executive member of our country.

Women in the American National Football League were less than one percent (Peoples, 1992). Despite the fact that there are female managers in this study made about 2 years ago, there are still no women managers in the Football Federation in Turkey.

When examining the clubs in the research, it was very concerning to find that there are only 8 female managers from 494 members in board of directors of volleyball, basketball and football.

CONCLUSION

"The Global Compact" aims to increase the level of women at the management level by solving the concept of Sustainable Development and solve the problem on the basis of civil society. The number of institutions and organizations that have

signed the "Global Compact" in Turkey has reached to a number of 162. Creating a workforce that is respectful to human rights and using well worthy of the differences makes it necessary to provide gender equality in management.

KalDer has initiated an important and meaningful study with the declaration of "Management is a Women Right" in line with the "Global Compact" (Kobi Efor, 2009). In the light of the above information, it is seen that the role of women in management is in parallel with the country situation in sports management if it is thought that the role of women in management is small and that legal regulations are made to increase this.

It is very important in this study that it was done in terms of the determination of the place of the woman in sport management that a scientific study related to the subject has not been found before, and that the research is a first time. In the light of the information obtained, it has been tried to show that women should take more places in Turkish sports management and to move from minority to equal at least. A management that every woman will be in, that is, when women start to take care of sport, sports can come out of male domination and today, unfair competition or deceiving each other can bring about beauty and aesthetics. From the ugly views of the stadium and spectators' fields, they can translate the beauty and the pleasure into pleasant areas to be under the danger of being closed for an event.

Authors Note

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