

## Determining The Levels of Cooperation Between The Employees of Directorate of School of Physical Education and Sports (Besyo) and The Department of Health, Culture and Sports (SkSD) Head Office

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### ABSTRACT

The purpose of this survey is to determine the level of the interoperability of the employees working at the Directorate of School of Physical Education and Sports (BESYO) and the Head Office of Health, Culture and Sports Department (SKSD) in the sports organizations. The population of the study conducted by using a screening model was consisted of 263 personnel working in BESYO Directorate and the Head Office of SKSD. In the study have been used descriptive statistics, crosstabs and the kaykar test. As a result of the survey, it was determined that the participation was more important than the success to be brought by the sporting events of the participants in the sample, that the students participating in the discipline should be consisted of the BESYO undergraduates, and that awards should be given to the successful teams and coaches, that the status of the training staff not taking duty in the sports disciplines due to discontinuation of course fees was agreed as fair by the BESYO and SKSD employees. However, it was found out that the BESYO (except the Manager of BESYO) and the SKSD employees had separate ideas concerning the authority to be represented in the international competitions, the use and the control of the facilities, and that the best training for any discipline could only be given by its own units.

**Keywords:** Directorate of Health, Culture and Sports Department (SKSD) Head Office, Directorate of School of Physical Education and Sports (BESYO), Management and Coordination, Sports management.

### INTRODUCTION

Management is managing of an organization by the managers in accordance with the employees and the organizational structure as indexed to the structure in an organization. In our days there are many articles and publications on field management and workplace managements related to many fields that have been published and are being published. even though there are still various assumptions regarding the administrative functions of many workplaces, the educators are not able to precisely answer the question of "how should the ideal workplace management be?" and it is seen that they even continually have been generating new ideas about an ideal administration. This is because the management issue continuously renews itself according to the age. And this leads to the testing of new management formulas. Management in this sense, besides organizing, provides all kinds of administrative activities that will ensure the organization's functioning and the resources be brought together, ensuring of the coordination, and the methods to be followed up and the controls (Gözübüyük, 1993).

In our days, there is a need for a management center in order to increase the efficiency of the employees and the workplace in the social work fields or at the workplaces employing several persons. Such an administrative center is also the the brain of the workplace and a place involved in generating solutions in administrative matters. Management in this context is being characterized as a process of operationalizing the manpower and other resources brought together to perform the works intended to actualize the pre-determined objectives in an organization established to meet a part of the social needs by organizing and coordinating them (Başaran, 1984).

Any management is being founded to produce the goods, services, any idea that the community needs. And the function of any management in the society is to meet one part of the needs of the society. The importance of any management created in the society, is in proportion with the needs of the society to the products or the services it produces. The purpose of any management is to produce certain products or services needed by the society (Doğar,

1997). There are various management patterns in the literature. The sport management is one of these patterns. The sports management is to implement the specified policies and the decisions taken in order to have the sportive actions achieve the determined objectives by providing human and material resources and to effectively use them. In addition, the sporting services are being defined as ensuring the use of the available human and material resources in the most effective and efficient way towards these goals to achieve the pre-determined targets. As it can be seen from the definition, the sport management is obliged to actualize the general and the specific objectives of the sporting actions and the services specified by the public administration and to implement the sports policy of the state (Doğar, 1997). In addition, it is being defined as the process of coordination needed to properly perform the activities planned by the managers, working together, acting together, trying to be successful accompanied by a trainer or a coach under one roof. Coordination, at the same time, is to unite people, to adjust them in terms of time, to have the activities come one after the other in order to achieve the common purpose and to have them completed each other by uniting and bunching up (Ertürk, 1998).

According to Fayol, the coordination is a process of harmonization of all activities of an organization in order to facilitate the work and to ensure the success (Özalp, 1995). It is being pointed out that the coordination is a function performing the necessary cooperation in the most suitable environment, time, with personnel and materials by combining the efforts of people in a way to come in succession and ensuring the integration by uniting together in order to reach a common goal and to perform any work more effectively (Dinçer & Fidan, 1996). Every part of the organization performed in this context should be organized in a way to actualize a common goal or purpose and to provide a full coordination. So, first the main purpose of the organization must be determined, then the purposes of the sections and subsections must be regulated in a manner dependant on each other (Ülgen, 1993).

In the light of the above- mentioned information, the necessity of management and coordination required to be used by the units of the sports organizations becomes obvious. In this context of the survey, answers will be sought to questions relating to identifying of the lack of management, organization and coordination, experienced by the employees of the Directorate of BESYO/PES and the Presidency of SKSD in the sporting events held in their universities.

#### EQUIPMENT AND METHODS

The aim of the study is to determine the level of business cooperation in sports organizations of the employees of the Directorate of Physical Education and Sports (PES) and the Department of Health, Culture and Sports (SKSD). The survey was conducted by using general screening model.

The general screening model is a screening method performed on the entire population or on the sample to be taken from it with the purpose of reaching a general judgment about the population in a population, composed of numerous elements (Karasar, 1984).

The population of the study is composed of the staff employed in the School of Physical Education and Sports and in the Department of Health, Culture and Sports.

And the sampling of the survey was consisted of employees of BESYO Directorate of 18 universities (PES Director, PES Head of Department, PES Academicians) and the employees of SKSD Department (SKSD President, Sports Branch Manager, Academicians, Trainers, Contractual Coaches of SKSD Department), all randomly selected. A questionnaires was used as a data collection tool of the survey. A literature scanning was carried out required for the mentioned questionnaire form by the surveyor in order to acquire the data and the problems have been identified through various interviews done with the employees working in these units and taking the specialists' opinions (three faculty members), as a seven-item questionnaire was prepared for the purpose and was applied to the employees working in the relevant sections. For the analysis of the data were used descriptive statistics, frequency, percentage, degree of freedom and kaykar test. The statistical significance degree was accepted as alpha ( $\alpha$ ) and the error level as  $p < 0.05$ . The results obtained from the distribution were tabulated and the findings have been interpreted and the necessary solutions were recommended.

#### FINDINGS AND DISCUSSION

In this chapter are given the data obtained from the employees of PES Directorate and the Department of SKSD who participated to the survey and the statistical findings related to these data.

**Table 1.** Definitive findings related to in which unit should the representative authority be in the national and international competitions

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The representative authority in the national and the international sports organizations should be

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completely be in the Presidency of SKSD

Occupation Component	I agree		I'm Indecisive		I disagree		Total	
	N	%	N	%	N	%	N	%
Chairman of SKSD	8	44.4	2	11.1	8	44.4	18	100
Sports Branch Manager	11	52.4	6	28.6	4	19.0	21	100
Academician in charge of SKSD Pres.	6	50.0	4	33.3	2	16.7	12	100
Coaches	16	57.1	10	35.7	2	7.1	28	100
Contractual Trainer	6	50	2	16.7	4	33.3	12	100
BESYO Director	12	80	1	6.1	2	13.3	15	100
BESYO Head of Department	10	34.5	-	-	19	64.5	29	100
BESYO Academicians	32	25.0	7	5.5	89	69.5	128	100
<b>Total</b>	<b>101</b>	<b>38.4</b>	<b>32</b>	<b>12.2</b>	<b>130</b>	<b>49.4</b>	<b>263</b>	<b>100</b>

$\chi^2 = 78.935$   $sd = 14$   $p = .000$  ( $p < .05$ )

It was understood that to the question whether the representation authority be vested in the Chairmanship of SKSD in the international competitions or not, the employees of Chairmanship of SKSD and the BESYO Directors have given the answer that this authority should be vested in the SKSD Presidency, whereas the BESYO Academicians wanted that this authority be vested in their own units. It was observed that there was a statistically significant difference between the professional components of the participants and the representation authority being fully vested in the SKSD Department in the national and international sports organizations ( $p < .05$ ). It is seen that the leisure time activities and training which support the social changes and the development in Turkey and is effective in terms of ensuring and developing the young people's persona, are supported in corporate fields as well (Kilbaş, 2001). In this context, making sports organizations in the universities and the representative authority are included in the mission of the Presidency of SKSD (SKSD, 2014). Mirzeoğlu (1995), in his study, states that the promotion of the studies in this field in cooperation with international and domestic organizations and ensuring the participation of the students in the competition and matches representing the university, are also among the duties of the Presidency of SKSD. However, the help of the BESYO Directorate employees and the experts, who are closely related to the subject, must be asked for in order to sturdily carry out the activities while conducting organizations.

**Table 2.** Definitive findings related to in which unit should the usage and the control of the facilities be

The usage and the control of the university facilities must be in SKSD Presidency.

Occupation Component	I agree		I'm Indecisive		I disagree		Total	
	N	%	N	%	N	%	N	%
SKSD Chairman	13	72.2	2	11.1	3	16.7	18	100
Sports Branch Manager	19	90.5	-	-	2	9.5	21	100

Academician in charge of SKSD Pres.	6	50.0	-	-	6	50.0	12	100
Trainers	26	92.9	-	-	2	7.1	28	100
Contractual Coaches	8	66.7	2	16.7	2	16.7	12	100
BESYO Director	12	80.0	2	13.3	1	6.1	15	100
BESYO Head of Department	10	34.5	2	6.9	17	58.6	29	100
BESYO Academicians	35	27.3	12	9.4	81	63.3	128	100
<b>Total</b>	<b>129</b>	<b>49.0</b>	<b>20</b>	<b>7.6</b>	<b>114</b>	<b>43.3</b>	<b>263</b>	<b>100</b>
<b><math>\chi^2 = 81.267</math>    <math>sd = 14</math>    <math>p = .000 (p &lt; .05)</math></b>								

Participants in the sample point out that the use and the control of the facilities should be in the Presidency of SKSD. On the other hand, it is understood that the BESYO academicians want to have a say in the use of the facilities as well. A statistically significant difference was detected between the occupational components of the participants and the use and the control of the university facilities by the Presidency of SKSD ( $p < .05$ ). In this context, at the point of joint use of facilities, both of the units should establish a joint commission and plan the inside and the outside sports activities of the university. The common purpose with this regard should be to use the available facilities in the best way and to provide the best way the infrastructure facilities to the athlete students at the university. It is being stated that the free time sports programs prepared by the universities and the related infrastructure facilities thereof, increase the communication of the young people with each others and this type of activities add a great value to their preparation for their different living areas (Balci and Ilhan, 2006). So it can be said that for this purpose, the follow-up work in the technical sense should be done by the technical staff of the SKSD Presidency. According to Mirzeoğlu (1995), it is among the tasks of SKSD to ensure the use of all the university's sports facilities and materials and their management from a central location and that the employees work in a planned manner. In this context, the correspondence department should follow up the organization and fulfill its duty in the best way (Eroglu, 2001). The planning of the facilities should be in a manner to give opportunity for the mass sports activities without disrupting the education and training. With this aspect, the efficient use of sports facilities is important in terms of upbringing athletes, as well as enhancing efficiency in production of human resources (Nacar, 1997). It is understood that Ağaoğlu and Eker (2006) and Hacıcaferoğlu et al., (2012) in their survey, stated that the participants want the management of the facilities at the universities be vested in the Presidency of SKSD.

**Table 3.** Definitive findings on the purpose of the national and international competitions

Occupation Component	I agree		I'm Indecisive		I disagree		Total	
	N	%	N	%	N	%	N	%
	SKSD Chairman	13	72.2	5	27.8	-	-	18
Sports Branch Manager	8	38.1	4	19.0	9	42.9	21	100
Academician in charge of SKSD Pres.	8	66.7	2	16.7	2	16.7	12	100
Trainers	16	57.1	8	28.6	4	14.3	28	100
Contractual Coaches	8	66.7	2	16.7	2	16.7	12	100
BESYO Director		80.0	1	6.7	2	13.3	15	100

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BESYO Head of Department	0	69.0	2	6.9	7	24.1	29	100
BESYO Akademicians	3	57.0	24	18.8	31	24.2	128	100
<b>Total</b>	<b>58</b>	<b>60.1</b>	<b>8</b>	<b>18.3</b>	<b>57</b>	<b>21.7</b>	<b>263</b>	<b>100</b>
<b><math>\chi^2 = 20.552</math> sd= 14 p= .114 (p&gt;.05)</b>								

60.1% of the participants stated that what was important, was to ensure the participation in the national and international competitions. It was detected that there was not any significant difference between the occupation components of the participants in the sampling and the situation of ensuring aim of participation the national and international competitions (p>.05).

Participation in all kinds of national and international organizations to be held, should come before the sportive success. For the sports competitions performed under the scope of cultural and social activities by the students within the university, have a great importance in respect of the students' social development and the development of psycho- motor areas and even if the success is being required, the participants agree that the participation is more important.

The sports activities must provide support to the students' social and physical values in the formation of their own philosophy, must include efforts influencing lifestyles within the people's fields of occupation, must help them to be individuals having a place in the community and must beautify the coexisting life (Karaküçük, 1993). In this context Mirzeoğlu (1995) states in his study that organizing group work and matches, establishing sporting associations and making organizations supporting the participation to these activities, are among the tasks of the Presidency of SKSD.

**Table 4.** Descriptive findings related to students to participate in the sports teams.

It is an advantage that the students to participate to the sports teams be consisted of BESYO students.

Occupation Component	I agree		I'm Indecisive		I disagree		Total	
	N	%	N	%	N	%	N	%
SKSD Chairman	15	83.3	3	16.7	-	-	18	100
Sports Branch Manager	11	61.1	3	16.7	4	22.2	18	100
Academician in charge of SKSD Pres.	6	50.0	-	-	6	50.0	12	100
Trainers	15	53.6	2	7.1	11	39.3	28	100
Contractual Coaches	6	50.0	-	-	6	50.0	12	100
BESYO Director	10	55.6	-	-	8	44.4	18	100
BESYO Head of Department	26	89.7	1	3.4	2	6.9	29	100
BESYO Akademicians	100	78.1	12	9.4	16	12.5	128	100
<b>Total</b>	<b>189</b>	<b>71.9</b>	<b>21</b>	<b>8.0</b>	<b>53</b>	<b>20.2</b>	<b>263</b>	<b>100</b>
<b><math>\chi^2 = 44.876</math> sd= 14 p= .000 (p&lt;.05)</b>								

It was understood that 71.9% of the participants stated that it was an advantage that the teams of athlete students be consisted of BESYO students. It was found that there was a statistically significant difference between the occupation components and the situation of having BESYO students in the sports teams being an advantage ( $p < .05$ ). It is possible to evaluate having the athletes be students of BESYO Directorate participating in the team sports or individual disciplines in two aspects. Having employed the students of BESYO Directorate in the discipline field and become specialized in their own sports fields may positively contribute to the discipline. However, there might be missing athletes in the teams to participate in the sports activities, and it can be preferred to provide athletes playing for the other teams in order to overcome this trouble. And this has negatively impacts on the performance of the teams. To overcome this problem, the students studying in other faculties of the university who dealt with sports can be reached out and they can be offered opportunities for training. When considering that the announcements to be made in order to reach out these students are insufficient in fact, then physical education courses should be opened in the other departments of the faculty and thus many athlete students can be reached out. And in such a case, it is believed that the success rate will rise both in the college sports and in the international competitions.

**Table 5.** Descriptive findings related to giving awards to the successful teams and coaches

Occupation Component	Successful Teams and Coaches should be given the award.							
	I agree		I'm Indecisive		I disagree		Total	
	N	%	N	%	N	%	N	%
SKSD Chairman	13	72.2	4	22.2	1	5.6	18	100
Sports Branch Manager	14	77.8	-	-	4	22.2	18	100
Academician in charge of SKSD Pres.	12	100	-	-	-	-	12	100
Trainers	21	75.0	3	10.7	4	4.3	28	100
Contractual Coaches	8	66.7	2	16.7	2	16.7	12	100
BESYO Director	15	83.3	1	5.6	2	11.1	18	100
BESYO Department Head	27	93.1	-	-	2	6.9	29	100
BESYO Academicians	104	81.3	10	7.8	14	10.9	128	100
<b>Total</b>	<b>214</b>	<b>81.4</b>	<b>20</b>	<b>7.6</b>	<b>29</b>	<b>11.0</b>	<b>263</b>	<b>100</b>
<b><math>\chi^2 = 17.910</math>   <b>sd= 14</b>   <b>p= .211</b> (<math>p &gt; .05</math>)</b>								

It was found out that the participants have given their support by giving the answer of "I agree" in the rate of 81.4% to the question that the successful teams and coaches must be awarded. This case can be interpreted in a way that the motivation of the students and coaches can be increased and their success rates could rise by awards. It was found that there wasn't any statistically significant difference between the occupation components and the situation of granting awards to successful teams and coaches ( $p > .05$ ). As the teams may be granted awards in the material sense, as well as the successful athletes may be awarded scholarships in the universities. In addition, they can also make benefits from the opportunities of the SKSD Presidency. Events can be arranged for these athletes and coaches in the year-end activities of the universities and the athletes can be honored by promotions. It can be said that this is important for athlete students and coaches when coordination, motivation and success are taken into consideration. In this context, the administrators holding the position of sports managers should be able to set in motion all the elements in order to realize the goals of their organization, should regulate and develop the human relations inside and outside of the organization, and should ask for help of all the managers where necessary for motivation (Yetim, 1996).

**Table 6.** Descriptive findings related to the situation of not taking enough tasks.

Academicians can not take enough tasks due to their concern of course fees.

Occupation Component	I agree		I'm Indecisive		I disagree		Total	
	N	%	N	%	N	%	N	%
Chairman of SKSD	9	50.0	4	22.2	5	27.8	18	100
Sports Branch Manager	10	55.6	3	16.7	5	27.8	18	100
Academician in charge of SKSD Pres.	6	50.0	4	33.3	2	16.7	12	100
Coaches	13	46.4	7	25.0	8	28.6	28	100
Contractual Trainer	2	16.7	6	50.0	4	33.3	12	100
BESYO Director	6	33.3	7	38.9	5	27.8	18	100
BESYO Head of Department	13	44.8	5	17.2	11	37.9	29	100
BESYO Academicians	60	46.9	21	16.4	47	36.7	128	100
<b>Total</b>	<b>119</b>	<b>45.2</b>	<b>57</b>	<b>1.7</b>	<b>87</b>	<b>33.1</b>	<b>263</b>	<b>100</b>

$\chi^2 = 15.627$   $sd = 14$   $p = .337$  ( $p > .05$ )

45.2% of the participants state that the teaching staff cannot take enough tasks in the sporting events due to concerns regarding the course fees. It was found that there wasn't any statistically significant difference between the occupation components and the situation of the teaching staff not been able to take enough tasks in the sporting events due to concerns regarding the course fees ( $p > .05$ ). It can be said that it is necessary that the administrators take measures to solve the problem of course fees which are being cut because the teaching staff who participate to the competitions fail to attend the classes. It can be said that meeting the losses of the teaching staff in material sense, will cause the academicians tend more to doing sports disciplines.

**Table 7.** Descriptive findings related to the trainers of which units should give the sports disciplines

Having the trainers of the SKSD Presidency trained any discipline, would be effective that this discipline be understood better and bring success.

Occupation Component	I agree		I'm Indecisive		I disagree		Total	
	N	%	N	%	N	%	N	%
Chairman of SKSD	7	38.9	4	22.2	7	38.9	18	100
Sports Branch Manager	9	50.0	3	16.7	6	33.3	18	100
Academician in charge of SKSD Pres.	6	50.0	2	16.7	4	33.3	12	100
Coaches	15	53.6	5	17.9	8	28.6	28	100
Contractual Trainer	8	66.7	2	16.7	2	16.7	12	100
BESYO Director	10	55.6	2	11.1	6	33.3	18	100

BESYO Head of Department	7	24.1	3	10.3	19	65.5	29	100
BESYO Academicians	24	18.8	26	20.3	78	60.9	128	100
<b>Total</b>	<b>86</b>	<b>32.7</b>	<b>47</b>	<b>17.9</b>	<b>130</b>	<b>49.4</b>	<b>263</b>	<b>100</b>
<b><math>\chi^2 = 37.034</math> <math>sd = 14</math> <math>p = .001</math> (<math>p &lt; .05</math>)</b>								

The employees of SKSD Presidency and the BESYO Director consider it appropriate that the training of any discipline be given by the Trainers taken office in the SKSD Presidency. However, it was identified that the BESYO Academicians did not approve this case. It was found that there was a statistically significant difference between the occupation components of the participants and the situation of having any discipline be better understood and bring success by being trained by the trainers taken office in the SKSD Presidency ( $p < .05$ ). In order to be successful in a competition, giving a training by the teaching staff of the BESYO Directorate and the SKSD who are good at their branches and the trainers, may ensure the enhancing of the performance. It can be said that it is required that the knowledge and the techniques related to the branches of the persons to give the training must be scrutinized and this discipline be transferred in the best way to students. In addition, it is understood that the managers of BESYO took a stance in favor of the SKSD presidency regarding the authority of representation in international competitions, the use and the control of the facilities and the training of any discipline to be provided by its own units in the best way. This situation can be interpreted that the teaching staff does not want to participate in activities that may disrupt the courses during this period, because sports competitions are being usually held during the educational period.

#### RESULTS AND RECOMMENDATIONS

As a conclusion of this survey carried out with the purpose to determine the levels of the interoperability of the employees of the Directorate of the School of Physical Education and Sports (BESYO/PES) and the Department of Health, Culture and Sports (SKSD) in the sports organizations, it was found out that the employees of BESYO and SKSD agreed that the participation was more important than the success to be achieved in the sports events by the participants of the sampling, that the students participating to the discipline should be consisted of BESYO students, that the successful teams and trainers should be awarded, and the situation of not having the teaching staff take part in the sports disciplines due to cutting their course fees. However, it was detected that the BESYO (except the BESYO Director) and the employees of SKSD had different opinions about the representative authority in the international competitions, the use and the control of the facilities, and that the training of any discipline can be provided in the best way by their own units. This situation can be interpreted that there is a disagreement between the employees of the department heads of BESYO and the SKSD presidency in terms of the authority and both of the departments want to remove themselves to the forefront in order to be successful. It can be said that university administrators should make and implement programs providing assessment of the sporting activities and the social and the cultural activities to the students in their spare times except the their formal trends and contribute to their socialization by engaging the students in these activities. According to Tuncay, when young people are excluded from the socialization process, they can be captured by various diseases of the age such as be away from each others and not coalescence, helpless, pushed into psychological problems, unkind, aggressive, violent and brutal instead of having high ideals (Tuncay, 2000). The students can relax spiritually and physically in their free time outside of the daily activities, homeworks and the similar works by doing and participating into life clinging, relaxing, entertaining, busying events and actions (Bayer, 1973). It is being said that the reason of the revolt of the students in the universities put on a scene between the years of 1960-1980, was because the phonetic arts, the plastic arts and the departments of physical education failed to get interested enough in all of the students and as the result of this insufficient interest and because the students were not able to find pursuits that would keep them busy, they got involved in a variety of student events (Gökçe, 1983). Eventually, both BESYO and SKSD should find pursuits that will discharge the energy of the students and will engage and entertain them. And meanwhile, they should ensure the participation of the students to national and international organizations by organizing various courses.

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