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EFFECTS OF ORGANIZATIONAL STRESS MANAGEMENT ON JOB PERFORMANCE: AN APPLICATION ON SPORTS ORGANIZATIONS

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Abstract:
The aim of this research is to examine the relationship between organizational stresses and job performance of sports organization employees on the basis of demographic variables. Surveys were carried out on 110 personnel working in the provincial Directorate of youth services and Sports in Antalya. In order to evaluate the data; the frequency distributions of the sports workers in order to determine the personal characteristics of the Youth Services and Sports Provincial Directorate which constituted the sample were examined. In order to determine the organizational stress and work performance levels, the descriptive statistics of the total scores obtained from the scales were examined. They can increase the productivity and motivation of the employees by decreasing the stress on the employees in sports organizations. As the motivation of the employees increase, the organizational efficiency of the employees will also be ensured.

Keywords: organizational stress; stress management; job performance; sports organizations

Introduction

The renewed world and consequently the advancing technology, the increase in the needs of the technology, and the fact that people become more conscious individuals in this direction have brought about differences in organizations. Sports organizations are also included in this range of organizations. The increasing importance of sports for the sport, from the past to the present day, has led to the proliferation of sports

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organizations. This increase in organizations has become the forefront of sports management (Bulut, 2005). The services of employees who work in sports organizations effectively and efficiently fulfill correctly is essential. Providing quality services to people by implementing a more effective sporting environment is important in terms of not shaking social trust. Each organization is to increase the quantity and quality of its most important product (Yağız ve Yaman, 2003:284). The situation that most affects the performance of the employees is known to the sport managers as stress, especially work stress or other word, organizational stress. Organizations are faced with organizational stress caused by the environment in the individual media organizations that fulfill specific roles and tasks. Organizational stress is a reaction that is the result of the external environment or phenomenon that loads psychological or physical demands on the individual affected by the psychological processes and the individual differences expressed as the relationship of the individual to the environment. It is a situation that brings about changes that keep people arise from personal relationships and business relations away from their normal functions (Erdoğan, 1996:270-278). The aim of the study is to determine the effect of stress management on the performance of those who work in sports organizations.

1. Organızatıonal Stress and Stress Resources

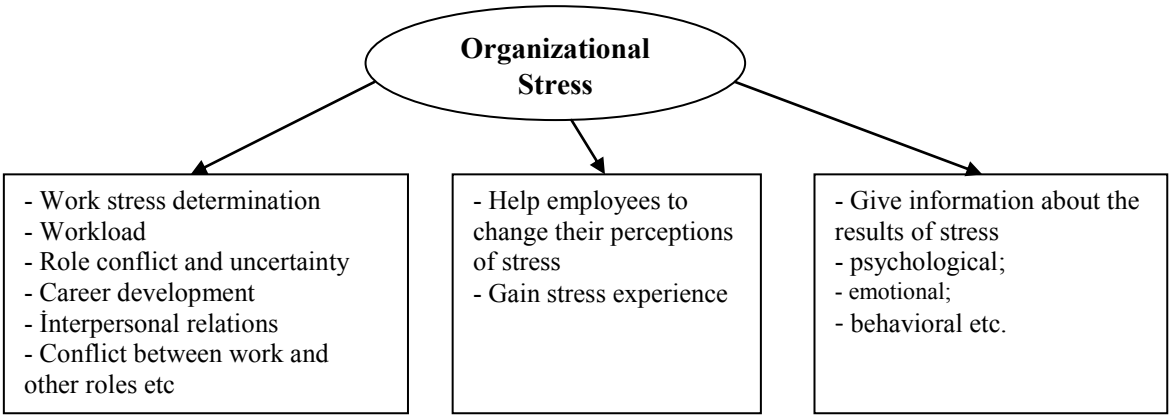
The stress word is derived from the Latin root and has begun to be used in English. Although stress is a foreign word, it is now fully settled in our language. Selye (1977:23-25) used concept of stress for the first time and described it as "*a non-specific response to any external demand of the body".* Stress is a dynamic phenomenon and is an indispensable part of everyday life of all people, Werther and Davis (1999:420) defines stress as a response to psychological, physical and behavioral consequences and stimuli. In general, stress is a force that forces the individual to give up or respond to the individual's need for tension, sadness, depression, and usually from within and outside the individual (Başaran, 1983: 75). The human organism reacts biologically to negative physiological conditions and emotional events. Stress sources that cause stress (stressors) create pressure and strain on individuals. According to Kreitner and Kinicki (1989:566), the stressors were examined in four groups. Stressors at individual level; is directly related to the individual's duties and responsibilities. Group and organizational stressors; includes factors such as group collaboration, intergroup conflict, organizational climate and organizational design. Finally, out-of-organization stressors occur through non-organizational factors such as family, quality of life, etc.

2. Organizational Stress Management

Organizational stress management promotes the positive effects of stress, and attempts to reduce and eliminate the negative effects (Connor and Worley, 1991: 61-63). Organizational stress management tries to identify stress sources before coping with

stress, understand stress responses, and then reduce or eliminate the negative consequences of stress (Figure 1).

Figure 1: Stress management



Source: D. Helliriegel, J.W. Solocom Jr, R. W. Woodman (1995), Organizational Behavior, 7th Ed., West Pub. Com, New York, p. 242.

3. The Effects of Stress on Individual and Organizational Performance

The effects of stress on performance can be listed under two headings: individual and organizational (Çetiner, 1999:12).The effects of stress on individual performance; can be specified as communication problems with other employees and customers, inability to concentrate on work, lack of time management and organization, lack of decision making, lack of motivation, lack of problem solving skills, lack of vision, etc. The effects of stress on organizational performance; can be seen as increase in employee turnover, increase in absenteeism, increase in error rate, decrease in loyalty to the company, decrease in team spirit, decrease in customer satisfaction, decrease in productivity, etc. No matter how the relationship between stress and performance results, as shown in figure 2, this relationship is explained by Inverted u curve (Inverted u-stress/performance curve) as generally accepted in the literature (Davis ve Newstrom, 1988:462; Sanders et al., 1995:46; Certo, 1992:367; Schermerborn et al., 1988:536; Robbins, 1989:513; Kreitner ve Kinicki, 1989:568; Schermerborn et al., 1994:647; Werther ve Davis, 1985:420; Hugh ve Feldman, 1986:471).

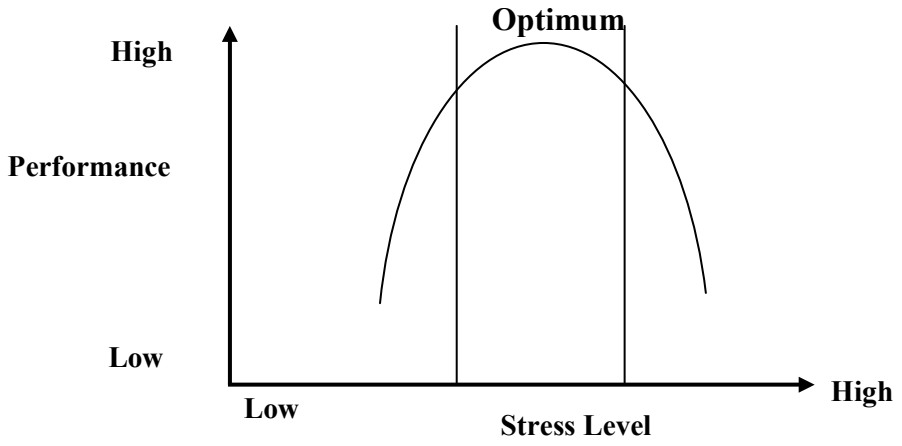


Figure 2: Stress-performance relationship (Schermerborn vd., 1988, s.536)

According to the relationship between stress and performance, extremely high and extremely low stress has a negative effect on performance. While increasing performance in parallel with increased stress until the moderate stress level at optimum point is considered an advantage, low performance at extreme stress or low stress points is considered a disadvantage. If the stress reaches a point with time (optimum), it brings performance to the desired level and under this point; the individuals are doing their jobs with the best performance. The optimal point of stress varies according to the state of being able to tolerate stress from person to person. Stress creates two types of effects on performance: constructive stress and destructive stress (Pehlivan, 1995:70; Schermerborn vd. 1988:533). Constructive stress is a positive way of action for the individual and/or the organization. Moderate stress response has an effect that encourages the person to work more diligently, stimulates his or her creativity, increases his or her efforts, and gives energy. This stress increases the success of the individual in establishing a balanced relationship with the environment. When stress starts to be felt at a moderate level, the performance of individuals will increase, in this way they will have the energy to take advantage of new opportunities and deal with potential problems. Stress experienced in constructive stress zone has a motivating effect on individuals and this positive impulse increases their business performance while making them more committed to their work, more willing to do their work. Destructive stress causes the individual and/or organization to fail to do their jobs. Moderate stress increases productivity however, extreme stress disrupts the physical and mental system of employees. Individuals under extreme stress have a high level of absenteeism, mistakes and accidents, and less job satisfaction. Not only will the performance of individuals under extreme stress be affected negatively, but also all the negative consequences of stress are experienced.

4. Research Findings, Assessment and Results

4.1 Method and Model

In this section, as with the Research Model of the Universe, Sample of Research Hypothesis Research and Data Collection Tools Analyzing the data are given to sub-section. This research was modeled according to descriptive method and relational scan model. As the organizational stress management and performance levels of the staff working in sport organizations were tried to be determined, the relationship between organizational stress management and performance levels was modeled according to the relational screening model because demographic variables were examined on the basis of research descriptive method.

4.2 The Universe and Sampling of the Study

The universe of the research is formed by the sports workers who are operating in Antalya Provincial Youth Services and Sports Provincial Directorate.

4.3. Data Collection Tools

Survey forms were used as a data collection tool in the survey. The questionnaire consists of three main sections. In the first part of Personal Information Form, the second part Scale Evaluation of stress and the last section of Article 16 Performance Evaluation Scale was used to Article 6. The second part of the survey expressing symptoms and results of the stress factors that are organized according to Likert scale questions is located. 5 point scale is arranged in too much material comprising at least one fifth value. Work Stress and Work Performance Questionnaire in the form of the places related scale Ekin Örnek (2017) Adapted from master thesis study. The work stress variant consists of 4 sub-dimensions and explains 57.33 of the total variance. As a result of factor analysis; the variance explained by 3 words under the heading of the business structure factors was determined as % 16,189. The reliability level is 0,670. The total variance explained by the three statements under organizational structure heading was 10%, 019 and the reliability level was 600. The total variance explained by the 4 statements under the heading of management structure was % 17,767 and the reliability level was 644. The variance explained by the 4 factors of 3 words which are under the physical conditions heading was 12,821 and the reliability level was 640. Reliability levels of work stress levels between is ,600-,700. It is accepted that the reliability is sufficient because the number of expressions used is low (Ekin Örnek, 2017). As a result of the factor analysis applied for the work performance variable, a distribution consisting of 2 sub-dimensions was observed. The p value of the Bartlett test was lower than the significance level of 05 (p=0,000) and KMO of the value is ,680. These values are the statements given in the questionnaire to measure the business performance suitable for factor analysis shows that. In the questionnaire form, the variance explained by 3 expressions under the heading 6 job performance factors in the group of business

performance was % 22,862 and the reliability level was ,720. The variance explained by 2 factors of 3 phrases under the heading of job satisfaction factors was 41,570 while the reliability level was ,671 (Ekin Örnek, 2017).

4.5 Resolution of Data

The data required for the research were obtained through questionnaire survey. The raw data was transferred to a computer that is obtained through surveys. In the process of finding answers to research problems SPSS 23,0 (Statistical Package for The Social Science) program was used. Sampling frequency distributions constituting Antalya Youth Services and Sports Provincial Directorate to determine the personal characteristics of the employees are examined. Organizational stress management and performance of the overall score obtained with the scale to determine the valuation level descriptive statistics were examined and the total points of its compatibility with normal distribution was tested with Kolmogorov-Smirnov. On the basis of the fact that the total scores obtained from the scales did not show normal distribution, demographic characteristics were analyzed Relationships between on the basis of organizational stress management and performance appraisal Spearman's Rho (ϱ) coefficient was examined. Throughout the research, the importance levels were taken as 0,05 and 0,01.

5. Findings and Comment

The frequency distributions of the participants of the Antalya Youth Services and Sport Provincial Directorate in order to determine the demographic characteristics of the employees were examined and the results are given in Table 1.

Table 1: Demographic Characteristics

Variable	Group	F	%
Gender	Male	86	78.2
	Female	24	21.8
Age	20-30	21	19.1
	31-40	56	50.9
	41-50	16	14.5
	51-60	15	13.6
	61	2	1.8
Marital Status	Married	86	78.2
	Single	24	21.8
Study Time at the Institution	5	46	41,8
	5-10	38	34,5
	11-15	10	9,1
	16-20	5	4,5
	21-25	3	2,7
	26-30	8	7,3

Antalya Provincial Directorate of Youth Services and Sports in the running of the %21.8 men and % 78.2 women were found. Running %19,1 of the employees of the 20-30 age group, % 50,9 of the 31-40 age group, % 14,5 of the 41-50 age group, 51-60 years of %13.6 and %1, 8 of 61 and over were found. Running of %78,2 married and % 21,8 single were detected. Antalya Provincial Directorate of Youth Services and Sports in the running of the %41.8 5 years and under, % 34.5 of the employees 5-10 years, % 9.1 11-15 years, % 4.5 16-20 years, %2.7 21 -25 years and 7.3% between 26-30 years were found.

5.1 Reliability Analysis

In this section, the reliability of the organizational stress evaluation and subscale of job performance scales were examined with Cronbach's Alpha and the results are given in Table 2.

Table 2: Cronbach's Alpha Reliability Coefficients

	Organizational Stress Scale Subscales				**Business Performance Measurement Sub-Dimensions**		**Total Cronbach's Alpha**
	Work Structure	Organizational Structure	Management Structure	Physical Conditions	Work Performance	Job Satisfaction	
Cronbach's Alpha	0,637	0,625	0,715	0,685	0,726	0,766	,889
Mean	10	9	14	12	12	13	
Number of items	2,462	2,770	3,608	2,684	2,232	1,908	

When Table 2 is examined, it is found that the reliability analyzes of the subscales of organizational stress and job performance scales were very reliable.

5.2. Normality Test

The normality test of the total scores obtained from the organizational stress evaluation and performance evaluation scales was examined with Kolmogorov-Smirnov and the results are given in Table 3.

Table 3: Kolmogorov-Smirnov Z Normality Practice

	Organizational Stress Scale Subscales				**Work Performance Scale Subscales**	
	Work Structure	Organisational Structure	Management Structure	Physical Conditions	Work Performance	Job Satisfaction
Kolmogrov-Smirnov	,101	,134	,090	,089	,150	,276
Asymp.Sig (2-tailed)	,008	,000	,029	,033	,000	,000

Asymp. Shallow (2-tailed) values were lower than the significance level of 0.05, it was determined that the total scores obtained from the organizational stress and job

performance scale did not distribute normally. İn this case, the use of non-parametric techniques was found appropriate in the statistical hypothesis tests to be applied.

5.3. Hypothesis Testing

Table 4: The Impact of Work Stress on Business Success in Sports Workers

Dependent Variable: Work Performance			
Independent Variable	**Beta**	***t***	***p***
Work Structure	,388	4,294	**,000***
Organisational Structure	-,050	-,470	,640
Management Structure	,317	3,006	**,003***
Physical Conditions	,124	1,115	,267

R= ,667; R^2=,424; F=21,093; p<,000

Job Stress perceptions resulting from job structure has a significant effect on job performance of sports workers (p<=,000; p>,05). The dependent variable, job performance, is directly related to the work structure and affects employees as stressors (p<=,000; p>,05). Organizational structure, Which is a sub-dimension of work stress, is not a factor affecting job success in sports workers (p>,640; p<,05 The management structure, which is the sub-dimension of work stress, has a significant effect on the work performance of sports workers (p<,003; p<,05). Changes in management structure Problems in subordinate relationships may be an important stressor for sports workers. Physical conditions, which are sub-dimensions of work stress, are not factors that affect the work performance of sports workers (p>,267; p<,05)**.** Sports employees work environments, heat, light cannot be seen as stressor. Regression model established to measure the effect of work stress on job success in sports workers was meaningful (F=21,093; p<,000). Except the physical conditions and organizational structure which constitute the job stress business structure and management structure explain % 42.4 of the work success in the sports workers. In other words, % 42.4 of the negativities of job success in sport workers are due to work stress. The work structure, which is work stress sub dimensions, most influences the work success in the sports workers (β= ,388; p<,000).

Table 5: Effect of Work Stress on Job Satisfaction in Sport Employees

Dependent Variable: Work Satisfactions			
Independent Variable	**Beta**	***t***	***p***
Work Structure	,187	1,874	,064
Organisational Structure	-161	-1,379	,171
Management Structure	,226	1,933	,056
Physical Conditions	,371	3.010	**,003***

R= ,567; R2=,29,6; F=12,438; p<,000

Job stress perceptions resulting from business structure have a significant effect on job satisfaction of sports workers (p<,000). The job satisfaction, which is a dependent variable, is directly related to the business structure according to the sports workers and

affects employees as stressors. The business structure, which is a dimension of work stress, is not a factor affecting job satisfaction in sports workers (p>,064 ;p<,05)**.**The organizational structure, which is the sub-dimension of work stress, is not a factor affecting job satisfaction of sports workers (p<,171 ; p<,05) **.**The management structure, which is the sub-dimension of work stress, is not a factor that affects the job satisfaction of sports workers (p>,56; p<,05)**.** Physical conditions, which are sub-dimensions of work stress, have a significant effect on job satisfaction of sports workers (p>,003; p<,05)**.**The working environments of the sports workers can be seen as an important stressor on the sports workers, the conditions of transportation to the heat, light, service, building. The regression model was established to measure the effect of work stress on job satisfaction in sports workers (F=12,438; p<,000). Except the business structure, Organisational Structure and Management Structure, which constitute the job stress, Physical Conditions explain % 42.4 of the work success in the sports workers. Regression model established to measure the effect of work stress on job success in sports workers was meaningful (F=12,438; p<,000). In other words, % 42.4 of the negativities of Work Satisfactions in sport workers are due to work stress. The physical conditions from the dimension of the stress are the dimension which affects the work satisfaction the most in the sports workers (β= ,371; p<,000).

Table 6: Results of the Kruskal Wallis_H test Analysis on Workers' Stress Attitudes Monthly Income Variable

Monthly Income	**Scale Subdimensions**	**N**	$\bar{x}_{sira}$	**Sd**	**X²**	***P***
1500 Under	Work Structure	2	105,50	4	21,056	**,000***
1501-2500		33	71,92			
2501-3500		44	49,14			
3501-5000		19	39,05			
5001-Over		12	51,38			
1500-Under	Organisational Structure	2	80,75	4	14,842	**,005***
1501-2500		33	71,85			
2501-3500		44	48,50			
3501-5000		19	47,26			
5001-Over		12	45,04			
1500-Under	Management Structure	2	89,75	4	22,901	**,000***
1501-2500		33	75,61			
2501-3500		44	44,39			
3501-5000		19	48,47			
5001-Over		12	46,38			
1500-Under	Physical Conditions	2	71,25	4	14,617	**,006***
1501-2500		33	71,97			
2501-3500		44	44,94			
3501-5000		19	51,29			
5001-Over		12	52,96			

A statistically significant difference was found in all subscales of job stress levels experienced by sports workers according to monthly income variable (p<0,05).

Statistically significant differences between the groups with which to determine that the Mann-Whitney-analysis of results; A statistically significant difference was found according to the order average of the business structure sub-dimension X^2 (4)= 21,056, p<0,05. The effect size calculated in the test result (d: 0,19) shows that this difference was found small. The levels of Job stress perceptions arising from Work structure of sports workers whose income is below 1500, 1501-2500, 2501-3500 and 3501-5000 were found to be higher in accordance with the revenue. Similarly, the levels of job stress perceptions of the employees of the sport with income of 1501-2500, 2501-3500 and 3501-5000 were found to be higher than the ones sports workers. A significant difference was found between the organizational structure sub-dimension and monthly income variable according to rank average X^2 (4)= 14,842, p<.05. The effect size calculated in the test result (d: 0.21) shows that this difference was found small. In the organizational structure sub-dimension, the levels of job stress perceptions arising from organizational structure of sports workers with income of 1501-2500, it was found higher than sports workers 2501-3500 and 3501-5000. A significant difference was found between the monthly structure of the sub-dimension of the management structure and the monthly income variable X^2 (4)= 22,901, p<.05. The effect size calculated in the test result (d: 0.33) shows that this difference was found small. The level of job stress perceptions derived from the management structure of sports workers with a income of 1500 and below, It was found to be higher than the sports workers with income between 3501-5000. The levels of job stress perceptions resulting from the management of sports workers between 1501 and 2500 were found to be higher than those of sports workers with 2501-3500, 3501-5000 and 5001 and above. There was a significant difference between the average order of the Physical Conditions sub-dimension and the monthly income variance X^2 (4)= 14,617, p<.05. The effect size calculated in the test result (d: 0.13) shows that this difference was found small. The levels of job stress perceptions resulting from physical conditions of sports workers with income of 1501-2500, It was found higher than sports workers between 2501-3500 and 3501-5000.

Table 7: Kruskal Wallis_H test Analysis Results Regarding the Educational Condition Variable of Work Stress Attitudes of Sports Workers

Educational Condition	**Scale Subdimensions**	**N**	$\bar{x}_{sira}$	**Sd**	**X^2**	***P***
Primary Education	Work Structure	23	62,32	5	19,943	**,001***
High School		18	73,00			
Associate		10	75,19			
Under Graduate		52	50,75			
Post Graduate		7	63,04			
Primary Education	Organisational Structure	23	66,91	5	26,381	**,001***
High School		18	69,38			
Associate		10	82,83			
Under Graduate		52	43,40			
Post Graduate		7	50,36			
Primary Education	Management Structure	23	57,50	5	34,875	**,000***
High School		18	74,33			

Associate		10	86,44			
Under Graduate		52	39,60			
Post Graduate		7	41,54			
Primary Education		11	52,77			
High School		12	72,88			
Associate	Physical Conditions	18	79,06	5	19,072	**,002***
Under Graduate		10	44,65			
Post Graduate		52	46,36			

A statistically significant difference was found in all the subscales of job stress levels experienced by the sport workers according to the educational status variable p<0,05. Statistically significant differences between the groups with which to determine that the Mann-Whitney-analysis of results; Significant difference was found according to the rank average of business structure sub-dimension X^2 (5)= 19,943, p<.05. The effect size calculated in the test result (d: 0.18) shows that this difference was found small. It was found that the levels of job stress perceptions of primary school graduates are higher than those of undergraduate and post graduates. Similarly, the level of job stress perceptions of high school graduate sports workers found to be higher than sports workers who have graduated and undergraduate degrees. A significant difference was found between the organizational structure subscale and the educational status variable according to the average order X^2 (5)= 26,381, p<.05. The effect size calculated in the test result (d: 0.24) shows that this difference was found small. It was found that the levels of job stress perceptions arising from organizational structure of primary school graduate sports workers, higher than those of pre-graduate and undergraduate sports workers.

A significant difference was found between the management structure subscale and the educational status variable according to the average order X^2 (5)= 34,875, p<.05. The effect size calculated in the test result (d: 0.31) shows that this difference was found small. The levels of job stress perceptions arising from the management of primary school graduate sports workers were found to be higher than those of high school, associate and undergraduate sports workers. The levels of job stress perceptions resulting from the management of high school graduates were found to be higher than those who read associate and undergraduate level registrants. Graduates of the level of job stress perception arising from the management structure of the sports staff was higher than the graduate degree. There was a significant difference between the physical condition subscale and the educational status variable according to the rank order average X^2 (5)= 19,072, p<.05. The effect size calculated in the test result (d: 0.17) shows that this difference was found small. The levels of job stress perceptions arising from physical conditions of primary school graduate sports workers were found to be higher than those of high school, associate and undergraduate graduates. Similarly, the level of job stress perceptions arising from the physical conditions of high school graduate sports workers were found to be higher than those of associate and undergraduate graduates.

Table 8: Results of the Kruskal Wallis_H test Analysis of Job Stress Attitudes of Sports Employees on Employment Pattern Variability of Institution

İnstitutional employment style	Scale Subdimensions	N	$\bar{x}_{sira}$	Sd	X²	P
Staffed	Work Structure	57	49,46	3	6,646	,084
Contractual		4	41,25			
Service Prorement		41	64,93			
		7	58,50			
Staffed	Organisational Structure	57	52,35	3	3,498	,321
Contractual		4	46,00			
Service Prorement		41	57,74			
		7	73,86			
Staffed	Management Structure	57	49,65	3	8,400	**,038***
Contractual		4	32,25			
Service Prorement		41	65,72			
		7	57,43			
Staffed	Physical Conditions	57	50,78	3	3,844	,279
Contractual		4	60,25			
Service Prorement		41	62,83			
		7	49,00			

There was no statistically significant difference between the work style, organizational structure and physical condition subscales of job stress perceptions according to the variation of employment type of the employees in the institution p>0,05**.** A statistically significant difference was found between the management structure sub-dimension and the employment type variable at the institution X^2 (3)= 8,400, p<.05**.** The effect size calculated in the test result (d: 0.07) shows that this difference was found small. As a result of the Mann Whitney U analysis conducted to determine which groups were significant differences; the shape of the permanent employment of the employee sports management structure in the form of employee services received from the induced work stress were significantly higher than the level of perception.

Table 9: Results of the Kruskal Wallis_H test Analysis of Job Stress Sub-Dimensions of Institutional Job Variables of Sports Workers

Duty in the Institution	Scale Subdimensions	N	$\bar{x}_{sira}$	Sd	X²	P
Departmental Manager	Work Structure	6	46,33	19	28,534	,074
District Director		12	45,50			
Youth Center Manager		1	42,00			
Sports Training Center		1	76,50			
Officer		1	38,20			
Accountant		15	57,00			
Computer Manager		2	30,25			
V.H.K.İ		2	42,00			
Specialist		1	93,00			
Sports Trainer Specialist		10	37,65			
Sociologist		2	71,00			
Driver		1	58,50			
Security		6	74,17			

Youth Leader		14	48,75			
Cleaner		11	62,87			
Servant		3	91,67			
Employee		16	74,16			
Warden-Caretaker		4	76,13			
Technician Of Deputy		1	76,50			
Other		1	42,00			
Departmental Manager	Organisational Structure	6	60,83	19	31,718	**,034***
District Director		12	48,38			
Youth Center Manager		1	53,00			
Sports Training Center		1	71,50			
Officer		1	51,13			
Accountant		15	71,25			
Computer Manager		2	17,50			
V.H.K.İ		2	85,00			
Specialist		1	71,50			
Sports Trainer Specialist		10	47,40			
Sociologist		2	34,00			
Driver		1	4,50			
Security		6	78,92			
Youth Leader		14	33,21			
Cleaner		11	73,27			
Servant		3	83,83			
Employee		16	66,97			
Warden-Caretaker		4	57,63			
Technician Of Deputy		1	85,00			
Other		1	4,50			
Departmental Manager	Management Structure	6	40,25	19	36,826	**,008***
District Director		12	44,04			
Youth Center Manager		1	48,50			
Sports Training Center		1	85,50			
Officer		1	39,77			
Accountant		15	75,75			
Computer Manager		2	19,75			
V.H.K.İ		2	35,00			
Specialist		1	76,50			
Sports Trainer Specialist		10	45,65			
Sociologist		2	69,00			
Driver		1	5,50			
Security		6	88,67			
Youth Leader		14	42,39			
Cleaner		11	68,86			
Servant		3	93,83			
Employee		16	69,97			
Warden-Caretaker		4	76,63			
Technician Of Deputy		1	76,50			
Other		1	35,00			
Departmental Manager	Physical Conditions	6	70,25	19	32,158	**,030***
District Director		12	43,42			

Youth Center Manager	1	48,00
Sports Training Center	1	70,50
Officer	1	43,77
Accountant	15	71,00
Computer Manager	2	16,00
V.H.K.İ	2	79,00
Specialist	1	86,00
Sports Trainer Specialist	10	49,15
Sociologist	2	20,00
Driver	1	1,50
Security	6	85,17
Youth Leader	14	40,46
Cleaner	11	62,00
Servant	3	81,17
Employee	16	68,25
Warden-Caretaker	4	69,25
Technician Of Deputy	1	91,50
Other	1	40,00

There From the sub-dimensions of work stress in sport workers, organizational structure, management structure and physical conditions, statistically significant difference was found according to task variable in the institution $p<0,05$. There was founded statistically significant difference in the structure of the organization from the work stress subscales of sport workers according to the task variable of the institution X^2 (19)= 31,718, $p<.05$. The effect size calculated in the test result (d: 0.29) shows that this difference was found small. As a result of the Mann Whitney U analysis conducted to determine which groups were significant differences; Departmental Manager with the title of the sports workers resulting from organizational structure job stress perception level were found to be lower than that of sports workers who have computer business and Youth Leadership titles. The level of perceived job stress due to organizational structure of sports employees who have the title of Sportive Training Experts were found to be lower than those in the cleaning task. Similarly, the level of perception of job stress attributed to the organizational structure of sports workers, were found to be lower than those working in security, cleaning and guard-carer duties. The level of perception of job stress attributed to the organizational structure of sports workers with official title, were found to be at a lower level than those in the cleaning task. Management structure which is sub-scale of the work stress was found statistically effective on the sports employee, according to instructional tusk variable X^2 (19)= 36,826, $p<.05$. The effect size calculated in the test result (d: 0.33) shows that this difference was found small. Departmental Manager with the title of the sports workers resulting from management structure job stress perception level were found to be lower than security, cleaning and servants. Similarly, the level of perception of job stress result from the management structure of sports workers with the title of District Manager were found to be lower than those who have security, cleanliness, servants, business and guard-carer titles. Job stress perception levels arising from the management structure of sports

employees who have civil servant title, were found to be at a lower level than workers with security, workers, cleaning and servant titles. When the table was examined, statistically significant differences were found between the Physical Stresses of Workers' X^2 (19)= 32,158, p<.05. The effect size calculated in the test result (d: 0.29) shows that this difference was found small. As a result of the Mann Whitney U analysis conducted to determine which groups were significant differences, sports workers who have branch manager titles due to Job stress perception levels of physical conditions Youth Leader was found higher than those who were in office. sports workers who have District Manager titles job stress resulting from physical conditions, The title of District Managers job stress resulting from Job stress perception levels of physical conditions were found to be lower than those in security and labor positions. The level of perception of job stress resulting from the management structure of sports workers with official title, were found to be lower than those employed in security and labor positions. Job stress perception levels caused by physical conditions of cleaning workers were found to be higher than those who were in computer operation. The level of perceived of job stress resulting from physical conditions of sports workers with sociologist titles were found to be lower than security and cleaning staff. The levels of perceived job stress resulting from physical conditions of the sports workers who have performed security service, were found to be higher than those who served as youth leaders. The levels of perceived job stress resulting from physical conditions of the sports workers who have title of youth leader, lower than those of staff and employees whereas were found to be higher than those who had the title of workers.

Table 10: Results of the Kruskal Wallis_H test analysis on monthly income variables of performance levels in sports workers

Monthly İncome	Scale Subdimension	N	$\bar{x}_{sira}$	Sd	X^2	*P*
1500	Business Success	2	95,50	4	26,328	**,000***
1501-2500		33	74,85			
2501-3500		44	46,11			
3501-5000		19	37,29			
5001-üstü		12	58,88			
1500	Job Satisfaction	2	47,00	4	9,016	,061
1501-2500		33	66,71			
2501-3500		44	52,08			
3501-5000		19	42,87			
5001		12	58,63			

Statistically significant difference was found between job performance, which is a sub-dimension of performance levels according to monthly income variable of sports workers (p<,05). The effect size calculated in the test result (d: 0.24) shows that this difference was found small**.** A statistically significant difference was found according to the rank average of job success sub-dimension X^2 (4)= 26,328, p<.05. As a result of the Mann Whitney U analysis conducted to determine which groups were significant differences, income of 1500 or below who are sports employees, level of business

success, 2501-3500, 3501-5000 were found to be higher than those of income. Likewise, the level of job success of sports workers with income of 1501-2500, 2501-3500 and 3501-5000 were found to be higher than the ones sports workers. There was no statistically significant difference between the monthly income variable and the job satisfaction, which is the sub-dimension of the performance level of the sports workers (p>,05).

Table 11: Kruskal Wallis_H test Analysis Results Regarding Educational Variables of Performance Levels in Sport Workers

Educational Condition	Scale Subdimensions	N	$\bar{x}_{sira}$	Sd	X^2	*P*
Primary Education	Business Success	23	70,45	5	27,722	**,000***
High School		18	79,94			
Associate		10	55,25			
Under Graduate		52	41,14			
Post Graduate		7	50,00			
Primary Education	Job Satisfaction	23	57,30	5	10,381	,065
High School		18	73,81			
Associate		10	46,95			
Under Graduate		52	50,50			
Post Graduate		7	51,00			

A statistically significant difference was found between the Educational Condition of sports workers and job performance, which is the sub-dimension of performance levels (p<,05). The effect size calculated in the test result (d: 0.25) shows that this difference was found small. As a result of the Mann Whitney U analysis conducted to determine which groups were significant differences; A statistically significant difference was found according to the rank average of job success sub-dimension X^2 (5)= 27,722, p<.05. This difference is due to the fact that the level of job performance of sports workers who are graduated from primary education were significantly higher than those with bachelor's degree. The level of business success at the high school level who sports employees, were found to be higher than those of sports workers who have undergraduate and graduate degrees. There was no statistically significant difference according to the education level variable of job satisfaction, which is the sub-dimension of performance levels of sports workers (p>,05).

Table 12: Results of the Kruskal Wallis_H test Analysis of Performance Levels of Sports Employees on Employment Variability in Your Institution

İnstitutional employment style	Scale Subdimensions	N	$\bar{x}_{sira}$	Sd	X^2	*P*
Staffed	Job Success	58	48,90	3	9,291	**,026***
Contractual		4	33,38			
Service Prorement		41	65,51			
		7	64,21			
Staffed	Job Satisfaction	58	53,03	3	5,702	,321
Contractual		4	39,13			
Service Prorement		41	56,74			
		7	78,00			

A statistically significant difference was found between the sport workers' work performance, which is the sub-dimension of performance levels, (P <.05). The effect size calculated in the test result (d: 0.08) shows that this difference was found small. As a result of the Mann Whitney U analysis conducted to determine which groups were significant differences; A statistically significant difference was found according to the rank average of job success sub-dimension X^2 (3)= 9,291, p<.05. This difference was found to be higher for the employees who worked as the employment type than the ones who worked for the job. That is why the possibility of promotion of positions according to the contracts of the staff may have created a motive effect in terms of business success. There was no statistically significant difference between the employees' job satisfaction, which is the sub-dimension of performance levels (p>,05).

6. Conclusion

Antalya Youth Services and Sports Provincial Directorate carried out on workers in this study organizational stress management and effects on performance of jobseekers according to demographic characteristics were examined. All these findings summarized; education status, duty status (branch manager, sportive education specialist, technician etc.) monthly income situation, affects the stress situation of those who work in the form of employment in organizations. At the end of the study, the higher the education level of workers sports caused a decrease in the impact of stressful. As the monthly incomes of employees increase, the effects of job stress decreases, changes in management structure, problems between the superior and the civil servant, the uncertainties in the task definition and the inadequate physical conditions in the working environment increase the stress levels of sports workers. In addition, stressors who have no significant difference between being male or female and stressors have the same effect on age and gender, it has been found that there is no significant difference between married-bachelors and stressors; it has been found that there was no significant difference in the duration of the study between the stressors in the institution. As a result, by reducing the pressure on the workforce in the organization that created stress, the efficiency and motivation of the workforce can be improved by increasing their work performance. Increased motivation employees to increase their business interests and willingness to do business, the organizational productivity of employees will also be ensured.

6.1 Recommendations

- Managers in business should be well aware of and aware of resources that create stress in their employees
- Task uncertainties for employees must be removed
- Raising salaries for low-income workers or increasing additional sources of income

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