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Sports managers roles and employees' job satisfaction

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ABSTRACT

The current paper aims to highlight manager's roles of heads of physical education organization and sports federations and their relationships with employees' job satisfactions. 120 managers and 210 staff from aforementioned organizations took part in this research. The measurement tool included 3 questionnaires consisting personal information, managerial roles and job satisfactions. The results showed that the rate of job satisfaction was low at physical education organizations and was an average in sports federations. Credit of all managerial roles except negotiation in physical education organization is higher than the average standard and in sports federations is too. Multivariable regression analysis in the physical education organization shows that among roles of leader and entrepreneur had direct relation with satisfaction index and resource allocator role had contrary relation with satisfaction indicators. Multivariable regression analysis in sports federations showed that the leader, disseminator and monitor as an anticipator are work essence for the satisfaction index. The findings of current research explain significant relation of managerial roles with job satisfaction of employees hence; shows that development in managerial roles could bring about more satisfaction between staff and provide ground for change and movement toward advancement. Apart, the results show that roles of leadership, resource allocator and entrepreneur have had more impact on job satisfaction. The findings have message for managers that if managers play their roles effectively, they could augment coordination and cooperation between employees hence; benefit from accomplishing their aims. Dynamism of organization by giving functional freedom to employees and growth in the networking caused employees add experience to their previous modus operandi and help develop the organization.

Keywords: Physical Education Organization; Sports Federations; Managerial Roles; Job Satisfaction.

INTRODUCTION

Management is one of the most important human activities and has critical impact in life, growth, development or destruction of organizations but skills necessary for the management vary at different levels and its distinction necessitates the identification of roles that managers use to play. Perhaps, one of the reasons of deficiency of management education in some societies is the lack of essential relation between educational skills and managers' actual roles.

The dictum 'managerial roles' was first applied by Mintzberg to explain managers' activities [1, 2]. Mintzberg classified managerial activities into three parts i.e. interpersonal roles, informational roles and decisional roles that are defined in the mould of 10 roles. The interpersonal roles include role of figurehead, leader and liaison, informational roles include monitor, disseminator, spokesperson, and; the decisional roles include entrepreneur, disturbance handler, resource allocator and negotiator.

A lot of researches have been conducted about managerial roles in different. The results of those researches showed that cultural similarities and differences, level of development of society from technological and economic points of views and types of organizations lead to the formation of managers' different roles fields [3, 4, and 5]). But an attention to the accomplished researches indicates that there was lack of study with respect to managerial work in sports organizations. This is a problem because incorrect understanding of managerial nature could cause weak performance, abandonment of service and wastage of human resources. Such an instance also put negative impact on job satisfaction, employees' performance as well as success of organizations. According to Meck [6], if managers do not know what roles they should perform, their roles probably remain ambiguous and managers would not work in accordance with their positions and the managerial essence.

On the other side, emergence of this view that success and impact of organizations envisage in efficient and motivated human resources caused that over the last few years apart from study of management behavior, a remarkable attention would be focused on its effect on outlook and behavior of employees. In today's organization, managers are not responsible to behavior of others rather transfer the accomplishment of activities to workers inside organization and more they focused on study and analysis of external environment [7, 8, 9, 10).

The actual need of today's organization, apart from effective managers, is intelligent employees who could quickly respond to their own circumstances. Diversity, competence and strength of human resources contribute in organizational value and managers must help for endurance of these values because preservation and dissemination of employee's especially high skilled employee's are important issues for managers.

Currently, organizations could continue so that they could establish suitable work satisfaction among existing workforce. Identifying the rate of employees' satisfaction could help managers in developing and boosting human resources and has direct role in achieving long-term aims and objectives and daily obligation. Job satisfaction leads to increase benefit of people, their relations to the organization, physical, mental and spiritual health, and satisfaction of life and would see quick training of new job skills [11, 12, and 13].

According to Chen [7], the job satisfaction is a situation where employees are able to gain their highest social and human needs. Lambert [14] considers the job satisfaction as the ratio of interest of people in their jobs and believes that conflict and ambiguity incur negative impact on their roles. Although researches on the job satisfaction have been conducting for about a century but management experts still emphasize that the job satisfaction must be measured continuously and taken into account because it is a collection of dynamic feelings hence; keeps changing in different circumstances.

Sports organization is one where the role of managers and job satisfaction of employees enjoy much importance. This organization is subjected to continuous changes. In Iran, this is considered as one of the biggest organizations and effective on all sporting activities hence; it has wider communication with domestic and foreign organizations. The better performance of this organization is prerequisite to achieve a healthy and developed society. In other words, its weak performance leads to the emergence of a number of social and cultural failures. Managers of sports organization are strategists and real policymakers of sports activities and they must enjoy higher capabilities. As such, there is need to study their managerial roles more than before. Evidently, if senior managers significantly play their roles, they could be certain about the safety of their own organization and take their organization to the outer space without any botheration [15, 16].

Understanding that which of the roles of sports managers are more related to workers' satisfaction would help managers identify the job complexities, weak and strong points as the existing condition of the organization. These provide them an opportunity to adapt and evolve the organization and plan a suitable framework for country's sports by boosting weak points and preserving strong ones as well as applying organization's human resources in order to accomplish the anticipated objectives. On the other side, a manager who is not satisfied with his job due to ambiguity in his role, possibly he could acquired a useful information with respect to expertise and special and their

relations with job satisfactions of employees through which administrative transformation and development of manager and employees' performance would be ascertained.

MATERIALS AND METHODS

Research Methodology

This study utilized survey methodology. All data was analyzed using SPSS statistical package software system and data was gathered through questionnaire. Participants were all the personnel and managers of headquarters and National Sports Federations in Provinces. With regard to time and location of this research and existing information of Informatics department number of managers was 175 and number of the personnel was 2200 employees. Statistical samples selected for staff by random sampling stratify and according to Morgan sampling table, 322 individuals participated in this research. No sampling method was used in this study due to managers relevantly small sample size.

For validity of questionnaires dealing with the managerial roles, views and guidance of some 30 teachers and experts in the field of management and sport management were taken into account. For confidence from reliability of the questionnaires, a test-retest method was used on 45 people from research population during the pilot study. Internal consistency calculation was made through Cronbach's alpha method. The proposed confidential coefficient was also calculated through two coefficient methods. Agents and load of each question too determined through analysis. In order to test the constant questions on job satisfaction, a primary sample consisting 50 previous questions were tested and then using the acquired data from these questionnaires the ratio of confidence coefficients were calculated through Alpha Cronbakh method and acquired a 95%. This figure as a whole shows that the proposed questionnaires enjoy trust or in another words essential durability.

In order to organize and classify vague numbers and description of size of statistical data (amplitude, percentage, central inclination indices, scattered indices, distribution indices, figures and tables) was used. With due attention to the research aims, an approximate calculation was done through protracted and projected coefficient, natural distribution through Kolemogroff –Smirnoff test and ANOVA based on tests of Levn & Welch. For testing the hypotheses, two independent groups were employed; spearman coefficient to study connection between selector from individual features with managerial roles, ANOVA (in order to compare samples with emphasis on age, academic level, field of study and experience), multi-variable regression (in order to study relations of roles of managers with job satisfaction). All assessment/calculation was accomplished through SPSS software.

RESULTS AND DISCUSSION

Initial descriptive findings showed that 120 managers participated in this research in which, 33% were in the age group of 41 and 45 years and 28% of them had an experience of 10 years or less that is indicator of youthfulness of the society. Therefore, compiling targeted educational plans in order to boost the power of managers not only as necessity rather can be consider as an opportunity for long-term investment. The educational level of managers is considered the most important factor in the developmental process of each organization. The primary descriptive information about educational qualification of managers showed that they possessed 11% diploma, 32% graduation, 49% post-graduation and 8% doctorate.

The results acquired from a comparison of managerial roles with emphasis on managers' age group showed that there is significant distinction between age and role of managers.

ANOVA test results showed that an increasing age minimizes the inclination to figurehead roles although inclination toward leader role increases with the age. Likewise, inclination to the role of spokesperson increases with the age (table1, 2).

Table1: ANOVA Analysis to Compare Managerial Roles with Emphasis on Age of Managers

Variable	Level	Mean	S.D	F value	sig
Managerial Roles	Less than 40 yrs.	197.33	23.93	9.87	0,001
	41 to 45 yrs.	186.56	31.19		
	46 to 50 yrs.	219.80	31.15		
	51 yrs and above	246	0.01		

Tale2: Comparison of Managerial Roles with Emphasis on Age of Managers

Ratio of Difference Meaningful Level	Less than 40 Yrs	41 to 45 Yrs.	46 to 50 Yrs.	51 Yrs. & Above
Less than 40 Yrs		20.77	-12.46	-48.66
41 to 45 Yrs.	0.408		-33.23	-69.43
46 to 50 Yrs.	0.875	0.035		-36.20
51 Yrs. & Above	0.002	0.001	0.003	

Results showed that there exist positive meaningful relationship between work experience and managerial roles. The comparative results of managerial roles with emphasis on work experience of managers showed that there were meaningful differences between groups and there seen meaningful differences in comparison of two by two groups. MANOVA result showed that the increasing experience and age have positive effect on the managerial role. In a way, managers with their experiences of 16 years or above have higher managerial role compare to others. In the comparison of distinguished groups, an increasing experience of managers decreases the disturbance handler role. Probably, more experience of a manger could help him contain a problem before its emergence and this could lead to job satisfaction of employees.

However, the most remarkable point of this research is the result of relations between educational degree and the managerial roles that is not meaningful.

Results showed that all managerial roles are accomplished through managers. Among managers of physical education organization, figurehead roles, information receiver and liaison were assessed as the most important roles.

Among federation managers, disturbance handler, negotiator and resource allocator roles were assessed as important ones. The foremost role emphasized by managers of sports federations has been disturbance handler role. The acquired result doesn't confirm with other researchers. This role has not been assessed at higher managerial level in any of the research [17, 18, 19, 20, 21, and 22). In this role, managers must have decision-making capacity during unavoidable circumstances. A problem that is not solved at a time, probably would lead to a crisis and turbulence at the end. Such a problem is most liable with due attention to complex and dynamic essence of sports programs for sports managers. Since sports managers are under much stress for victory in games and getting medals in Asian and world championships, this type of stress create a condition where decision-making becomes much problematic (such as changing coach and senior coach of national teams).

Research results showed that importance of information and decision-making roles in managers of physical organizations comparatively is lower that according to theoretical basis can be an indicator of lower dynamism in physical education organization. Since, it is expected that administrative domain enjoy higher capability in order to safeguard its developmental course, reason perhaps is that the organizational performance is accomplished without any danger. Existence of organizational rules too put negative effects on decision-making and information roles [24, 25]. Results show that the attentions of federation managers were more towards decision-making roles that is indicator of a dynamic environment because it gradually increases information of managers [26, 21].

Results acquired from comparison of job satisfaction in two groups of employees of physical education organization and sports federation showed that there were no meaningful differences between mean job satisfactions of those two groups. But, employees of physical education organizations enjoyed lower satisfaction compare to employees of federations that some extent because federation is counted as non-governmental public institutions and each of it could enjoy organization structure, distinct from physical education organization.

Descriptive findings of job satisfaction, from the point of view of employees, showed that highest feeling with regards to work essence and the lowest of them salary and benefits. This result is similar to the findings of Sirin, Al-shuwairekh, Blegen, Adesoye [11, 27, 28, and 8]; based on the fact that organizational factors have much effect on employees' job satisfaction and attention to these factors are considered essential for the organizational development.

Thus, it is appropriate that managers have special attention in order to increase job satisfaction, to all dimension of satisfaction i.e. being challenging to job, high wage and benefits, giving suitable and justifiable bonus, manner of work organization and communication management between workers. Managers can be a motivation factor for

employees at all levels. They can create more space for activities, inclination and participation so that it can turn into a motivation for people. As a whole, job satisfaction has dynamic essence and managers cannot create a condition that today bring more satisfaction and remain negligent for years. Because, the fast job satisfaction comes into being, quickly it fades away. Therefore, management needs attention and sympathy and its better it must be measured continuously.

Multi-regression results showed that there are direct and meaningful relationship between managerial roles of managers of physical education organization and job satisfaction of their employees. Variance also showed that the job satisfaction to the rate of 34% to indices of managerial roles and 66% is related to factors outside the model (Table 3).

Table 3: Multi-regression to Anticipate employees' Satisfaction in Physical Education Organization

Sources of Variables	Complete Square	Freedom Degree	Mean Square	Determining Factors	F value	Meaningful Level
Regression	300.159	10	42.880	0.034	3.229	0.047
Remaining	278.8653	17	34.892			

Results of multi-regression tests showed that leadership, entrepreneur and resource allocating indices can be considered as factors anticipating employees' job satisfaction. These results explain leadership, entrepreneur and resource allocating indices to the rate of 0.79, 0.50 and 0.64 respectively.

Regression Indices Related to Table3

Standard Variable	Anticipatory Variable	B Ratio	Beta Index	S.D	t value	sig
Job satisfaction	Deviation	2.57	-	1.124	2.93	0.023
	Figurehead Role	0.49	0.47	0.08	1.13	0.211
	Negotiating Role	-0.17	-0.10	0.14	-1.18	0.236

Based on the acquired results, employees' job satisfaction in physical education organization can be anticipated through grades related to these roles. In physical education organization, the leadership role has much effect on the job satisfaction. In leadership role, managers put emphasis on creating a cooperative and enlightened space. They encourage successful employees, listen and solve cases of offence and mistakes and guide members of organization [29, 30].

Managers also emphasized on entrepreneurship role, as a voluntary step, to create transition in organization. Through this role, managers employ new innovations inside and outside the organization and study opportunities and situation that could lead to the advancement of the organization. In accomplishing this role, managers can share much of his responsibilities and could not directly do the activities related to entrepreneurship. With due attention to higher capacity, sports organization is suitable in entrepreneurship and managers have special attention to this role [31, 32].

Multi-variable regression results between job satisfaction and roles of managers of federations showed that leadership, supervision and information distribution indices could be considered as anticipating factors for employee's job satisfaction. Based on the acquired results, employees' job satisfaction can be anticipated through grades related to leadership, information distribution and supervision roles. After the leadership role, the information distribution in federations has the most effect on job satisfaction. With respect to theoretical basis and research literature, managers in this capacity, distribute the acquired information in organization and among his subordinates. In other words, he distributes valuable information among his employees, executive managers and other members of the organization, sportsmen, coaches, sports executives and all others who are officially related to programs of physical education organization. Information transfer is important because it helps organization members acquaint with happenings and changes related to sports and hence; creates feeling of cooperation and attachment to the organization.

CONCLUSION

Findings of the current research indicate the roles of sports managers in Iran that are distinct from the roles of managers in other countries. Lack of comprehensive managerial roles not only among different countries rather even in one country shows effect of manager's efficiency for his managerial role. The reason is that even if all managers

engage in similar fashion, but since their inclination and level of execution vary, importance of roles and grades of their use would be different as well.

The current research attempted to highlight the impact of managerial roles on job satisfaction of employees in physical education organization. Findings indicate a meaningful relation between managerial roles and employees' job satisfaction and shows that employees' satisfaction could multiply with the development of managerial roles. The findings give a message for managers that if they perform their roles effectively, they could augment coordination and cooperation among employees and through their efficiencies, organizational aims would be accomplished. Giving freedom to employees and increasing a coordination channel in the organization would lead them to work for advancement and innovation by exploiting their previous work experiences.

In this research, the leadership role has had the highest effect on job satisfaction. However, sports managers had assessed the leadership role as fourth in the list with respect to its importance. Due to the nature of internal and external dynamism of sports organization, leadership role has utmost importance because leaders are obliged to transform the organization in accordance to changing environment. Therefore, a review and planning of roles effective on employees' satisfaction including the leadership role in organization, managers would be able to correct human resources at first and identify elements forming ways, black spots and accomplishment of aims.

With respect to the importance of employees' job satisfaction, it is proposed that sports managers should utilize skilled and knowledgeable people to accomplish the aim of organization and should use the information provided by staff in the decision-making. By this way, access to long-term and big aims would be achieved with experts. Results brought suitable assumption to complex works of sports managers and staff' job satisfaction and thus develop the managerial behavior.

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