

Compare the attitudes of male and female athletic directors in the management of women in Iranian Sports Federation

Elham Jafari^{1*}, Mohamad Khabiri², Hamid Ghasemi³ and Farshad Tojari⁴

1- M.A of Sport Management, Central Branch of Islamic Azad University, Tehran, Iran

2- Associate Professor of Physical Education and Sport sciences, Islamic Azad University, Central Tehran Branch, Tehran, Iran

3- Assistant Professor of Physical Education & Sport Science Payam Noor University, Tehran, Iran

4- Associate Professor of Physical Education & Sport Science, Islamic Azad University, Central Tehran Branch, Tehran, Iran

Corresponding author: Elham Jafari

ABSTRACT: In this study, male and female aspects of sports management, sports management, Federation of Women in Iran were compared. Athletic Director, 125 men ($n = 65$) and women ($n = 60$) aged 47.57 ± 7.54 years of management experience 15.35 ± 7.67 years of the Presidential, Vice President, Secretary or liability committee Athletic Federation of State responsibility, Inventory of Personal and women as managers scale (WAMS) to complete. Reliability and validity of the measurement instrument stages was confirmed. data using exploratory factor analysis, confirmatory factor analysis, index of model, one-group t test and multivariate analysis of the $p \leq 0.05$ were analyzed. Results of exploratory factor analysis indicated that the three-dimensional structure for the scale of Women as Leaders in all three factors extracted from 42.28% of the explained variance and the data collected were fitted. Coefficient alpha and the reliability of the 0.797 and 0.818 of the scale has acceptable reliability was confirmed. Director of the intermediate level is higher ($p < 0.05$).

Keywords: attitudes, athletic, directors, management, women, Sports.

INTRODUCTION

Management of women at various institutions and nongovernmental organizations and the has considerable achievements, however, the general trend of, the selection is focused on the male managers. What seems to be more than competence and capability attitude should be the managers of sex (Brislin & et al, 1973).

In this study, questionnaires and interviews were used to collect the data. The results show that 14% of women versus men has a chance to become the manager, but the attitude of the character and management skills for women managers has been positive. The general conditions of social and administrative structures due to women choosing not post administration. The researchers suggest that gender should be considered in selecting managers and senior managers to the issue of competency required in this regard.

growth to human development. Has been tested and approved barriers include lack of access of women to higher specialty, physical presence in the workplace, working hours, transportation problems and difficulties combining motherhood roles - wife work outside the home is (Desensi & et al, 1990; gale, 1995). The motivating factors at work, respondents approved economic incentives are put. In addition, the effects of women's employment on confidence, being useful in society and enhance decision making in life they have been reviewed and approved (Moore & et al, 2004).

Schein (1994) in their study of male and female managers understand the degree of leadership ability, determination, competition, taking responsibility, business skills, competence and ability to analyze six different

categories of countries U.S., UK, Germany, China And Japan examined. In this study, 1278 men and 729 women participated. Results showed that female managers in all aspects of the men were much above the level.

In 1994, UNESCO and the Commonwealth Secretariat a study entitled "Women in Higher Education Management" conducted by the main obstacles to women's participation in decision making process was. racial discrimination, gender and organizational barriers highlights the most influential factors are management women. This is necessary, proper management of the sport that is the goal administrative barriers to their empowerment and female managers are in close correlation. The findings of this study provide valuable information in order to achieve organizational excellence and athletic directors will develop the human resources available (Wosinska & et al, 1996; Terborg & Ilgen, 1975) Considering what happened, this research is expected More help given to women in sports is managed. This position will have access to managerial. It seems to restrictions governing athletics ladies - which female athletes are more competitive position down the management system intrusions and beliefs with the theme Women as athletics than the low their male counterparts, so in sport management will also become weak distorted. Despite this atmosphere, the sport at all levels, the bias will face attitude, so that on the whole, a lot of ability and competence female managers ignored. Therefore, in this study, drawn from the fields of public administration, the attitude of male and female athletic directors in the management of women's sports federations of the country can be compared. The research hypothesis is as follows :

1. Different aspects of male sports administrators to manage the attitude of women in Iranian Sports Federation is positive.
2. Female athletic directors to manage different aspects of attitudes of women in Iranian Sports Federation is positive.
3. Between male and female aspects of sports administrators to manage women's sports federation Iranian There is no difference.

MATERIALS AND METHODS

The present research methodology and the practical purpose of comparison and the last time can be admitted. The study population included all women and men who in 1389 managerial position in the federation president, vice president (women / men), secretary or committee responsible for Sport Federation Islamic Republic of Iran is engaged in. Estimates based study of 500 male and female sports director at sports federations of the country are involved. Accordingly, using the available sample of 125 Consecutive ma Athletic Director, 65 of whom were male (52%) and 60 women (48%) were in the age range 30 to 70 years , with knowledge of the objectives of the study were asked to complete a questionnaire.

Instruments used in the study included demographic questionnaires and scales women as managers (WAMS) is the. Demographic questionnaire consisted of 11 questions to determine sex, age , marital status, history, management , federation service, the (President / Vice President / Secretary / Head of the Committee) , sport history, sport linked with federation service, history of the championship, education degree (physical education or general management orientation / physical education and other trends, discipline management / other academic disciplines), respectively. typical of this scale is shown in the Appendix. A tool to view women as managers scale survey on women manage the English version consists of three subscales included 21 admissions (statements 1 to 10), barriers to women (passages 11 to 15) and property management (passages 16 to 21) and reliability 0.91 has been reported (Peters, 1974; Terborg, 1977). Reply to this seven points Likert scale using a continuum totally disagree with the statements (score 1) to totally agree (score 7) is classified in terms of 1 , 2 , 3 , 6 , 7 , 15 , 16 , 17 , 18 , 20 and 21 remain as negative and positive form of expression is designed from the investment rating to negative statements reverse score is (completely disagree = 7 & strongly agree = 1). Two examples of this are given in Appendix scale.

Based on preliminary study, Cronbach's alpha coefficients for the subscales of the acceptance of women in the management of 0.921, gender stereotypes, 0.876 and empowering women to manage 0.769 was calculated. Cronbach's alpha coefficient for the total scale of 0.891, respectively.

Accordingly, women as managers scale of acceptable credit research was to perform on the main stage . Also to determine the reliability of the questionnaire, the company s Preliminary experiments were asked to collect information on the main stage two weeks after the initial testing was done to complete the questionnaire again . Thus, the reliability of the questionnaire class correlation coefficient equal to 0.818, respectively , which will be presented in more detail in Chapter Four .

Also check the internal consistency of the questionnaire, Cronbach's alpha coefficient to determine the level of agreement between test-retest correlation coefficient Response a class (ICC) was used. K-S test to check for normal distribution of data and to check the homogeneity of variance group Levine 's test was used for comparison. In this

study, the exploratory factor analysis model to assess the validity of indicators of and fit of the factor structure of the questionnaire data were collected in the field of sports . It also contrasts with positive or negative attitudes of male and female managers one-group t test to compare the dependent variables between male and female managers multivariate analysis of variance (MANOVA) was used. All analyzes in the $p \leq 0.05$ and using SPSS statistical software version 15 and LISREL done.

RESULTS AND DISCUSSION

Results

Results showed that sports managers working in Federation who participated in this study, age 47.57 ± 7.54 years of management experience 15.35 ± 7.67 years of sporting history 28.8 ± 11.17 years be. gender 52% of the company men and 48% of them are female. The 10.4 % of the company single and 89.6% of them are married. The 14.4% of the company President of the Federation, 50.4% co-chairman and 35.2% committee was responsible. In terms of sports history, only 4% of lack of sports history and 96% of them were sporting history. The relationship between sports history and sports management related management 11.2% of the company In the exercise of their irrelevant and 88.8 % was associated with the history of their sport. The history of the championship, 8% of the company lack of championships, 21.6% winning record at the provincial level, 56.8% of national championships and 13.6% with a history of inter national champions were level. In terms of education, 0.8% now possess a high school diploma or less, 6.4% associate, 64.8% BS, 19.2% MS, and 8.8% had a doctoral degree. In terms of degree, 26.4% of the company trend in public school physical education or management, 22.4% PE in tended than the public ones and Management, 4.8% degree of managerial such as business , government, human resources, education, and finally 46.4% of the company in those fields except physical education and school management have.

Table 1. index of three-dimensional scale model of women as managers

Index	Amount
2 χ	4.45
p	0.108
RMSEA	0.04
RMSEA	0.00 , 0.08
RMR	0.027
GFI	0.99
AGFI	0.97
PGFI	0.93
ECVI	0.051

The data show that the attitudes of female athletic directors to accept women in management ($t(59) = 13.652$, $p > 0.05$), gender stereotypes ($t(59) = 6.296$, $p > 0.05$), Empowerment of Women in Management ($t(59) = 8.555$, $p > 0.05$), and their general attitude towards women as managers ($t(59) = 10.483$, $p > 0.05$), the meaning of the average level is higher so can be said that the attitude of female

Discussion and conclusions

Considering what happened, it was clear that the barriers facing women to achieve leadership positions in several studies obstacles to individual, institutional, cultural and social are classified. According to research, the biggest obstacle to the management of cultural factors and women are stereotyped behaviors a Director of the intermediate level is higher ($p > 0.05$). The results of the research Owen and (2003) and Aycan (2004) on being more positive attitude empowerment of women and women's acceptance of women in managerial occupations are consistent but after the match gender stereotypes observed. Owen and et al (2003) in the bi-national sample (Chile and United States) in both acceptance and positive attitude to women's ability to manage than managers than male managers had less negative attitudes that are inconsistent with the findings of the present study. As previously mentioned, the reason for this discrepancy may be more associated with the implementation of research and culture. The findings of the present study show that stereotypes such as being talkative women, influence emotions, menstrual problems and the negative impact of dual women as mothers and wives can not Federation of barriers for women in sports management be considered and their participation in decision strategic orientation will be provided. programs to women managers could address this gap approach is crucial (Feather, 1984).

Rejecting the perspective of women in managerial posts explaining to they should be. organization's senior management post. The second view, the social process is cultural being. As a result, women compared with men, in the process, are less likely to manage to. As gender role stereotypes (at least in this study) is very pale, is expected in the future in the same way men view women be modified to accept management. However, the claim of male

managers may be liable for female managers is not consistent with the fact that As her head is, while future experimental studies, Hasbrook and et al (1990) showed that women in head coaching experience to the team ladies, professional training and experience profession of have more merit than their male counterparts. Furthermore, they found that the ratio of male head coaches are more restrictions on women due to family responsibilities, Douglas, translated. As well as organizational obstacles, the growth outlook is a glass ceiling for women in the post prevent the top. that are associated with successful managers, they expressed their introduction (Peters, 2002).

REFERENCES

- Aycan Z. 2004. Key success factors for women in management in Turkey. *Applied Psychology: An International Review*, 53(3), 453–477.
- Brislin RW, Lonner WJ & Thorndike RM. 1973. *Cross-cultural research methods*. New York: John Wiley & Sons.
- Desensi JT, Kelley DR, Blanton MD & Beitel PA. 1990. Sport management curricular evaluation and needs assessment: A multifaceted approach. *Journal of Sport Management*, 4, 31-58.
- Feather NT. 1984. Masculinity, femininity, psychological androgyny, and the structures of values. *Journal of Personality and Social Psychology*, 47, 604-621.
- Gale A & Cartwright S. 1995. Woman in Project Management, enter in to a male domain , adiscusion , on gender and organizational culture. Part 1. 16, 3-8.
- Hasbrook CA, Hart BA, Mathes SA & True S. 1990. Sex bias and the validity of believed differences between male and female interscholastic athletic coaches. *Research Quarterly for Exercise and Sport*, 63, 259-267.
- Moore S, Grunberg L & Greenberg E. 2004. Development and validation of the stereotype beliefs about women managers scale. Research Program on Political and Economic Change, Institute of Behavioral Science, University of Puget Sound.
- Owen CL, Scherer RF, Sincoff MZ & Cordano M. 2003. Perceptions of Women as Managers in Chile and the United States. *Mid-American Journal of Business*, 18(2), 43-52.
- Peters H. 2002. Female executive & the glass ceiling. *Women in Management Review*, 17(1).
- Peters LH, Terborg JR & Taynor J. 1974. Women as Managers Scale (WAMS): A measure of attitudes toward women in management positions. Abstracted in *JSAS Catalog of Selected Documents in Psychology*, 4, 27.
- Schein VE. 1994. Managerial sex typing: A persistent and pervasive barrier to women's opportunities. In M. Davidson & R. Burke (Eds.), *Women in management* (pp. 41-52). London: Paul Chapman.
- Terborg JR & Ilgen DR. 1975. A Theoretical Approach to Discrimination In Traditionally Masculine Occupations. *Organizational Behaviour and Human Performance*, 13, 352-376.
- Terborg JR, Peters LH, Ilgen DR & Smith F. 1977. Organizational and personal correlates of attitudes toward women as managers. *Academy of Management Journal*, 20, 89-100.
- Wosinska W, Dabul AJ, Whetstone-Dion R & Cialdini RB. 1996. Selfpresentational responses to success in the organization: the costs and benefits of modesty. *Basic and Applied Social Psychology*, 18, 229-242.