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**Study of the Relationship between
Self-Efficacy and Demographic
Characteristics of Iran Sport
Boards Managers**

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Abstract

The purpose of the present survey was studying the relationship between self-efficacy and some demographic characteristics of Iran Sport Boards Managers. The research was of the type of descriptive-correlation that was performed in field form. Statistical population of the research was 150 persons of top managers of Tehran Province Sport Boards that, on the basis of Morgan table, 108 persons were randomly selected. In order to achieving the required data, demographic and Scherer general self- efficacy questionnaires were used that its validity was confirmed by the experts and its reliability was studied in an introductory survey with 30 samples and was confirmed by Cronbach's Alpha of 0.87. In order to achieving to the research purposes, the descriptive and inferential statistics methods such as Kolmogorov-Smirnov, analysis of one-way variance, multivariate regression, single-sample and independent Student's T test and Tukey, with the help of SPSS.V.16 software, were used. Research results had shown that the managers of Iran Sport Boards have a high self- efficacy. There is no meaningful relationship between the self-efficacy of the managers of Iran Sport Boards and management experience. But there is a meaningful relationship between self- efficacy and level of education, academic field, management in his/her specific sport, sport experience and championship of the managers of Iran Sport Boards. Generally, education, academic field, management in his/her specific sport, sport experience and championship of the managers of Iran Sport Boards, are the predictor factors in their self- efficacy. As the result, if the senior managers of Sport Boards be elected among sport champions who have a high self- efficacy and complementary educations in the sport and physical education field, for management in the relevant sport field, will be more useful for Sport Boards.

Key words: Self- efficacy, Managers, Sport Boards

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Introduction

Overview of the senior managers of Iran Sport suggest that, in the head of Sport and Youths Ministry, except 2 to 3 persons who had expert (B.A.) degree in the field of physical education, the other senior managers of the most important Iran Sport entity are of the non-sporting and political persons who have unrelated educations with sport that are appointed to occupy this state important position and the responsibility of sport guidance, leadership and management is granted to them. Also, a similar approach had been dominant in Iran National Olympic Committee. In a way that, except the heads of this committee who have relevant educations with sports, educations except management and planning in education, the other heads of the National Olympic Committee were of non-sporting people with non-sporting educations and of political persons (*Khosravizadeh*, 2009). The result of such thinking was employment of more than 72% of Sport Ministry Personnel with diploma or under diploma degree in this ministry that most of them are non-sporting and haven't educations related to sport also are in old ages (*Sajadi*, 2005). Activity, management and leadership of non-sporting people in sports, makes the efficacy of the sport managers an important and challenging subject in society, especially sport society. In this line, a group believes that granting of state various sport management positions to the champions who have academic educations in sports and also the people who have relevant educations with sport and physical education, can be more effective in achieving to sports targets. In other words, a group believes that the sport champions with educations relevant to sport, in sport organizations, have a higher self- efficacy than the non-sporting people and people who have non-sporting educations. In this regard, on the basis of social cognitive theory, self- efficacy is the belief of a person to his/her capability in organizing and managing of the required sources and practice for producing of the defined achievements (*Bandura*, 1997, *Badura*, 2001). These beliefs are effective on wishes and commitment to them, quality of analytic and strategic thinking, level of motivation and perseverance in facing the difficulties and retreat, escape from disaster, scientific evidences for success or fail and vulnerability of stress and depression (*Badura*, 2001). In this field, the researches show that the self- efficacy is considered as an important predictor for job search (*Bozeman et al*, 2001), career development (*Luzzo*, 1995), stability in job patterns (*Giannakos*, 1999), and finally job performance (*Luzzo*, 1995). Also, self- efficacy is in relation with the other job variables such as job satisfaction, commitment, performance, job insecurity (negatively) that introduce this structure as an important factor in career field. In this line, a great part of the research in the field of self- efficacy has been allocated to defining personal, racial and cultural differences. Also, studies in various fields show that the self- efficacy is affected by gender, race (*Andrew et al*, 2003) and culture (*Mau*, 2000). In the other hand, the finding of *Mazlouni Mahmoudabad et al.* (2011) and *Karimzadeh Shirazi et al.* (2008), show that there is a meaningful relationship between self-efficacy and level of education. The research result of

Aghamolaei et al. (2008), express that there is a statistical meaningful relationship between the scores of the perceived barriers and self-efficacy with regular physical activity. The findings of *Sabet Sarvestani* et al. (2009) show that there is a statistical meaningful difference between the self-efficacy score of educated people and illiterate people.

Research results of John Gleeson (2007) in a research with the title of physical activity self-control, show the effect of self-efficacy in the behavior having type II diabetes that the physical activity results in increase in self-efficacy. Timucin Gencer (2011), in a research with the title of the relationship of career self-efficacy of Elite Coaches employed in Turkey Coca-Cola Academy League, found that career self-efficacy has an important role in increasing the efficiency of the employed coaches in the aforementioned league. Findings of Andrew et al. (2003) in a research under the title of self-efficacy and performance of Physical Education students in arranging the thesis show that the performance of the physical education students has a meaningful relationship with their self-efficacy and the probability of their success can be estimated with 80% of the rate of their self-efficacy. Findings of Berings et al(2007) show that job self-efficacy has a meaningful relationship with success in education. Schyns et al (2010) in a research under the title of Managers' Reputation Capacity in Self-efficacy, has also found that managers' reputation has a positive and meaningful with self-efficacy. Also there is a meaningful relationship between self-perception resulted of managers' reputation and self-efficacy, but there is no meaningful relationship between job attitude and self-efficacy. David et al. (2008), in a research under the title of Self-efficacy, Risk and Performance in rock climbing, found that there is a meaningful difference between age, gender and self-efficacy in climbing experience and the forms of risk in climbing. Also, self-efficacy had a meaningful and positive relationship with the experience of the rock climbers.

Whereas the literature related to self-efficacy is developing, but, considering the available data, the self-efficacy of sport organizations wasn't so much considered by the researchers and the present differences in self-efficacy of sport managers wasn't detected. So, considering the aforementioned issues and considering there no research has been done in the field of the self-efficacy of Iran Sport Boards up to now, the present research want to answer to this question that: in what a statement are the authorities of Iran Sport Boards, in the fields of sport experience, education, management experience and other personal factors? Also, in what a statement is the self-efficacy of Iran Sport Boards' Managers? What a relationship is between career self-efficacy of Iran Sport Boards' Managers and education, educational field, championship, management in his/her specific sport and, sport experience?

Research Methodology

Research method, considering its nature, is of the type of descriptive-correlation that was performed in field form. Statistical population of the

present research was 150 persons of managers of Tehran Province Sport Boards that, on the basis of Morgan table, 108 persons were randomly selected. In order to achieving the required data, Scherer general self- efficacy questionnaires was used with a Likret 5 value spectrum, from completely disagree to completely agree and 1 to 5 scores were respectively given to them. This questionnaire had 17 questions that to 3, 8, 9, 13 and 15, from left to right, 1 to 5 scores had given and in the rest of the questions, from right to left, 1 to 5 scores have been considered. Also, from the questionnaire some required demographic characteristics information such as age, gender, sport experience, management experience, sport field, championship, educational field, management in his/her specific sport, have been acquired. This is worthy to mention that the validity of the questionnaire had been confirmed by the experts and its reliability was confirmed in an introductory test with 30 samples with Cronbach's Alpha of 0.87. In order to analyzing the gathered data, the descriptive and inferential statistics methods such as Kolmogorov-Smirnov, multivariate regression, single-sample and independent Student's T test, ANOVA and Tukey were used. Also, SPSS.V. 16 were used for statistical analysis.

Result

Table 1. *Sample's demographic characteristics*

variable		f	P	variable		f	P
Gender	M	84	77.8	Education Field	Sport	56	51.9
	F	24	22.2		Non sport	52	48.1
Marital status	Married	95	88	Management	own specialized sports course	64	59.3
	Single	13	12		Non - specialized sports course.	44	40.7
Age	25≤	3	2.8	Managerial Experiences	2≤	16	18.4
	26-30	5	4.6		3-4	6	5.6
	31-35	9	8.4		5-6	12	11.1
	36-40	16	14.5		7-8	16	18.4
	41-45	21	19.5		9-10	15	13.9
	46-50	22	20.5		11-12	21	19.4
	50≥	3	29.		13≥	2	20.

		2	7			2	4
Education	B.A≤	9	85.	Employment Status	Official	5	58.
		2	1			6	3
	M.A	1	11.	Non official	6	41.	
		2	1			7	7
	PhD	4	3.7	Championshi p	championshi p	9	84.
						1	3
Sport Experienc e	10≤	8	7.4		Non- championshi p	1	15.
						7	7
	11-20	1	16.	level of Management	President	4	38
		8	7				1
21-30	5	60	Vice president		3	27.	
	5				0	8	
	30≥	2	25.		General secretary	3	34.
		7	9			7	3

Table 2 *t* test results of the sample for comparing self-efficacy of managers with appropriate condition

Test value: 3									
self- efficacy	N	Mean	s.d	t	df	p- value	Mean Difference	%95 Confidence Interval of the Difference	
								lower	upper
	108	3.893	0.445	20.86	107	0.001	0.893	0.808	0.98

As table 2 shows because of $P \leq 0.05$ and positive lower and upper limits in 95% confidence interval, test value has statistically significant difference with the calculated mean. Therefore sports managers' self-efficacy is in desirable and appropriate level.

Table (3) *multiple regression to predict managers' self efficacy through some demographic variables*

Model	Sum of Squares	df	Mean Square	F	P- value
Regression	155.051	11	31.010	42.696	0.001
Residual	158.420	96	1.414		
Total	331.471	107			

According to table 3 and with emphasis on the obtained F scale, it can be proposed that there is significant relationship between self-efficacy of sports boards managers with some demographic characteristics in the $\alpha=0.05$ level. On the other word some demographic characteristics can predict self-efficacy

of sports boards managers. Therefore, to identify and explain regression coefficients, it is necessary to present table 4 of regression coefficients.

Table 4. *regression coefficients associated with table 3.*

Model	B	Beta	t	P-value
Level of education	0.385	0.307	3.484	0.001
Field of education	3.0561	0.213	4.981	0.001
Management in his/her specific sport	1.782	0.044	4.211	0.001
championship	0.934	0.713	8.371	0.001
sport experience	0.952	0.721	5.263	0.001
managerial experiences	4.286	0.002	1.309	0.193

According to table 4 and multiple regression coefficients with simultaneous entry method and the obtained regression coefficients, it can be raised that there is a positive significant correlation between level of education, management in his/her specific sport, sport experience, and championship with self-efficacy of sports boards managers ($P < 0.05$). Thus, by increasing level of education, management in his/her specific sport, sport experience, and championship, managers' self-efficacy will also increase. There is not a significant correlation between managerial experiences with self-efficacy of sports boards' managers ($P > 0.05$).

Table 5. T-test results for comparing managers' self-efficacy mean in some of demographic variables

variable		N	Mean	t	df	p-value
Education field	Sport and Physical education	56	72.46	8.624	106	001.0
	Non Sport and physical education	52	64.63			
Managing	in his/her specific sport	44	69.73	7.23	106	001.0
	in his/her non-specific sport	64	62.35			
champions	championship	91	71/23	7.372	106	001.0
	Non-championship	17	65.247			

Results of table 5 shows that according to the significance level and calculated t, managers having sport and physical education degree have better self-efficacy that those having non-sport and physical education degree. Also managers managing in their specific sport enjoy higher self-efficacy than those in their non-specific sport. Managers are championships enjoy higher self-efficacy mean than those aren't championships.

Table 6. ANOVA test results for comparing self-efficacy of managers in some of demographic variables

variable		Sum of Squares	df	Mean Square	F	P-value
Level of education	Between Groups	622.124	4	88.895	12.301	0.001
	Within Groups	2543.71	103	7.226		
	Total	3156.974	107			
sport Experience	Between Groups	526.737	4	43.121	14.117	0.001
	Within Groups	5569.006	103	6.92		
	Between Groups	6095.743	107			

Table 6 shows that according to the significance level and calculated F there is statistically significant difference between self-efficacy mean of sports boards managers having various level of education and self-efficacy mean of managers having various sports experiences.

Table 7. Tukey test results for comparing self-efficacy mean in various variables related to table 6.

variable		Mean of self-efficacy	Mean difference	P-value	Result	
Level of education	BA≤	68.68	BA≤ with MA	1.84	0.112	The difference is not significant
	MA	70.52	BA≤ with PhD	12.674	0.001	The difference is significant
	PhD	81.354	MA with PhD	10.834	0.001	The difference is significant
sport experience	10 years≤	64.09	10 years≤ with 11-20 years	5.91	0.001	The difference is significant
	11-20 years	69.97	10 years≤ with 21-30 years	7.41	0.001	The difference is significant
	21-30 years	71.5	10 years≤ with ≥31years	14.347	0.001	The difference is significant
	≥31years	78.437	11-20 years with 21-30 years	1.53	0.231	The difference is not significant

			11-20 years with ≥31years	8.467	0.00 1	The difference is significant
			21-30 years with ≥31years	6.937	0.00 1	The difference is significant

Results of table 7 show that sports boards' managers having PhD education enjoy higher self-efficacy than managers having M.A., B.A and lower. Also managers having sport experience more than 30 years enjoy better self-efficacy than other managers with lower sport experience.

Discussion and conclusion

The present study sought to investigate the relationship between self-efficacy and some of demographic characteristics of sports boards' managers in Iran. In this regard, research results indicate that there is a significant relationship between level of education and self-efficacy of sports boards' managers in Iran and also between self-efficacy of managers having Ph-D education and self-efficacy of managers having M.A., B.A. and less then B.A. On the other hand, a significant correlation was observed between self-efficacy of sports boards' managers and education field and statistical significant difference was observed between self-efficacy of managers having sport and physical education certificate and without sport and physical education certificate. In other words, sports boards' managers having sport and physical education certificate enjoy higher self-efficacy than managers with a major other than sport and physical education. Therefore, sport and physical education certificate and level of education are predictive factors of sports boards managers' self-efficacy and findings of this study are consistent with results of studies by Andrew et al (2003), and *Karimzadeh Shirazi* (2008) stating that a positive and significant relationship between self-efficacy with level of education. Generally, it can be stated that those sports boards managers having higher academic education majored in sport and physical education enjoy better self-efficacy than those having lower academic education not majored in sport and physical education. Thus, considering the significance correlation between self-efficacy and level of education and education major; if sports boards' managers be selected among people having PhD in sport and physical education will be more useful and effective for managing sports boards. Thus, it is recommended that ministry of youth and sports provide provisions for further education of sports managers so that these people can study in postgraduate education degrees to be more effective for sports boards success that are executive arms of sports federation, ministry of youth and sports and National Olympic Committee. Also, ministry of youth and sport can conclude

agreements with higher education of Iran and universities for developing self-efficacy managers to train more efficient sports managers and provide the sports community. Such an approach increases scientific wave of the country sports besides creating a scientific link between universities and Iran's sports.

Results of the study indicate that there is a significant relationship between self-efficacy of sports boards managers with championship and sport experiences, and championship and period of sport experiences are the predictive factors of sports boards managers' self-efficacy which is consistent with study results of Timucin Gencer (2011). In other words, in Timucin's study it was observed that elite coaches in Professional league of Coca-Cola, Turkey were in charge of technical management of teams also enjoy high self-efficacy and their performance had a positive and significant correlation with their self-efficacy. Therefore, according to Cameron and Whetten(1998) staff modeled their managers and according to Bandura's opinion (1997) managers are able to remove negative emotions and concerns by high self-efficacy and these people have the ground to create positive emotions such as love, excitement and competition. And on the other hand, given that sporting champions were able to manage heavy sports competition in the presence of numerous spectators in difficult conditions and with regard to their practical experience if such people are used in sports boards management, success of sports boards and as a result upstream organizations such as sports federations, ministry of youth and sports and National Olympic Committee will not be out of reach. In this regard it can refer to Iranian weightlifting Federation success in recent years that using a well-known sports champion has caused that despite being in severe crisis this federation has been out of this crisis and achieve relative success in the world.

Research findings indicate that self-efficacy of sports boards' managers has a positive and significant correlation with management in his/her specific sport. Also, there is a statistical significant difference between self-efficacy of managers managing in their specific sport with those managing in their non-specific sport and also management in his/her specific sport is a predictive factor in self-efficacy of sports board's managers. Thus, given that higher managers of each sports organization need cognitive, human and technical knowledge; if their technical knowledge is in optimum level, and benefiting from high self-efficacy can be more influential for organizations' success. Results of the study show that there is not a significant correlation between management experience and self-efficacy of sports boards' managers. Also management experience is not a predictive factor of sports boards' self-efficacy which is not consistent with results of the study by Karimzadeh et al (2008). Hence, based on social cognitive theory self-efficacy refers to the person's belief to his ability in organizing and managing the required resources, practice for producing determined achievements. And beliefs are influential on wishes and commitment to them, quality of analytical and strategic thinking, level of motivation and perseverance in dealing with difficulties and setbacks, escaping from tragedy, causal documents for success or failure and vulnerability of stress and depression and also derived from concept of career self-efficacy of

Bandura has been defined as person's judgment about his ability to perform tasks within a job and career framework. Self-efficacy is affected by motivation and behavior and affect them reciprocally-management experience cannot have significant effect on self-efficacy of sports managers. Thus, in the selection of sports boards' managers, work experience is not a very important issue and given that work experience cannot be ignored, to overcome this issue managers' training should not be forgotten; because training can promote experiences and savings of managers and ultimately can be effective in sports boards' success.

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