

Consideration of Increased Presence of Female Managers in the Field of Sports Studies with Human Resource Management Approach (HRM)

Nikbakhsh, R;¹ Alipour, H.GH;² Kamani, S;³ Jafari Siavashani, F³

¹ Department of Sport Management, South Tehran Branch, Islamic Azad University, Tehran, Iran

² Department of Sport Biomechanics, Central Tehran Branch, Islamic Azad University, Tehran, Iran

³ Department of Physical Education, Central Tehran Branch, Islamic Azad University, Tehran, Iran

Abstract

According to this reality that there are some differences among the women, men in terms of learning agents such as education, job background and natural factors such as risk taking and the time that they devote to do a work, it is expected that some differences to exist in the management field and specially in terms of method of human resource management approach (HRM) among the women and men. This study investigated the presence of female managers in the field of sports: with the human resource management approach. 31 of the senior managers of the physical education that were selected based on random sampling among all the managers, the standard questionnaires HRM with the credibility of 95 % were completed. For the purpose of the analysis of research findings the descriptive statistics and Pearson correlation method were used. The findings showed that the correlation of variables HRM with philosophical support and renewing of female management towards each other and also the level of correlation between the variables of HRM

of philosophical support sports management, gender, education level and litigation showed that these variables are significantly associated with each other.

Keywords: women, exercise, management, Human Resource Management.

Introduction

Some of the scientists of knowledge management emphasized on the position of humans in the process of creating changes believe that the units of human sources development of sports organizations must play significant, key and structural roles in changes and development of sports. On the other hand, the gender of managers is influential and effective on control orientation and or commitment orientation of management models of human sources. The gender differences are really effective on the dimensions of human sources management such as the level of managers' participation, the lack of concentration, supervision, empowerment of manpower and the working structure and organizational approaches so significantly (Launer et al., 2008; Galanos et al., 2009).

Nikbakhsh, R (✉)

Nikbakhsh_reza@yahoo.com

To provide equal employment opportunities for women and other groups, a wide variety of organizational design has been borne to promote gender equality. The samples of this structure include tracking the systems for identification of the positions and posts that the women desire to have them (Seongi et al., 2006). According to this reality that there are some differences among the women, men in terms of learning agents such as education, job background and natural factors such as risk taking and the time that they devote to do a work, it is expected that some differences to exist in the management field and specially in terms of method of human resource management approach (HRM) among the women and men (Silverthorne., 2008).

Even though women are half of the active population and labor, but the possibility of this issue that in some jobs with high station and powerful positions that have been used in services are really lesser than women. This issue returns to the gender inequality and vertical gender division of labor. There is superior situation in men, especially in the management posts (Bar., 2006); Despite of this issue that according to law, the women and men are considered the same and by development of higher education of women in the employment outside of house, they have gotten relative positions. But still there are some multiple discriminations for the management posts and women suffer from it. Still in the administrative and industrial organizations some methods for classification of genders titled Horizontal Gender Division of Labor exist which based on them the ranking of jobs and employees and criterions in getting the management posts are determined for genders and according to this, usually men are the managers in the organizations. For example, statistics show that the final decades of the twentieth century, only less than 5% of heads of states and governors, corporate executives and high-ranking official posts in international organizations, are women

(Mark et al, 2011). The gender inequality in the classification of sports organizations to set up their own employees, human resource management systems (HRM) have prompted the creation of positions to create unequal positions in the organizations which lead to separation of gender labor and different revenues between women and men and this matter is obvious specially in sports industry.

In response to the governmental pressures to provide opportunity of equal employment for women and other groups, a broad variety of organizational influences have been designed and women seek them. This issue is absolutely clear regarding sports industry. Special program for absorption of job candidates which have the requirements of job and the education programs for advancement of employees skills to prepare them for development. The organizations are interested to increase some opportunities for female staff in order to develop introduction of women in sports management. A key question which is stated in this field is regarding the executive structures to promote the equal effective opportunities in a way that some admit that the executive structures are the systems and they have no effects in the employment statistics. According to this view, HRM structures formed in accordance with the current trend in organizations to attempt to change them. The operative pressures which are positive and the equal employment laws in the United States of America requires some organizations to show that they do some work to increase the quality of opportunities but the organizations do not need to document their developments in the statistics. Such authors add that the presence of the structures of HRM to promote the equal employment level between leads to the increase of female management situation. Such authors add that the pressure of HRM structures can increase the opportunities of women because they promote the power of equal

employment authorization (Pomeroy., 2007). It is clear that both outlooks might be accurate and these executive structures in many of the organization have been adopted for symbolic objectives while in many of the other organizations, the chiefs have much tendency to increase the employment opportunities for women. The philosophical supports of equal employment opportunities for women in the organizations are probably the most important factor for change (Dutta et al., 1997). Since an important factor in ensuring long-term is retention of employees in an organization's survival, therefore financial rewards can be an important role in motivating the work force. According to the gender differences in the field of reward and motivation of work force, it is expected the women to use the payments methods based on operation lesser and to benefit of non-materialistic rewards such as adjustability of working hours, creating required facilities for the purpose of keeping children, oral appreciation and using group reward system (W Maclean & Corelett 2009 ;Taylor et al., 2008). On the contrary, the men mostly use the direct payment method for immanent of labor. Along with gender some other factors such as education level, working background and natural features such as risk taking and the time that is devoted for implementation of work are effective for formation procedure of management models of human sources, therefore in the current article the effect of increased presence of female managers in the field of sports studies with human resource management approach (HRM) has been considered.

Methods

Society and statistical sample

Sample that consists of 31 top managers of physical education was through random sampling of the entire organization that was selected and a questionnaire mailed to them and within 10 days.

Measurement tools & Statistical method

For measuring variables according to prepared questionnaire, the researcher questionnaire of Mark Mouri and et al 2001 questionnaire were used. Pearson correlation method was used in this study. Standard questionnaire was measuring HRM. Validity of questionnaire surveys of experts and was using internal consistency and reliability of 95% was reported. All the questionnaires returned and in the calculation and analysis of statistical software 15 Spss software was used.

Method for collecting data

To collect data, the prepared questionnaires which were validated by research are distributed among samples (31 female managers) in physical education organization, of course we do this process in different time for 5 days after ending work hours then the collected data by statistical methods are being studies.

Results

Results Table 1 shows that among subjects 51/6 % of subjects are female and 48/8 % of subjects are the men. Also the results of Table 2 show that 54/8 % during the study of sport management education and 54/2 % of them used the sports management education during their education. Findings of table 3, is about education of subjects and shows that 3% of people has Diploma, 48.4% has bachelor and 48.4% have master and higher degree.

Table 1. describes the frequency of gender

<i>gender</i>	<i>Abundance</i>	<i>Frequency</i>	<i>Cumulative frequency</i>
<i>Woman</i>	16	51/6	51/6
<i>Man</i>	15	48/4	100
<i>Total</i>	31	100	

Table 2. describes the frequency of sport management education in the education era of the study subjects

<i>Gender</i>	<i>Abundance</i>	<i>Frequency</i>	<i>Cumulative frequency</i>
<i>Yes</i>	14	54/8	45/2
<i>No</i>	17	45/2	100
<i>Total</i>	31	100	

Table 3. describes the frequency of the level of education subjects

	<i>Frequency</i>	<i>Percent</i>	<i>Cumulative</i>
<i>High school diploma</i>	1	3.2	3.2
<i>Bachelor degree</i>	15	48.4	51.6
<i>Master degree</i>	15	48.4	100
<i>Total</i>	31	100	

The results of table 4 indicate the assumption zero is based on the correlation of request variables and the sports management with HRM the level sig < 0.5 means the question is effective on HRM and the level of this correlation is -.326 it means by reduction of request, HRM is increased and its level reaches 33 % (correlation level) and it is a type of inverse correlation and the sports management changes variable is effective on HRM because its SIG is less than .05 and the correlation level if . 256 it means by the increase of sports management increase, HRM will also be increased and the level of correlation is 26 % and it is a direct type and the other variables have no effects towards each other especially on

the philosophical support which indicates these variables are independent towards each other and the assumption zero is confirmed. The results in Table 5 indicate that the assumption zero is based on the correlation of HRM support philosophical and renovating female management such as sig > .05; as a result none of the variables have correlations towards each other and they are not effective and in fact they are independent from each other and the assumption zero is rejected. The results of Table 6 shows that the zero is based on the gender of Sig > .818 calculated for the gender variable and more than .05 which is calculated as a result of these two variables have an impact on HRM and they increase

this variable and the assumption zero is confirmed.

Table 4. Pearson correlation test, the correlation between variables HRM – backup Philosophical - Sports Management - sex - education level – litigation

		gender	Level of education	Sport management	Lawsuit	Philosophical support	Sasy programs
Gender	Pearson correlation	1	0/167	-0/029	-0/033	0/185	0/050
	Sig .(2-tailed)	0	0/369	0/859	0/859	0/318	0/787
	N	31	31	31	31	31	31
Level of education	Pearson correlation	0/167	1	-0/013	0/265	-0/168	-0/071
	Sig .(2-tailed)	0/369	0	0/946	0/150	0/366	0/705
	N	31	31	31	31	31	31
Sport management	Pearson correlation	-0/029	-0/013	1	0/230	0/185	0/265
	Sig .(2-tailed)	0/876	0/946	0	0/213	0/653	0/043
	N	31	31	31	31	31	31
Lawsuit	Pearson correlation	-0/033	0/265	0/230	1	0/084	-0/326
	Sig .(2-tailed)	0/859	0/150	0/213	0	0/653	0/040
	N	31	31	31	31	31	31
Philosophical support	Pearson correlation	0/185	-0/168	0/185	0/084	1	-0/159
	Sig .(2-tailed)	0/318	0/366	0/319	0/653	0	0/394
	N	31	31	31	31	31	31
Sasy programs	Pearson correlation	0/05	-0/071	0/265	-0/326	-0/159	1
	Sig .(2-tailed)	0/787	0/705	0/043	0/040	0/394	0
	N	31	31	31	31	31	31

Table 5. Pearson correlation coefficients of variables representing management's philosophy and HRM-backup

		<i>Philosophical support</i>	<i>Sasy programs</i>	<i>Representation of women in management</i>
<i>Philosophical support</i>	<i>Pearson correlation</i>	1	-0/159	-0/015
	<i>Sig .(2-tailed)</i>	0	0/394	0/937
	<i>N</i>	31	31	31
<i>Sasy programs</i>	<i>Pearson correlation</i>	-0/159	1	-0/041
	<i>Sig .(2-tailed)</i>	0/394	0	0/828
	<i>N</i>	31	31	31
<i>Representation of women in management</i>	<i>Pearson correlation</i>	-0/015	-0/041	1
	<i>Sig .(2-tailed)</i>	-0/937	0/828	0
	<i>N</i>	31	31	31

N

Table 6. Regression results are for showing the effect of gender - education level - Sports Management - litigation that the variable is an independent research program on basic HRM

<i>Model</i>	<i>Unstandardized coefficients</i>		<i>standardized coefficients</i>	<i>t</i>	<i>Sig</i>
	<i>B</i>	<i>Std. Error</i>	<i>Bata</i>		
<i>Constant</i>	36.519	6.321		5.777	0.00
<i>Gender</i>	0.315	1.508	0.041	0.233	0.818
<i>Level of education</i>	0.238	1.185	0.037	0.201	0.842
<i>Sport management</i>	3.044	1.534	0.353	1.985	0.045
<i>Lawsuit</i>	-3.565	1.588	-0.415	-2.244	0.034

Discussion and Conclusion

The purpose of this study was answering this question is that whether the programs of HRM increase gender equality in the graded management of sports in Tehran city? In order to achieve this goal, the questionnaire schedules structured HRM among senior managers of sports in Tehran was investigated. Justice distinct, supporting philosophical gender equality among top managers and the program of major structural HRM for the promotion of gender equality, support the philosophy of equality gender of senior managers led to progress initiatives more important HRM to achieve gender equality in sports organization from other were asked how much work is pending. Furthermore, our findings indicate that the presence of a distinct gender justice, the philosophical support for gender equality among managers increases. According to these results, it is clear that legal activities can be effective on senior managers that it be more active in the increase of employment opportunities for women and other groups. These findings indicate that legal activities can lead to this issue that the senior managers to be more captious in using

operations and to be equal regarding employment due to side costs related to the votes of the jury votes, the level of dept to be higher and the legal costs to be worried and aware.

The justice votes for the equal employment opportunities can lead to negative propaganda for the organizations which leads to the reduction of sale and the increase of marketing costs. As a result, the justice experience has made the side costs observable for decision making. Although the important gender equality initiatives have not been effective in presence of female mangers, but the fact is that the gender equal programs has not been effective in presence of women which indicates that these programs are furthermore symbolic rather than being efficient. The other factors can be effective in this communication, including the substitution level of employees. The philosophical supports lead to the development of significant development and more employment of female managers. This sample of findings indicates this reality that the managers have decided to increase the gender equality for their philosophical objectives and also for creation of employment

decision making for development of employment statistic.

Furthermore, the effect of personal characteristics of respondents in the experimental hypotheses has been tested where these factors put effects on the philosophical understanding of how programs affect HRM. The significant results indicated that the organizations are administered by with managers who have qualified high level educations associated with positive RHM programs. The findings indicated that the social trends as they were measured by Kron and Marlu, they are effective on the reports of managers philosophical supports in the field of gender equality. The findings indicated that the correlation of HRM variables with philosophical support of managers representing the female management towards each other are not dependent and they are not so effective and in fact they are independent towards each other and also the correlation level between the HRM variables, philosophical support, sports management, gender, educational level and justice indicated that these variables have significant relationship and eventually it can be concluded that if the sports organizations dimensions designing in the organizations be influenced by female management and the men to be assumed equal, the type of gender determines the commitment orientation or control orientation in the field of Human Reference Management. The other results show that the experts of HRM require the common data to convince the senior managers which is too much different in the current market in the sports industry. Also the experts of HRM need to train the managers regarding the features of operative programs, so by the training and education of senior managers in the field of portative programs features, the experts in the sports organizations will be able to increase the supports for the purpose of increasing initiatives to increase gender equality in the managerial hierarchy.

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