

Relationship Between Sports Managers Roles and Employees' Job Satisfaction

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Abstract: The current paper aims to highlight the different managerial roles of heads of physical education organization and other 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 sets of questionnaires consisting personal information, questions related to managerial roles and job satisfactions. The results showed that the rate of job satisfaction is low at physical education organizations. The results showed that managers who are active in sports federations enjoy higher managerial roles and average job satisfactions in two proposed groups do not have significant differences. Multivariable regression analysis in the physical education organization shows that among roles of leader and entrepreneur had direct relation with satisfaction index and 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. Increasing coordination and cooperation between managers and employees help develop technical and administrative innovation in the organization because this coordination indirectly contribute to learning and memorizing process hence; remarkably increase the rate of satisfaction.

Key words: Physical Education Organization • Sports Federations • Managerial Roles • Employees' Job Satisfaction • Iran

INTRODUCTION

Some of the thinkers consider the identification and development of management skills as the only condition for the survival of organizations and the complex environment. 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 [1-3]. By this way, management thinkers try to respond to these fundamental questions: what roles managers could play? Without a suitable response to this question, how could we design planning or information systems for managers? How we could develop and evolve the management activities? Our negligence about the nature of managerial work is manifested with different manners

and forms such as transfer of planners and designers who do not understand properly. Perhaps, the most important place that indicates this negligence is related to the weakness of organizations with regard to some of the intense problems they encounter with. Principally, any assessment of managers' performance, analysis of their behavior and diagnosis of management disease necessitate the identification of roles played by managers [4, 5]. The need to study the managerial role would help develop the system of management. In other words, a reformation with the help of managers not only develops the course of growth rather identify existing gap and inadequacies in the way of fulfilling aims at the right time.

The dictum 'managerial roles' was first applied by Mintzberg [6] to explain managers' activities [6]. Mintzberg, with the observation of working behaviors of five senior managers and by using direct research methods emphasized on description and commentary of

Table 1: Definitions for Mintzberg's Managerial Roles (Mintzberg1973)

INTERPERSONAL Roles

Figurehead: Obligated to perform a number of routine duties with social nature.

Leader: Responsible for the motivation and activation of subordinates; responsible for staffing, training and associated duties.

Liaison: Maintains self-developed network of outside contacts and informers who provide envoys and information.

INFORMATIONAL Roles

Monitor: Seeks and receives wide variety of special information (much of it current) to develop thorough understanding of organization and environment.

Disseminator: Transmits information received from outsiders or from subordinates to members of the organization.

Spokesperson: Transmits information to outsiders on organization's plans, policies, actions results, deserves as expert on organization's industry.

DECISIONAL Roles

Entrepreneur: Searches organization and it environment for opportunities and initiate. Improvement projects to bring about changes.

Disturbance Handler: Responsible for corrective action when organization faces important unexpected disturbances.

Resource Allocator: Responsible for the allocation of organizational resources of all kinds – in effect, the making or approval of all significant organizational decisions.

Negotiator: Responsible for representing the organization it major negotiations. Technical Expert.

managerial works and tried to explain the actual roles of managers. According to him, a collective role of behaviors is distinguished on a particular location and condition. In fact, roles are collection of behaviors that people expect in working field and their obligation from behind [7]. 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 (Table 1).

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 [8-10]. 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 [11, 12]. According to Meck [13], 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 [10, 14-16]. 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 dissertation of employee's especially high skilled employee's are important issues for managers [17, 18].

Researchers, who give importance to human values, argue that organizations must provide conditions to keep workers satisfied. This issue must be debated so that needs for further studies and efforts to increase employees' satisfactions are felt in organizations more than before [19, 20].

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. Abandoning organization, objection and negative steps are methods that express dissatisfaction of employees and other organizational members [21-27]

Actually, job satisfaction is one of the main variables of domain of the organizational behavior that plays important role in the advancement of work of an organization and its benefit. Job satisfaction is a criterion to measure the human resource support in every

organization. According to Chen [22], the job satisfaction is a situation where employees are able to gain their highest social and human needs. Lambert [23] 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. A large number of articles on this topic have been published that imply its importance [19, 21 and 24].

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.

Through these roles, managers of sports organizations not only can boost their level of expertise rather by identifying their weakness and strength could compile efficient and effective plans in order to achieve the organizational aims. Senior managers are often engaged with the external environment of organization in order to adopt strategy and other big managerial activities. They mould their behavioral pattern more by taking into account external variables. On the other side, these managers are responsible to guide the process with the aim to safeguard interest of the organization. By this way, taking into account internal variables, they can play their roles. 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.

Sports federations too have special characteristics that make it distinct from a large number of management domains and other sports organs. Communication and coordination of sports federation with different elements such as government, private sector, financial backers and other organizations place it to different desires. For its

superiority among competing organization and a stormy and indecisive environment increase its veracity with its encounter with rapid changes so that apart from response to social needs, it is able to compete in regional, continental, world and Olympics domains. This feature is fundamentally related to sports planning and activities that with the expansion in a society and a particular execution complexity. Gradually, the extent of activities and well as complexity of these programs widen. Sports management, too, is more complex and new types of role and expertise emerge in sports management domain [25, 26].

Understanding that which of the roles of sports managers are more related to employees' 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.

Research Hypothesis:

- There is distinction between job satisfaction of the sample research groups (physical education organization and sports federation).
- There is distinction between managerial roles of the sample research groups (physical education organization and sports federation).
- There are relations between roles of managers (from physical education organization and sports federation) and workers' job satisfactions.

Research Methodology: With reference to the actual aim of this study i.e. determining the role of managers in physical education organization, the methodology applied here is survey and casual-comparative study. The measurement tool is questionnaire that with applying Likert scale could acquire information and help create the first hypothesis for parametric statistical analysis.

Statistical population of this research for managers includes senior managers of physical education organization and directors as well as deputy heads and executives of sports federations. 49 federations have been active in different sporting arenas with all age and gender. As such, managers' data includes 25 senior managers of physical education organization and 147 head of sports federations (board of directors). Research sample, with reference to limitation, has equally been available to population statistics and questionnaire distributed among all members of this population consisted of 172 members. Among them, 120 people completed (70%) the questionnaires.

Research population for employees included entire workforce at physical education organization and sports federations. Their number included 700 people (36%) in physical education organization, 1250 people (62%) in sports federations. Since research population of employees has been formed from two unequal classes, to be assured of the participation of each of these classes in the sample, randomly sampling method was applied. Considering that the total number of workforce employed in physical education organization and sports federations have been 1950, based on Morgan table, about 322 people were needed as sample for the research where the share of each of the classes, based on the aforementioned percentage in the statistical population is as follows: 64% for sports federations (206 persons) and 36% for physical education organizations (116 persons). From the dispatched questionnaires, 210 employees responded to the job satisfaction questionnaire that forms the research sample. Testing tools consist of 3 questionnaires of personal information, verifying questionnaire of the managerial roles and standard questionnaire of job satisfaction.

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 and exploratory factor analysis in order to make sure the survey measuring what is claimed to be measuring. 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 Cronbach's method and acquired a 95%. This figure as a whole shows that the proposed questionnaires enjoy trust or in another words essential durability.

With due attention to the research aims, the data was analyzed with descriptive techniques. The unilateral analysis of variances and t test was used for comparing the variables. For testing the hypotheses, two independent groups were employed; spearman coefficient to study connection between selector from individual features with managerial roles, MANOVA and 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 data was analyzed using SPSS statistical package.

Research Findings: 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 (Table 2). MANOVA 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.

Results showed that there exist positive meaningful relationship between work experience and managerial roles (Table 3). Based on theoretical framework of commercial research that is acquired with increasing age and experience, it put positive effect on managerial roles [28-32].

Table 2: MANOVA 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		

Table 3: MANOVA Analysis to Compare 'Managerial Roles' with Emphasis on 'experience of Managers'

Variable	Level	mean	S. D	F value	Sig.
Managerial Roles	Less than 5 yrs.	209	0.01	4.86	0.001
	6 to 10 yrs.	195.43	26.31		
	11 to 15 yrs.	173.55	40.34		
	16 yrs and above	222.75	37.84		

Table 4: Managerial Roles importance

Roles	Physical education org.		Federations	
	Mean	S.D	Mean	S.D
Figurehead	3.68	0.83	3.43	0.45
Monitor	3.66	0.80	3.87	9.65
Liaison	3.60	0.59	3.21	1.32
Disseminator	3.52	0.67	3.75	0.69
Leader	3.50	1.13	4.22	.84
Resource Allocator	3.46	0.85	4.26	0.58
Disturbance Handler	3.43	0.75	4.32	0.71
Entrepreneur	3.34	0.71	4.01	0.62
Spokesperson	3.29	0.83	3.41	0.99
Negotiator	2.68	1.08	4.27	0.45

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 roles. In a way, managers with their experiences of 16 years or above have higher managerial roles 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 ($P=0.533$ and $r=0.029$) and the managerial roles that is not meaningful.

Results showed that all managerial roles are accomplished through managers (Table 4). Among managers of physical education organization, figurehead roles, monitor and liaison were assessed as the most important roles. Results were distinct from other researchers [33-36,20,3]. 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 [31,37-42]. 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. In a condition when manager comes into being, not because he wishes rather with the reason that he is bound to do that. Such a problem is most liable with due attention to complex and dynamic essence of sports programs for sports managers [43]. 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). However, one of the important reasons in minimizing the rate of constant dynamism is this that the time of senior managers must not only spend in basic activities rather employed more in solving problems. The problem that doesn't hinder into the advancement but if it is not accomplished, it hinders into advancement.

Results of comparison between managerial roles of two groups of managers of physical education organizations and sports federations showed that the two had meaningful differences ($P<0.006$ & $t=2.79$). A mean comparison showed that managers of physical education organization enjoy lower managerial roles (Table 5). Gibbs [36] believes that monotonous of performance and monotonousness of space cause the declining importance of information, communication and decisional roles of managers. Results acquired from researches support that managers play similar roles with different ranks. Similarly, result has conformity with results of Martinko [46] and Lobatkin [42] based on the fact that managers in different circumstances play different environmental, personal and decisional roles.

Research results showed that importance of information and decisional roles in managers of physical organization 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 decisional and informational roles. However, this condition continues to the time that performance is not threatened by internal and external variables or that manager doesn't want to encounter the organization with challenge for its advancement [34, 11 and 44].

Results show that the attentions of federation managers were more towards decisional roles that is indicator of a dynamic environment because it gradually increases information of managers [45-47].

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 (Table 6). 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 workers, showed that highest feeling with regards to work nature (mean 3.81) and the lowest of them salary and benefits (mean 2.01). This result is similar to the findings of Sirin [18], Al- shuwairekh [16], Blegen [23], Adesoye [26], based on the fact that organizational factors have much effect on employees' job satisfaction and attention to this 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 employees. Managers can be a motivation factor for workers 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.

Table 5: t test to compare 'Managerial Roles' with Emphasis on 'two groups of Managers'

Scale	Level	Mean	S.D	t	d.f	Sig.
Manage. Roles	Phy. Edu. org.	173.64	37.97	2.79	118	0.005
	Federations	202.70	30.41			

Table 6: Employees job satisfaction importance

Variable	mean	S. D
Nature of work	3.81	0.40
Coworker	3.42	0.35
Supervision	3.40	0.31
Promotion	2.73	0.31
salary and benefits	2.01	0.23

Table 7: Multi-regression to Anticipate Workers' Satisfaction in Physical Education Organization

Sources of Variables	Complete Square	D.F	Mean Square	R ²	F	Sig.
Regression	300.159	10	42.880	0.034	3.229	0.047
Remaining	278.8653	17	34.892			

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 7).

Results of multi-regression tests showed that leader, entrepreneur and resource allocator indices can be considered as factors anticipating works' job satisfaction (table8). These results explain leader, entrepreneur and resource allocating indices to the rate of 0.79, 0.50 and 0.64 respectively. Based on the acquired results, employees' job satisfaction in physical education organization can be anticipated through grades related to these roles.

$$\text{Job satisfaction} = 0.79(x_1) + 0.50(x_2) - 0.64(x_3) + 2/57$$

$$\text{Leader} = x_1$$

$$\text{Entrepreneur} = x_2$$

$$\text{Resource allocator} = x_3$$

In physical education organization, the leader role has much effect on the job satisfaction. This finding helps managers so that he through skilful leadership role like capacity to adjudicate between employees' differences as well as skill of speech and manner of argument could

Table 8: Regression Indices Related to Table 7

Standard Variable	Anticipatory Variable	B Ratio	Beta Index	Standard Mistake	t Ratio	Meaningful Level
Job Satisfaction	Deviation	2.57	-	1.124	2.93	0.023
	leader Role	0.79	0.54	0.11	2.13	0.001
	entrepreneur Role	0.50	0.25	0.17	2.99	0.004
	Resource allocator role	0.64	-0.47	0.15	-4.044	0,001

Table 9: Multi-regression to Anticipate employees' job Satisfaction in federations

Sources of Variables	Complete Square	D.F	Mean Square	R ²	F	Sig.
Regression	1555.573	10	222.222	0.29	4.325	0.003
Remaining	12741.580	103	51.377			

Table 10: Regression Indices Related to Table 9

Standard Variable	Anticipatory Variable	B Ratio	Beta Index	Standard Mistake	t Ratio	Meaningful Level
Job Satisfaction	Deviation	8.57	-	0.43	19.87	0.001
	leader Role	0.477	0.09	2.22	0.028	0.001
	disseminator Role	0.44	0.47	0.058	7.46	0.104
	monitor role	-0.24	-0.127	0.26	-2.37	0,019

safeguard employees' satisfaction and directly influence their performance. In leader 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 [38].

Managers also emphasized on entrepreneur 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 their entrepreneurship role, managers plan and execute changes and transformation in an organization and they are in search of opportunities and threats. In accomplishing this role, managers can share much of his responsibilities and could not directly do the activities related to entrepreneurship. This could itself help create employees' participation and their job satisfaction. With due attention to higher capacity, sports organization is suitable in entrepreneurship and managers have special attention to this role.

With respect to the role of resource allocation, manager supervises over financial resources, time, primary material, equipment and human resource. The resource allocation includes three fundamental elements such as time distribution planning, work planning and transfer of

decisional role to other members of organization. Managers, often, encounter with shifting part of decisional information to employees as their satisfaction has multiple effect.

Multi-variable regression results between job satisfaction and roles of managers of federations showed that leader, monitor and disseminator indices could be considered as anticipating factors for employees' job satisfaction (Table 9).

According to the results, leader, disseminator and monitor indices were to the rate of 0.477, 0.44 and 0.24 respectively. Based on the acquired results, employees' job satisfaction can be anticipated through grades related to leader, disseminator and monitor roles [10].

$$\text{Job satisfaction} = 0.477(x_1) + 0.44(x_2) + 0.24(x_3) + 8.65$$

$$\text{Leader} = x_1$$

$$\text{Monitor} = x_2$$

$$\text{Disseminator} = x_3$$

After the leadership role, the disseminator 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 invaluable 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. Who determines the value of information is no other than manager himself. Wrong imagination and deduction between members of an organization would lead to disorder in programs and organizational activities and hence, lack of satisfaction among employees.

Three roles that have less effect on job satisfaction are figurehead, spokesman and negotiator. With respect to high importance of these roles in optimum efficiency of organization this point has had much attention and probably would be related to weak information distribution inside the organization because managers, in this role, are mostly attached to outside audience and perhaps provide essential grounds with interferences [46, 48].

Managers are always attacked to human resources of organization through their managerial roles. Cases like appointment, training, preservation of human resource, fixation of budget, information distributions and organization that caused internal communication in the organization. Similarly, managers must coordinate scattered information inside and outside the organization and put them into operation in accordance with organizational aims. Although, sports managers have much similarities with general managers but there are remarkable differences too. Unlike general managers, sports managers not only deal with wider issues and problems rather encompass obligation that principally are needs of sports [30]. As such, sports managers could bring the problems of organization to the minimum possible levels through inclining workers for common insight, encouragement for reaching to landscape, providing essential resources for development and evolution of employees' efficiencies.

CONCLUSION

Results showed that Figurehead, monitor, liaison, Leader, Resource Allocator, Disturbance Handler roles from the point of view of managers have much importance that however contradicts with viewpoints of other researchers. 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.

In the current research, the most important factors for job satisfaction, from the point of view of employees, was nature of work that is similar in most studies and could result into feeling of responsibility of employees and their understanding of works. But, the rate of satisfaction has assessed to the lowest level from salary, benefits and evolution conditions. Taking into account these conditions, managers' attention seems necessary towards developing wage condition and correction in employees' promotion structure. Lack of job satisfaction could encounter organizations with problems in preserving invaluable employees and absorbing talented people and in the long run, it will have negative impact on the performance of an organization. Therefore, study of job satisfaction must be taken into account as an important factor in the performance and success of an organization.

The current research attempted to highlight the impact of managers 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 leader role has had the highest effect on job satisfaction. However, sports managers had assessed the leader role as fourth in the list with respect to its importance. Due to the nature of internal and external dynamism of sports organization, leader 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 leader 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 employees in the decision-making. By this way, access to long-term and big aims would be achieved with experts. In this research, it is attempted to fill a research gap in the role of sports managers. Results brought suitable assumption to complex works of sports managers and employees' job satisfaction and thus develop the managerial behavior.

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