

Does Perceived Management Style Affect Decision-Making Self-Esteem? A Study on Sports Managers

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Abstract

This research is carried out to examine the relationship between perceived managerial management styles and decision-making self-esteem (self-respect). The research is accomplished with the participation of 161 managers, 138 (85.7%) male and 23 (14.3%) female working in public and private sports institutions in Sakarya. The data are obtained by face-to-face survey technique from people determined by convenient sampling method. Descriptive statistics and structural equation modeling are used in the analysis of the data. According to the results of the research, a positive and significant relationship is found between the decision-making self-esteem of the participants and the autocratic and liberal management styles of their managers. A significant negative correlation is found between the decision-making self-esteem (DSE) and the democratic management (DM) approach of administrators. According to the managerial level, it is determined that while DM negatively affects the DSE in lower and middle level managers, this effect is insignificant. On the other hand, while the effect of autocratic management (AM) on DSE is positive and statistically significant in lower level managers, are negative and statistically insignificant middle level managers. Finally, while the effect of laissez-faire leadership (FLM) on DSE in lower level managers is not found to be positive and statistically significant, it is found to be positive and statistically significant in middle level managers.

Keywords: Managers styles, Sports organization, Manager level, Self-esteem

Algılanan Yönetim Tarzı Karar Verme Özsaygısını Etkiler mi? Spor Yöneticileri Üzerine Bir Araştırma

Öz

Bu araştırma algılanan yönetici yönetim tarzları ile karar verme özsaygısı (benlik saygısı) arasındaki ilişkiyi incelemek amacıyla gerçekleştirilmiştir. Araştırma Sakarya'da kamu ve özel spor kurumlarında çalışan 138'i (% 85,7) erkek ve 23'ü (%14,3) kadın toplam 161 yöneticinin katılımı ile gerçekleştirilmiştir. Veriler uygun örnekleme metoduyla belirlenen kişilerden yüz yüze anket tekniği ile elde edilmiştir. Verilerin analizinde betimsel istatistikler ve yapısal eşitlik modelinden yararlanılmıştır. Araştırma sonuçlarına göre, katılımcıların karar verme özsaygıları ile yöneticilerinin otokratik yönetim ve tam serbesiyetçi yönetim tarzları arasında pozitif yönde anlamlı bir ilişki bulunmuştur. Karar verme özsaygısı (KÖS) ile yöneticilerin demokratik yönetim (DY) yaklaşımı arasında negatif yönlü anlamlı bir ilişki bulunmuştur. Yönetici kademesine göre DY alt ve orta kademe yöneticilerde KÖS'ü negatif yönde etkilerken bu etkinin anlamsız olduğu belirlenmiştir. Diğer yandan otokratik yönetimin (OY) alt kademe yöneticilerde KÖS üzerine etkisi pozitif yönlü ve istatistiksel olarak anlamlıyken, orta kademe yöneticilerde negatif yönlü ve istatistiksel olarak anlamsız olduğu son olarak tam serbesiyetçi yönetimin (TSY) alt kademe yöneticilerde KÖS üzerine etkisi pozitif yönde ve istatistiksel olarak anlamlı bulunmazken, orta kademe yöneticilerde pozitif yönlü ve istatistiksel olarak anlamlı bulunmuştur.

Anahtar Kelimeler: Yönetici tarzları, Spor örgütü, Yönetici kademesi, Özsaygı.

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INTRODUCTION

The management organization is the unit tasked with achieving pre-designed goals. The organization will be effective if the investment developed (functionally used) within the organization is as expected or yields a profit. Using appropriate and correct principles in the management of an organization will make it possible for many activities of the organization to reach the expected goals (Prayogi et al., 2019). As a matter of fact, management is the situation in which a leader uses his own resources in the best possible way in order to achieve the goals of the organization. For this reason, there are some rules to be followed in the management process: The most important issue to be dealt with in this process is the decision-making process (Aydın, 2000:126).

In its simplest form, a decision can be defined as “*answering a question or choosing between two or more alternatives*” (Köklü, 2012; Rowe et al., 1984). Therefore, the ability to select the best alternative from the pool is related to the decision-making process (Hammond, 1999). The decision-making process is a behavior that results in determining the person when and how to decide against this situation after the person realizes that there is a situation needs to be decided (Alver, 2004). In this context, the steps of the decision-making process include collecting information, identifying the collected information, creating new information, examining this information and determining a course of action accordingly (Krumboltz & Hamel, 1977). In addition, decision making is defined by Scott & Bruce (1995) as “a tendency based on the habit of reacting in a certain way, without a personality trait, that an individual exhibits when faced with a situation in which he or she has to make a decision” (Scott & Bruce, 1995, cited by Ülgen et al., 2016). For this reason, decision making is one of the basic functions of management (Hampton & Shull, 2014), and it is possible to talk about many positive and/or negative situations that may arise while making managerial decisions. In this context, administrations should systematically use their decision-making styles and measure the impact of these strategies in order to achieve predetermined goals and outputs.

From a managerial point of view, decision making is the first step and does not begin and end, it continues throughout the entire management process. For this reason, when it is claimed that the decision-making process takes place the axis of other management processes, the approach adopted in decision-making greatly affects the functioning of the administration (Bursalıoğlu, 2002: 82). In other words, the approach adopted in decision making is the main determinant of the preferred management style. In this respect, the management style gives clues about the structure of the organization. As a matter of fact, while the organizations where decisions are taken only by the managers have an autocratic (despotic/tyrant) structure, the organizations where joint decisions are made democratic and the organizations where the decisions are transferred to the employees have a completely free structure. This type of management style is called “autocratic management style” which a manager gives orders to the members of the organization and makes decisions on his own without any consultation. Autocratic managers often ignore the advice of their subordinates (Knott, 2001). Leaders who adopt a democratic management style respect and value their employees in the organization and also aim to contribute to the organization by encouraging their participation in decision-

making processes and increasing the efficiency of employees (Başaran, 2004; Zorlu, 2009). Leaders who allow full liberalism have an approach where employees do not need a manager much, the leader hardly interferes in the decisions of subordinates, allows everyone to set their own goals and make their own plans-programs in line with the tasks assigned to them. Leaders who adopt this approach do not fully use their powers and completely transfer these rights to their employees (Şahin et al., 2004). According to Lewin et al., (1939; as cited in Tomaskova & Kopfova, 2011), autocratic, liberal and democratic forms of government are the most widely used and transferred forms of government.

Regardless of the preferred management style, managements must make decisions at different levels and on various issues in order to achieve the determined objectives of the organization. In other words, various decisions are made depending on the hierarchical levels in organizations in line with the objectives. These decisions are stated by Koçel (2011) and Lamba (2014) as corporate, strategic, managerial, and operational decisions. Research reveals that the methods and strategies that individuals determine in the decision-making process are related to many personal factors such as personality, emotional intelligence, problem solving, stress and leadership styles (Deniz et al., 2015; Shiloh et al., 2001). On the other hand, Onaran (1971) collects the factors that affect the decision-making process under three headings: Individuals and groups, organizational structure (structural factors) and organizational environment (Cited by Lamba, 2014). In particular, since the decision-making behavior is a humane action and the employees are not alone in the organization, the personal motives, perceptions, attitudes, and values of the individuals are affected by the organization and the senior management and individuals also affect the organization (Lamba, 2014).

In summary, individuals working at different levels in an organization should make and implement various decisions that concern the entire organization. On making these decisions, individuals can be affected by various factors, especially interpersonal relations. Therefore, the leadership styles adopted by the managers depending on various factors affect the attitudes and behaviors of their employees as well as their decision-making styles. In other words, the perceived leadership styles of the employees in the middle and lower management levels can affect their decision-making success or failure. In this context, the aim of the study is to examine the relationship between the perceived management styles and decision-making self-esteem levels of middle and lower-level sports managers working in the public and private sectors.

METHOD

Research Model and Hypotheses

In this study, the relational survey model, which is one of the quantitative research methods, was used. The importance of the studies that the effect of the management styles of the senior managers, working in various public and private sports institutions, on the decision-making self-esteem of the lower and middle level managers is examined in terms of differences

depending on the management level. The research model is created as seen in Figure 1.

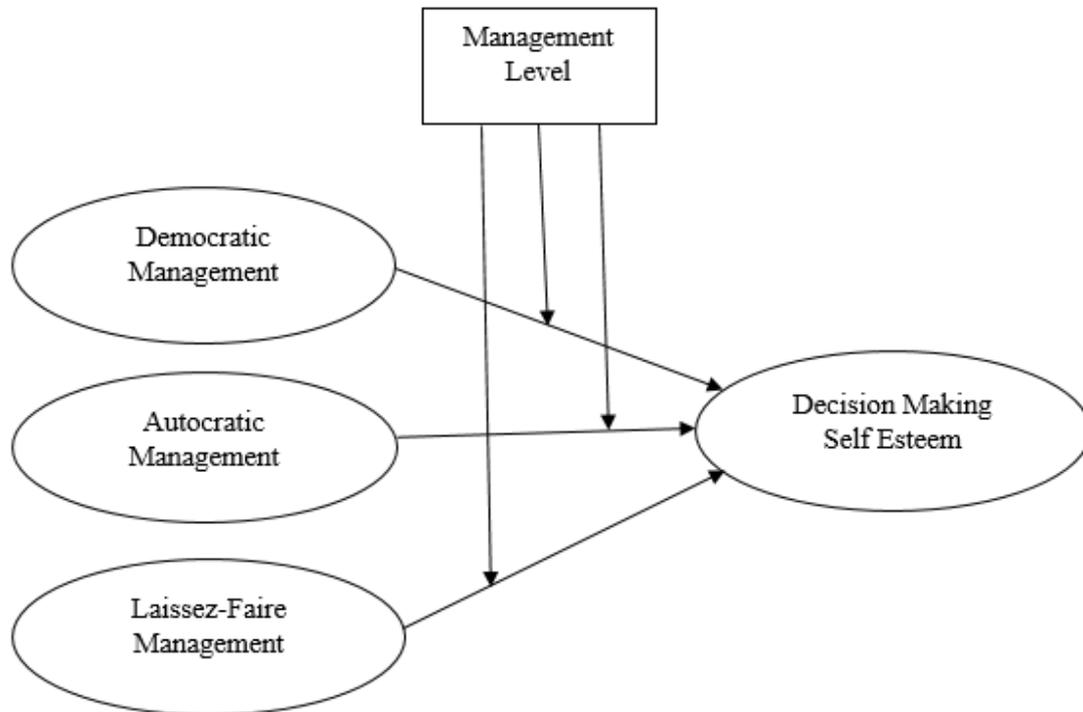


Figure 1. The Manager's management style-the conceptual model of one's decision-making self-esteem

Hypotheses

H1 = The effect of the manager's democratic management approach on the person's self-esteem in decision making varies according to the management level.

H2 = The effect of the manager's autocratic management approach on the person's self-esteem in decision making differs according to the management level.

H3 = The effect of the manager's laissez-faire leadership approach on the person's self-esteem in decision making differs according to the management level.

Participants and Procedure

This research was carried out with the participation of sports managers working in public or private sports institutions in Sakarya. The data were distributed to sports managers in 198 questionnaires using the non-probability sampling method, convenient sampling method and face-to-face survey technique, in June and July of the 2019-2020 academic year. 161 suitable for use were included in the study and 161 people formed the sample of the study with the returned questionnaires. The completion time of the questionnaire varies between 10-15 minutes. Participation in the research is on a voluntary basis. A brief explanation is given to the participants for informational purposes. After the completed questionnaires are examined in terms of fixed markings with the same value, inconsistent markings for control questions,

missing and/or incorrect values, a total of 161 (81%) questionnaires are accepted for analysis. 85.7% (n = 138) of the participants are male and 14.3% (n = 23) are female. 21.1% (n = 34) of the participants are in the 20-29 age range, 46.6% (n = 75) are in the 30-39 age range, 23% (n = 37) are in the 40-49 age range and 9.3% (n = 15) are 50 years or older. When the education levels are examined, 18% (n = 28) of the participants have high school, 61.5% (n = 99) undergraduate and 20.5% (n = 33) graduate degrees.

Ethical Approval

Ethical approval was obtained for the research from Sakarya University of Applied Sciences Scientific Research Ethics Committee on 08.11.2022 with document number E.65453.

Data Collection Tools

The questionnaire form used for the research was created within the framework of the theory and findings presented in previous studies in accordance with the purpose of the research. In this context, a personal information form prepared to obtain various personal information about management styles questionnaire, Melbourne decision making questionnaire and sports managers scale was used.

In the creation of the questionnaire, attention was paid to ensure that the statements are clear and understandable, including the selection of the group, and that the associated statements are presented in groups in order to ensure that the scale is suitable for measuring research variables. The questionnaire was initially administered to 20 people to determine whether there is a lack of clarity, intelligibility, fluency, or significance prior to engaging the fieldwork.

Personal Information Form: In order to collect information about the personal characteristics of sports managers, a personal information form was prepared by the researcher. The personal information form includes information on the age, gender, marital status, education level, field of education, industry, management year and position (lower/middle level manager) of sports managers.

Manager Behavior Questionnaire: In the research, the Manager Behavior Questionnaire (MBQ), developed by Terzi & Kurt in 2005, was used to determine the perceptions of sports managers working at lower and middle levels about the management styles of sports managers working at upper levels. Before the development of the MBQ, the literature was reviewed to identify autocratic, democratic participatory and managerial behavior that allows full liberalism. In the validity and reliability studies, the Cronbach's Alpha (α) value of the scale is found to be 0.79 (Batmaz, 2012: 97). In order to increase the reliability coefficient of the scale as a result of the Cronbach alpha test, the 7th question excluded from the analysis. In this way, the reliability of the scale is increased from 0.76 to 0.79, and the scale has a five-point rating system as never, rarely, sometimes, often, always. The MBQ scale consists of 29 questions and three sub-dimensions that include autocratic, democratic and fully liberal management behaviors (Batmaz, 2012: 96; Terzi & Kurt, 2005). When the reliability analyzes

of the sub-dimensions of the scale are examined, sub-dimensions of liberal management styles the questions constituting (25, 23, 28, 29, 26, 27, 24, 21, 22, 20) is 0,94, and questions constituting the autocratic management style sub-dimensions (12, 13, 11, 15, 17, 14, 16, 18, 10, 19) is 0.94, and questions that constitute democratic management style sub-dimensions (5, 2, 3, 6, 4, 8, 1, 9) is 0.95 (Batmaz, 2012: 97).

Melbourne Decision Making Questionnaire (MDMQ): Originally developed Mann et al., (1998), Melbourne Decision-Making Questionnaire, adapted by Deniz (2004), translated into Turkish, and conducted its validity and reliability studies. MDMQ consists of two parts. The first part measures decision-making self-esteem, and the second part measures decision-making styles. In this study, the first part of MDMQ was used to determine decision-making self-esteem. The first part of the MDMQ consists of six items and three items are scored straight and three items are scored in reversed. Questionnaire questions were formed in the form of "I Trust My Decision-Making Ability". Scoring is given as 2 points for the "True" answer to the items, 1 point for the "Sometimes True" answer, and 0 point for the "Not True" answer. The maximum score that can be obtained from the scale is 12. High scores indicate high self-esteem in decision making. The internal consistency coefficient of MDMQ is reported as .72 (Deniz, 2004).

Analyses of Data

IBM SPSS 22 and IBM AMOS 22 programs are used to analyze the data. First, descriptive statistics including frequency distributions and arithmetic mean are made. In the normality test of the data, skewness and kurtosis values are tested in terms of univariate normality and multivariate normality is tested with Mardia's (1985), multivariate kurtosis coefficient by meeting the criterion of being between ± 2 (George & Mallery, 2016). The findings showed that the assumption of univariate and multivariate normality was met. The relationships between the structures in the research model are examined by structural equation modeling and the hypotheses are tested.

FINDINGS

The findings of the research and their explanations are given in this section. The mean standard deviation and reliability data for the research variables as well as the relationships between the variables are summarized in Table 1.

Table 1. Descriptive statistics and correlation table

	\bar{X}	SD.	α	DSE	DM	AM	FLM
DSE	1.32	.27	.72	1			
DM	4.34	.45	.87	-.215**	1		
AM	2.16	.63	.77	.248**	-.169*	1	
FLM	1.97	.58	.82	.261**	-.137	.420**	1

N=161, **p<0.01, *p<.05,

According to table 1, that a positive and significant relationship was found between the participants' decision-making self-esteem and their managers' autocratic management and laissez-faire leadership styles ($r=.248$, $r=.261$, $p<0.01$, respectively). A significant negative relationship was found between their decision-making self-esteem and their managers' democratic management approach ($r=-.215$, $p<0.01$).

SEM is performed in hypothesis testing. A value of χ^2/df less than 3, and a value less than .05 indicated good model fit for RMSEA. An NNFI, CFI, GFI value of .95 and above is also an indicator of suitable fit of a model (Byrne, 2009; Kline, 2011; Tabachnick & Fidell, 2007). It was determined that the proposed structural model fit the data well and the results of the goodness-of-fit tests showed satisfactory model fit according to generally accepted standards ($\chi^2/df=4,09$, CFI=.96, GFI=.99, SRMR=.059, RMSEA=.080).

Overall, the structural model paths performed well and two proposed hypotheses were supported and one hypothesis was rejected (Table 2).

Table 2. Hypothesis test results

Hypothesis Number	Relationship	Position	Standardized estimate	t-value
H₁	DM→ DSE	Lower	-.139	-1.325
		Middle	-.198	-1.890
H₂	AM→ DSE	Lower	.357	2.961**
		Middle	-.039	-.367
H₃	FLM→ DSE	Lower	.024	.200
		Middle	.293	2.734**

Note. n.s.= Not statistically significant, * $p<.05$, ** $p<.01$. N=161

According to table 2, while DM has a negative effect on DSE in lower and middle level managers according to the manager's position, it is determined that this effect is insignificant (lower level $\beta=-.139$, $p>.05$, middle level $\beta=-.198$, $p>.05$). On the other hand, while the effect of AM on DSE is positive and statistically significant in lower level managers ($\beta=.357$ $p<.001$), it is negative in middle level managers and this effect is statistically insignificant ($\beta=-.039$ $p>.05$). Finally, while the effect of FLM on DSE is not positive and statistically significant in lower level managers ($\beta=.024$ $p>.05$), it is found positive and statistically significant in middle level managers ($\beta=.293$, $p<.01$).

Table 3. Test for difference between groups

	Lower		Middle		z-score
	Estimate	p	Estimate	p	
DM → DSE	-0,081	0,185	-0,125	0,059	-0,488
AM → DSE	0,146	0,003	-0,020	0,714	-2,283**
FLM → DSE	0,011	0,841	0,148	0,006	1,79*

N=161, ** $p<0.01$, * $p<.05$

According to table 3, multi-group moderation is made for managerial positions through critical ratios (Gaski, 2016). As shown in Table 3, statistically significant differences are

found between the positions of the managers on the way from AM and FLM to DSE ($p < .01$, $p < .05$). There is no statistically significant difference between the positions of the managers on the way from DM to DSE. Therefore, the proposed H₂ and H₃ hypotheses are found to be statistically significant and accepted, while the H₁ hypothesis is not found statistically significant and is rejected.

DISCUSSION

In this study, perceived leadership styles and decision-making self-esteem levels of managers at different levels (lower/middle level) in public and private sector sports organizations were examined. In general, it has been determined that there are significant differences in perceived leadership styles between lower and middle managers. It has been observed that the autocratic management style adopted by the upper management especially in the lower level managers and the fully liberal management style in the middle level managers have a positive effect on the decision-making self-esteem. The findings show that the level (lower/middle) of the sports manager and the perceptions of the leadership style adopted by the top management are important in terms of decision-making self-esteem.

The findings show that the autocratic management style has a statistically positive effect on the decision-making self-esteem of the lower level managers. It is determined that the perceived management style does not have a statistically significant effect on the decision-making self-esteem of middle level managers. Twenge et al., (2010) states that lower-level managers are more willing to be supervised. Studies show that self-esteem in decision making is positively related to problem-solving skills (Deniz, 2004), self-confidence, achievement and productivity (Avşaroğlu & Üre, 2007). In this case, it can be stated that the adoption of an autocratic management style by senior managers may result in higher decision-making self-esteem and, accordingly, problem-solving skills of lower-level sports managers. On the other hand, considering that lower level managers generally need to make operational decisions, it can be stated that clear and precise directives from the top management can positively affect their decision-making process and efficiency.

Another finding of the study is that the decision-making self-esteem levels of middle level sports managers are positively affected by the laissez-faire leadership style.

Fully liberal leadership is seen as a viable leadership style in situations that require expertise in the profession, in environments where there are individuals who have a sense of responsibility and do not hesitate to take responsibility (Cinel, 2008:34). In other words, this type of leadership style does not yield successful results in groups with a low level of education, lack of work experience and knowledge, and people who avoid taking responsibility (Durmaz, 2005). In the light of the explanations, if the middle level sports managers consist of individuals who do not refrain from taking more responsibility and rely on their work experience, the laissez-faire leadership style to be adopted will increase their decision-making self-esteem. However, this type of leadership prevents the leader from using his authority, and for this reason, the gathering of the organization for a common purpose and

reaching the desired and targeted goals, and as a result of all these, conflicts arise within the organization (Durmaz, 2005). In this style, the leader allows the employees to make decisions. However, the leader is still responsible for the decisions taken. This style is appropriate to use when employees are able to analyze the situation and determine what needs to be done and how it should be done. In other words, the leader must set priorities and delegate certain tasks. This leadership style can have positive effects on the transfer of authority (Clark, 2015) and, accordingly, on the decision-making self-esteem levels of middle level sports managers when they fully trust and believe in people who are lower than themselves.

In the organizational environment, self-esteem plays an important role in how one communicates with formal and informal groups (Evans & Dion, 1991), research results support the view that people's decision-making self-esteem is important in such communication actions. According to Strandell (2016), self-esteem is seen as a powerful motivation tool for actions with social consequences. In this case, the different leadership styles adopted by the top management may affect the decision-making self-esteem and motivation levels of the lower and middle managers.

In their study with professional managers, Kaur and Kaur (2018) found a significant relationship between organizational self-esteem or self-esteem for performance and fear of success (Judge & Bono, 2001). Similar studies (Westwood, 2004) show that high self-esteem is more flexible, more productive and more satisfying in one's work order. Based on these results, it can be said that the activities of the managers, their attitudes and leadership characteristics are effective in improving the self-esteem of other employees in the organization or influencing the self-esteem status of the other employees in the organization in line with the results of the study, results are supported/paralleled with the empirical findings obtained in this study.

This study has several limitations that may guide future research. First, the results cannot be generalized to other sectors except Sakarya and the sports sector. Further research can be replicated in a larger sample in the sports industry and in other industries to ensure generalizability. Second, this study is particularly appropriate to determine the perceived leadership styles of subordinates through cross-sectional data. However, the results of cross-sectional data may change over time due to management policy and economic conditions that may change within the cause-effect relationship. Findings of longitudinal studies to be carried on this subject may allow a more comprehensive evaluation of the results of this study. In addition, this research is limited to a quantitative approach. Therefore, future research may adopt qualitative research (such as in-depth interviews and focus groups) on the relationship between leadership styles and decision-making self-esteem, and how to improve employees' decision-making self-esteem levels. Finally, although there are different findings regarding the self-esteem of employees in the related literature (Atılğan & Kaplan, 2022; Bowling et al., 2010; Pierce & Gardner, 2004; Santos et al., 2022; Wiesenfeld et al., 2000), it is seen that the environment created by the leader in the workplace affects employee decision-making self-esteem positively or negatively. It can be suggested that it is determined the functions and mechanisms mediated by self-esteem related to the functioning of organizational processes

such as work structure, social organizational support, psychological ownership, roles in the workplace and workload for future studies about managerial behavior of managers in the business environment.

Conflict of Interest: The authors of the article do not have any personal or financial conflicts of interest within the scope of the study.

Researchers' Contribution Statement: Research Design-SÇ, Data Collection- UA, AA, Statistical Analysis- EE; Preparation of the Article, SÇ, UA, EE.

Ethics Committee Approval

This research was approved by Sakarya University of Applied Sciences Ethics Committee (08.11.2022/No:E.65453)

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