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## **The Impact of Mental Skills on Management Skills and Selecting Management Models on Sports Managers**

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### **Abstract**

The aim of the study was to present a model of affecting the mental skills on management skills and selecting management models of manager's directors. The research is a correlation with what was conducted in survey type. 199 out of the 405 members of Isfahan sport directors were classified and randomly selected as samples. Research tools were Bass's management patterns questionnaires (1996), management and mental skills have had proved that the nominal validity, content and dynamics was used. Path analysis was applied to analyze the data. The results showed that psychological skills have effects on management skills and choice of the management model of Isfahan athletic directors. Also management skills are affected by management patterns. The achieved results are indicative of the benefit and the fitness of the structural equation model (AGFI=0/90, GFI=0/90, RMSEA=0/55). The managers need to be at an adequate and appropriate level of psychological skills and these skills have direct effect on the use of their human and technical skills. Conceptual and political skills are ultimately effective on selecting management model, so managers have to increase their psychological and mental skills, so that they would be able to lead their organizations to the maximum effectiveness.

**Keywords:** psychological skill or mental skill, technical skill, human skill, perceptual skill, political skill, management model.

## Introduction

In the contemporary world, organizations are constantly seeking innovation, managers of twenty-first century organizations also have to have modern thought and ideas, and be successful, intelligent and alert, sensitive, hard working (Nazari, et.al ;2014). It should be noted that the management in the competitive environments is of the basic advantages of the organizations. In today's world, there is usually a famous manager at the top of a large organization. To reach prosperity and achieve strategic objectives of their organizations, managers should be efficiently and effectively operational, (Gabriel & Alina; 2015). In this way, those sports organization which are working on sport development are also not exempted from this issue and they necessarily need efficient leader and good managers (Yaqubi, et.al; 2016). In other words, for buildup and maintenance of an impressive and sustainable organization, special qualified managers needed such technical skills, human, perceptual and social skills, creative skills, skill of accepting criticism and intellectual skills. (Goodarzi, et.al; 2012). The role of mental skills is to measure mental activities specially its mental aspect that has become the most important (Biglar, et.al; 2015). So one of the main challenges in senior management is prioritizing mental, communicational and management skills (Seyyedinezhad, et.al; 2014).

The leadership discussion has always been one of the human social discussions. The successful creation of teamwork depends on proper and efficient management. So to achieve their aim and hit the common objectives, a group of people need to have an efficient and capable leader or management (Moradi, et al; 2014). Leadership in organizations has a very important role to shape the views of staff, respond to alterations and accept innovations. The study showed that organizations could be only successful provided that managers and staff are associable, do efforts and work together to improve the system (Omorigi, et.al; 2015). Management model is a kind of sustainable system which can be counted as the special behavior of a leader. Researchers believe that the leadership's new approaches can have desired effects on followers' attitude and can also increase the employee's satisfaction and commitment. Followers can take a leadership model for the long-term survival and development of the organizations. Thus expression of an effective management is very important (Nazempoor and Hadadpoor; 2014). Since the management model is a demonstration of ideology, worldview and personality of managers, so the factor that can affect the management model is depended on the way of leader's attitude to his role and employees of the organizations, (Nazari, et.al; 2016). Therefore, the proper use of management models can lead to increase the followers' loyalty and commitment (Hallaji, et.al; 2011). Theory of structuralism and transformational leadership is one of the theoretical frameworks that were first introduced by Bass (1996). The investigation of further researches shows that the transformational leadership compared to other structuralism leadership styles has positive effect on motivation, operation, organizational success, job satisfaction, organizational commitment, performance, effectiveness, and generally organizational interest (Sheikhalizadeh and Tejari; 2014). In this regard, Omoriji et.al (2015) have pointed out that transformational leadership causes increase of staff's capabilities, improve creativity, discipline and accountability. Therefore, the transformational leadership that takes account of the personal consideration, ideal behavior, individual stimulation, inspirational motivation, and ideal features has to be used as a guide in the organization, and also be a guide for the sports organizations.

Managers often need to know management skills that can provide proper context for their activities. The most popular theories about the efficient management lead and end to the issue

that an efficient manager must be expert on these four skills: technical skill, cognitive skill, human skill and political skill (Kheirmand, et.al; 2012). Since all the skills for doing the duty are required for managers, deficiency and debility in each one of them could reduce their chances to success and finally the organization's success. In general, in new organizations, in this modern world no manager could be successful without having basic management skills, Therefore, managers need to have a good knowledge of the dynamism of their work environment. In other words, the efficiency and effectiveness of managers performance are based on management skills (Goodarzi & et.al; 2012). Nazari & et.al; (2016) make proper planning necessary for effective athletic directors to improve communication and management skills in these organizations. In addition, Goodarzi & et.al; (2012) have stated that managers that take into account the effective communication networks, and improve human skills, including improvement of communicational skills and management skills of the athletic managers, and explaining the relationship between them can improve the level of communication. Ultimately, this will lead to organizational effectiveness.

Managers are guarantors of success or failure of any organization. Management quality at all levels indicates manager penetration and effectiveness. Organizational management and human resources management skills determine how well an organization operates. In fact, these skills are the ability to apply the technical knowledge and personal experience of a manager (Salehi and Mohammadi; 2014). Human skills means special abilities and qualities to control and manage oneself and others (Turki & et.al; 2015). This includes understanding dependencies and interaction between different parts of an organization which is called perceptual skills (Fani& et.al; 2014). Political skills include effective understanding of others, the application of such a knowledge to influence others, and putting it in progress for the promotion and cooperation or personal purposes (Fani& et.al; 2015). Therefore, effective use of political skills is increasingly important in management jobs (Torki et al,2011), Fani ,Sheikhinezhad and RasteMoghaddam (2014). Political skills are a key to career success which is essential for the organizations. When people move to the top of hierarchy, importance of technical specialty decreases, but political skills increases. Political skills are used as a catalyst in increasing communications, and political understandings.

Effects of manager's mental skills on their performance and study of them in sport psychology is very important these days. Mental skills in sport are recently divided into three categories: basic skills (goal setting, confidence, and commitment), psychosomatic skills (reaction to stress, relaxation or stress, control the fear, refreshment or mental energy), and cognitive skills (concentration or focus, illustration, mental workout, competition design). The more general skill are categorized as behavior skills, emotional and cognitive skills (Sasani Moghadamm and Bahrololoom; 2011). Studies in the field of mental skills show that psychological factors play a significant role in improving the performance of the people and increasing of their health (KeramatiMoghaddam et al; 2015). The world Health Organization states that mental skills like interpersonal relationships recommend problem solving and decision-making. It implies that these skills cause increase in some variables such as confidence, satisfaction and enjoying. In fact, those skills include goal setting, focusing, coping skills and mental toughness (Birrerr and Morgan; 2010). Four mental skills, good effective programming, controlling mental states and controlling feeling and achieving planned goals are crucial. In fact, being aware of the role of the mental and inner activities is important (Moghaddam , Bahrololoom; 2011).

Little research has been done on the issue of mental, political and management skills, the same for the psychological and political skills required for managing athletic directors. So the

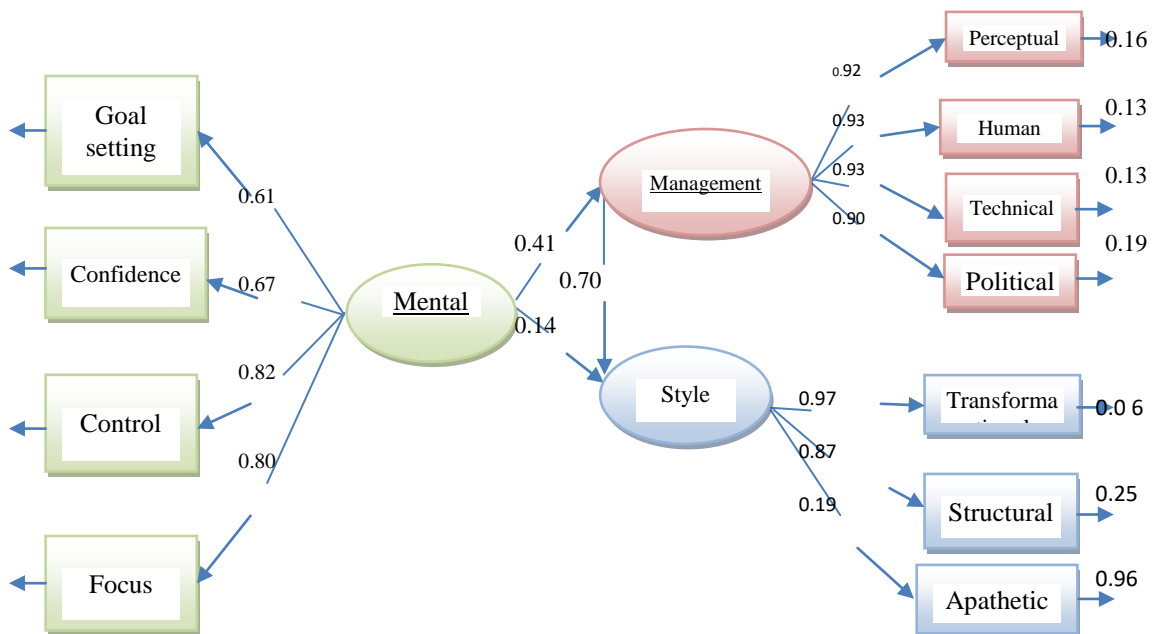
necessity of studying the role of management skills specially psychological and political skills and the method of managing athletic managers, encouraged researchers to present a model of how to choose athletic managers. The models based on the ability to present solutions and new tools available to athletic managers. It also encourages sport managers to increase the performance of their management and ultimately improve the promotion of the organization. This study may be a new step for further research and study in the future. It may make more scientific justification for mental skills, management, and political skills in selecting the correct management models of sport managers. Lack of adequate researches on the impact field of mental and political skills on the management type of athletic managers from one side, and also low checking of these skills pushes researchers to do more study in this field. The results of this study can help sport administrators to achieve their objectives. Given this consideration, this study aimed at investigating the effect of mental skills on management skills and on the selection of managers. On the other hand, there are limited studies about the effect of manager's mental skills on management skills (specially the psychological and political skills of sport administrators) and also on the influence of management model from these two variables. Given the importance of management patterns factors, management and mental skills, researchers will present a model to show the impact of psychological and management skills on the choice of management model. They will answer to this question: how can psychological and mental skills effect on selecting management model of sport directors?

## Methodology

The present research is descriptive in terms of how data are collected. It is a kind of correlation study because its aim is to find effect of variables through conducted a survey. Statistical data was derived from organizations of Esfahan's sport managers including youth and sports department, the board of sports, gyms, sport managers of department of education and six areas and the physical department of universities. Approximately 405 persons were included. Cohen formulation (2007) was used to determine the volume of statistic sample. According to the calculation of volume, a sample of 199 persons was considered. Given that the number of sport managers in Esfahan was different, and to be able to include the share of managers, a class random sampling (according to the volume of statistical society) was used. Study tools include the questionnaire of Bass management patterns (2011) with three patterns (transformational, structuralism, apathetic). First introductory study was prepared and then it presented ten sports teachers in management and planning field and asked them to tell their opinions about face validity and content validity. After the introductory study confirmed structural validity through the exploratory factor analysis test, SPSS software package was used. Structural validity is a questionnaire in which management skills according to four factors (technical, human, perceptual and political skills), and mental skills pursuant to four criteria (goal setting, confidence, concentration, controlling mental state) were calculated. In the introductory study the split-half of 30 questionnaires is used; after distribution and collecting the introductory study, the questionnaires were calculated by Cronbach. Final results of questionnaires showed: 0.88 for mental skills, 0.91 for management skills, and 0.79 for management patterns. All data were analyzed by the 19 versions of SPSS software package and the 8.54 version of Lisrel software.

## Results

The results obtained from destructive statistics with regard to the population gender, showed that about 66 percent of study population are men and approximately 30 percent are women. Regarding the level of education, the highest absolute frequency belongs to bachelors and the lowest belongs to people with diploma around 5 percent. The subjects work experience rate showed that people who have more than 20 years and between 11 and 15 years job experience respectively, owned the highest frequency with 34 percent and the lowest frequency with 12 percent. Kolmogorov-Smirnov test was used at the beginning to show the normality of samples, and for the homogeneity of variances Levin test was applied. From obtained results, the sample under study that adheres to the normality distribution and study variables had the homogeneity of variances. The model figured in Table no-1 shows the measurement of psychological skills, management skills, and management patterns in the state of standard estimate.



**Figure 1.** The main research model-modified indexes

**Table 1.** Study the appropriate index for model

Index name	Standard value	Index value	Results
Chi-square statistic	-	61.15	-
Degree of freedom	-	41	-
The proportion of chi-squared to degree of freedom	-	1.49	The fitting of model is appropriate
p-value	More than 0.05	0.224	The fitting of model is appropriate
G.F.I	More than 0.9	0.90	The fitting of model is appropriate
A.G.F.I	More than 0.9	0.90	The fitting of model is appropriate
N.F.I	More than 0.9	0.92	The fitting of model is appropriate
C.F.I	More than 0.9	0.94	The fitting of model is appropriate
R.M.S.E.I	Less than 0.1	0.055	The fitting of model is appropriate

From Lisrel exit, the amount of  $X_x$  is (371.72) that are partly high. Low levels of this index show the difference between the conceptual models of the study with observed data. The output value 0.032 also shows RMSEA for the model. As much as this index is less, the model has better fitting. In the other words, the model that is provided with such a proportion and fitting indicates the approval of path analysis of mental skills, management skills, and management patterns. **Chi – square ( $\chi^2$ )** Index shows the rate of chi-square statistics for Estaz model in which this index demonstrates the difference between models and data. It is regarded as criteria of a bad model. So as much as this standard is low, it indicates the lower difference between the matrix Variance-Covariant of taken sample and Variance-Covariant matrix that result from taken sample. It shows that the model is not approved. Here, it is necessary to say that the rate of this index is affected by the number of taken samples. The amount of this indicator is (61.5) in this model.

Degree of freedom (df): this indicator shows the degree of freedom and must not be less than zero. Degree of freedom, in this study, is (41).

The p-value index: this indicator is also a standard to approve of the model. There is no consensus of opinions about the acceptability of this index. Some thinkers, in the statistical field, believe that the rate of it must be less than 0.05 while some others lay emphasis on the higher rate of it. P-Value is 0.045 in this study. The root mean square error of approximation (RMSEA): This index was made according to the error of the model and is a criterion of a bad model the same like as  $\chi^2$ . So some thinkers believe that this indicator must not be less than 0.05 while others believe the value is 0.08 for any way, the rate of RMSEA achieved 0.055 in this study shows a good fitting of this model. ( $GFI^2$ ). This indicator is a standard of a good model and higher rate of 0.90. The data shows the suitability for extracted model. The rate of this index is 0.90 for this model in this study. (AGFI): this index is reconciled with GFI with regard to the degree of freedom. Higher rate of 0.90 shows the approval of extracted model. The amount of this indicator is calculated 0.9 for this model. (NFI): This index is also one of the other indexes of the amount of fitting and of a good model. Higher amount of 0.09 shows the approval of extracted model. The rate of this indicator is achieved 0.92 for this model. The

last index is the proportion of  $\chi^2$  to the degree of freedom. Based on researches' opinions, it must be between 2 and 3. It achieved (1.49) for this model that demonstrates its good fitting.

## Discussion and Conclusion

Results of the research showed that psychological skills have effect on management skills as well as on the management patterns and vice versa (management skills has also effect on management patterns). This finding confirms the results of Nazari's study and et al(2016) & Goodarzi's study et al(2012). Nazari et al (2016) in their study showed that communicational skills have effect on transformational and structuralism leadership patterns. In their study has shown that areas of communicational skills have effect on transformational and structuralism leadership patterns. On the other hand, it was shown that transformational patterns priority would be based on negative exception (personal consideration, ideal attitudes, inspirational motivations, ideal behaviors and intellectual stimulations) and structural style. Management, contingent rewards and management are based on positive exception. In this study, management patterns priority, such as transformational, structuralism and apathetic included ideal attitudes, ideal behaviors, inspirational motivations, intellectual stimulations, and finally personal considerations. In the transformational leadership model section, the priority of each section determined which to classify as personal considerations, ideal attitudes, inspirational motivations, ideal behaviors, and finally intellectual stimulations that they have the most crucial role in transformational management model. Also, in structuralism management model, the priority of each areas of this model determined which to classify as management based on negative exceptions, contingent rewards, and finally management on positive exceptions which they have the most vital role in the structural management model. The proposed model for leadership style is exactly in accordance with the Bass's conceptual model (1996), while this model is also confirmed by Nazari et al (2010).

It was shown that psychological skills priorities respectively, control the mental state and concentration that can affect management patterns. Psychological skills could undermine the manager's communicative abilities. This has been studied and the importance of its impact on patterns and management skills has been investigated because the fact of having mental skills will cause increasing the awareness of oneself and the others. High level of this ability and the skills such as concentration, confidence, goal setting and controlling psychotic episodes, will lead to a better relationship in the work flow of the organization. Following an understanding that a manager achieves from himself and others will apply the appropriate management models and staff in the organization, it may be said that psychological skills can increase the ability of staff in how to apply their management patterns in the organization. These skills will affect the selection and utilization of management skills among the athletic directors. The psychological skills of athletic managers are consistent with parts of mental skills (OMSAT).

In the field of management skills, technical skills, perceptual and human skills are in the order of priorities. In this study, management skills include perceptual, human, technical and political skills. Political skill as the fourth skill of the athletic manager has been investigated. Goodarzi et.al (2012) has shown the importance of communication skills in influencing technical, perceptual and human skills of the athletic directors. Therefore, the results of three components about management skills (technical, human and perceptual skills) were equal and in the same direction with Goodarzi et.al (2012) and the fourth one of the political skills as a unique component have been investigated for the athletic directors .

It seems that the allocation of time to achieve organizational goals and planning a strategic direction for achieving these goals gave attention to variances. It focused on critical resources. The belief in one's ability to do the work and have adequate confidence to face the tasks and specified goals is an important area. The manager through job creation and direction can apply more appropriate organization to organizational efforts. He is able through applying his knowledge and education, his effective management skills and ability of utilizing other's capabilities to achieve his aims in the terms of political skills. On the other hand, a manager having these abilities and management skills would be able to choose staff and the appropriate management patterns for the organization. Because actually, selected management patterns by a manager introduces his values and personality. It's clear that appropriate management patterns according to the type of organization could have different effects on the operation of organization. In other words, the role of management pattern on organizational effectiveness or its performance is undeniable. Selection of the management model is very important for the survival and development of the organization in the long term. Therefore, according to the findings, it can be stated that selecting the type of management model of athletic managers is affected by their psychology and management skills. Also management skills are affected by managers' psychological skills.

Generally, it can be stated that psychological skills have effect on management skills. So, we can say: as much as these skill levels are high in the people, they would be able to better apply their technical, human, perceptual and political skills. Also these skills could have major impacts on choosing of the managers suitable behavior patterns with their subordinates in an athletic organization. It can be effective in the long term success of the organization. On the other hand, there is a relationship between psychological and management skills. Having all the skills are necessary for performing administrative tasks and deficiency in each one reduces his chance in success and the organization as well. Having psychological skills includes those skills studied in this research (goal setting, confidence, control of the psychotic episodes and focusing) can increase management skills of the athletic directors. Having the ability of regular effective scheduling to reach predetermined aims, high level of self-confidence and self-esteem increases chances of success of directors. A successful manager identifies himself as a person ,capable of controlling himself in stressful situations, indifferent to unimportant or trivial cases and focus all his efforts on problem-solving and developing his staff's skills. 'The findings showed that two components of psychological skills (goal setting and focusing), have the ability to predict the management patterns of the athletic directors. Therefore, we can say that psychological skills will increase the person's compatibility with the environment. In fact, these psychological skills or mental abilities could be a determining factor in human adaption to its environment. Therefore, having such a skill is important for athletic directors in choosing effective management patterns in the organization, because the choice of appropriate management model in the long term is of the highest important for the organization. Results showed that manager's perceptual skills are capable to predict changes in management models of the athletic directors. Thus increasing the understanding of interaction affects different parts of an organization and increases the analysis of the organizational problems. This would have impact on selection of athletic director's management models. Therefore, due to the fact that mental skills of the managers is an important factor in development and the effectiveness of their work and sports organizations, psychological factors can play a decisive role in advancing the goals of the organizations. In fact, these capabilities will help better understanding of management skills and ultimately will help to correct choice of management models.



## Conflict of Interest

The author has not declared any conflicts of interest.

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