

Structural Equation Modeling of Classification Managers Based on the Communication Skills and Cultural Intelligence in Sport Organizations

Rasool NAZARI*, Zahra SOHRABI**

* Assist. Prof., Department of Sport Science, Isfahan (Khorasgan) Branch, Islamic Azad University, **IRAN**

Email: nazarirasool@yahoo.com, r.nazari@khuisf.ac.ir

** Department of Sport Science, Isfahan (Khorasgan) Branch, Islamic Azad University, Isfahan, **IRAN**

Abstract

The purpose of this research is to develop structural equation model category managers on communication skills and cultural intelligence agencies had Isfahan Sports. Hence study was of structural equation modeling. The statistical population of this research formed the provincial sports administrators that according formal statistical was 550 people. Research sample size the sample of 207 subjects was randomly selected. Cochran's sample size formula was used to determine. Measuring research and Communication Skills (0.81), Cultural Intelligence Scale (0.85) category manager's questionnaire (0.86), respectively. For analysis descriptive and inferential statistics SPSS and LISREL was used. Model results, communication skills, cultural intelligence and athletic directors classification of the fit was good (RMSEA=0.037, GFI= 0.902, AGFI= 0.910, NFI= 0.912). The prerequisite for proper planning to improve communication skills and cultural intelligence managers as influencing exercise essential while the authorial shave the right to choose directors analyst and intuitive strategies for management position shave because it looks better with the managers can be expected to exercise a clearer perspective.

Keywords: Classification Managers, Communication Skills, Cultural Intelligence, Sport Organizations, Structural Equation

Introduction

Since the occurrence of a specific behavior, is dependent on certain conditions, successful managers in achieving organizational goals in mind, therefore, forecast, guidance, control and change employee behavior are the process according to individual differences and the development of human communication in today's world and cultural differences in different societies, extensive research is needed (Yukle, 2008). Lack of communication skills, leading to increased costs and ultimately reduces the effectiveness of Effective leaders build bridges through communication and with words and actions; past and present are connected to a vision of the future that inspires (Nazari et al, 2012). The ability to communicate is the most important deciding factor in the success of the recruitment and start up time (Hengsent, 2003). Usually, leader ship behaviors, program management, structural shapes and external initiatives and how they impact on organization alter for manse (Goudarzi et al, 2011). Man in light of the extensive information exchange and communication, can be thought to acquire new facts and thus contribute to the development of organizational and community development. Relationships, a sense of being in human society and in establish in this relationship provokes person to achieve new skills and new attitudes, As far as the organizations become more widespread, more sophisticated forms of human communication to take (Nazari et al , 2012).

According to the model proposed by Barton communication skills into three sections: verbal skills, auditory feedback and split. It looks at communication skills, feedback from managers, speech and audio are better able to communicate effectively will. Among the problems that managers of sports organizations are largely ignored, especially regarding communication skills including verbal skills are. The best skills in the communication process used by people speaking skills, listening skills while having a lot to haven effective communication process, It should also be noted that feedback skills to athletic executives special help to better understand the meaning soft he connections (Nazari & Nasri, 2014). New source of global challenges in today's dynamic environment, organizations are required to engage in global competition and at the confluence of different cultures worldwide have (Rahimyan et al, 2001). The human Resource Management found that to work in a global environment requires individuals who understand their cultural differences and High effectiveness in multicultural environments and organization storing. Because the ability of a good manager of human resource scalable of a good manager of human resource scalable of strategic considerations. Today, organizations are looking for people who can perform well as a team and the ability to communicate with people from different cultures meet and implement continuous there forfeit is necessary to be familiar with different cultures and communicate effectively with people from other cultures. For this purpose, individuals need to have cultural intelligence (Abzari, Etebaryan & Khani, 2009). Cultural intelligence consists of four components of Meta cognitive, cognitive, motivational and behavioral know. People should be aware of cultural diversity And the ability to cause with people who are different from themselves, and professional working relationship shave (Safari & Radmehr, 2013). Cultural intelligence include stolen trident fiction, understanding and management standards of living in community, social, aesthetic values in society, formal and informal language, cultural belief sand world view of many individuals in a community. Cultural intelligence is one of the most effective tools to perform effectively the duties of the office environment are diverse and heterogeneous labor (Rahimyan et al, 2001).

According to research conducted significant positive correlation between employee happiness and cultural intelligence personnel there. The key to successful communication efficacy predict the development of cultural intelligence capacity keeps (Nasr Isfahani et al, 2013). Iranian While officials had discussed the high level of cultural intelligence (Ziadini & Mahmudan, 2013). Research by in the sport section of cultural intelligence has been done among the cultural intelligence of candidates based on their experience volunteering in the met cognitive cultural intelligence based on work experience, volunteering, there were no significant differences (Hamidi, Andam & Fahimi, 2012). Between cultural intelligence and its component area direct significant relationship with productivity managers (Hoseeini Nasab & Qhaderi, 2010).

The relationship between cultural intelligence and performance are. Incentives greatest effect on performance, while the least effect on the behavioral aspects (Ziadini & Mahmudan, 2013). The relationship between cultural intelligence and transformational leadership is, therefore, one of the factors of cultural intelligence and management patterns of Directors (Asgharzade, 2010). There Between each dimension of cultural intelligence with leadership (Rahimi et al, 2011). These finding suggest that cultural intelligence is an essential factoring leading transformation. Moreover, the results show that teams with high diversity and high risk averse, while the relationship between cultural intelligence and leadership styles and behaviors, there was a significant relationship with leadership style. Given the direct relationship between cultural intelligence and transformational leadership style, pay attention to cultural intelligence the need managers to improve the effectiveness of organizations are emphasized. Given the direct relationship between cultural intelligence and transformational leadership style, pay attention to cultural intelligence the need managers to improve the effectiveness of organizations are emphasized. Managers in terms of cultural intelligence can be none of the categories (local, analyst, visual, audiovisual and mimetic) divided managers understand that each has its own character is tics and is in search of competitive advantage (Hoseeini Nasab & Qhaderi, 2010).

Managers are able to understand and action accordance with their alien cultures is not equal. Some few feet of the national culture and local administrators when they have exceeded their discomfort, uncertainty and in consistency are. They Have In contrast, some of the administrators so they behave if they long have been accustomed to foreign culture. It should be noted that cultural intelligence is an acquired skill the ability to understand another culture, learn more about it and gradually shaping the mindset of the individual to adapt to the culture dictates that when dealing with other cultures to adapt their behavior to better (Zamani & Tabarsa, 2009). Will for complex understanding human behavior, to improve the quality and effectiveness of management and access to corporate objectives for the study of human behavior and how these managers inevitably. Core Relationship managers as one of the members of motivation a strategies in individuals. Due to the nature of sport in cultural, sports, social issues and relationships between managers and employees is very important in influencing the effectiveness of activities. While the corporate system administrators to improve the quality of their interactions with the organization, managers need to establish effective communication with superiors, colleagues and subordinates are. The purpose of this studies Inquire of the field, communication skills and cultural intelligence and enhances the understanding of the field of view of the classification and management of sports managers in effective communication and organizational effectiveness. This research has practical and theoretical implications for the development of management and organizational behavior in

sport organizations provides. With placement testing theoretical theories in communication skills, cultural intelligence and attitude of management is trying to Concepts sap plied to enter the field of sports management able to provide solutions to deal with problems associated with research direction and pave the barriers of sports organizations. A question that has occupied the minds of scholars is that is the relationship between basic communication skills and cultural intelligence agencies athletic directors are there? While the communication skills and cultural intelligence can be classified as managers. The purpose of this research is to develop structural equation model category managers on communication skills and cultural intelligence in Isfahan province was sporting organizations.

Methodology

Given the purpose of this research is correlational research method is the method of structural equation. The population of this study consisted of managers of sports organizations formed. The population of this study is based on data received from these organizations recruiter about 550 people. Cochran's sample size formula for determining the permissible error ratio mentioned (0.05) was used. The sample size of 207 was obtained. In this study, cluster sampling was used to select the sample of the target population. Measurement tools included: Communication Skills Inventory Barton J. (1990) the three dimensions of communication including verbal, auditory feedback measures. The reliability of the questionnaire survey by Nazari and et al (2012), based on Cranach's alpha equal to 0.81 was reported. Cultural Intelligence Scale Early Wang (2003), which consists of four dimensions of cultural intelligence, metacognitive, cognitive, motivational and behavioral measures. The reliability of the questionnaire Abzry et al (2010), based on Cranach's Alpha equal to 0.85 has been reported. Inventory category managers, the manager's questionnaire to five local managers, analysts, visual, audiovisual and mimetic divided. According to the classification questionnaire administrators of the questionnaire was maderight from the preliminary questionnaire was prepared, The preliminary questionnaire was prepared, the ten of Physical Education Masters in Management and Planning was presented and they were asked to express their views freely in the following. To confirm the reliability of Cranach's alpha and Baz-Zmayy were classified as managers. Alpha obtained for category Inventory Manager 86/0 respectively. Statistical methods data analysis was both descriptive and inferential statistics. For data analysis software SPSS / 22 and 8.54 Lisrel / was at 95 percent. Kolmogorov Smirnov tests, Levine, t, F was While structural equation modeling (SEM) is a comprehensive statistical approach to testing hypotheses about the relationships between variables. Through this approach, the latent variables and the observed variables were used.

Results

Gender is distribution suggests that men and women are about 50.3 of 49.7 of the sample volume and sample size formed. The sample size of the group, with about 49% of bachelor's and associate it with the least amount of sample is 4%. The management of most of the sampled group with about 51% less than 5 years the smallest sample size was 11 to 20 years with 5 percent. Before beginning the research hypothesis of normality and homogeneity of variance and ensure that data. For the purpose of statistical analysis used KS and Levin. According to the results at the 95% level variables of normal distribution and homogeneity of variance of the variables are given.

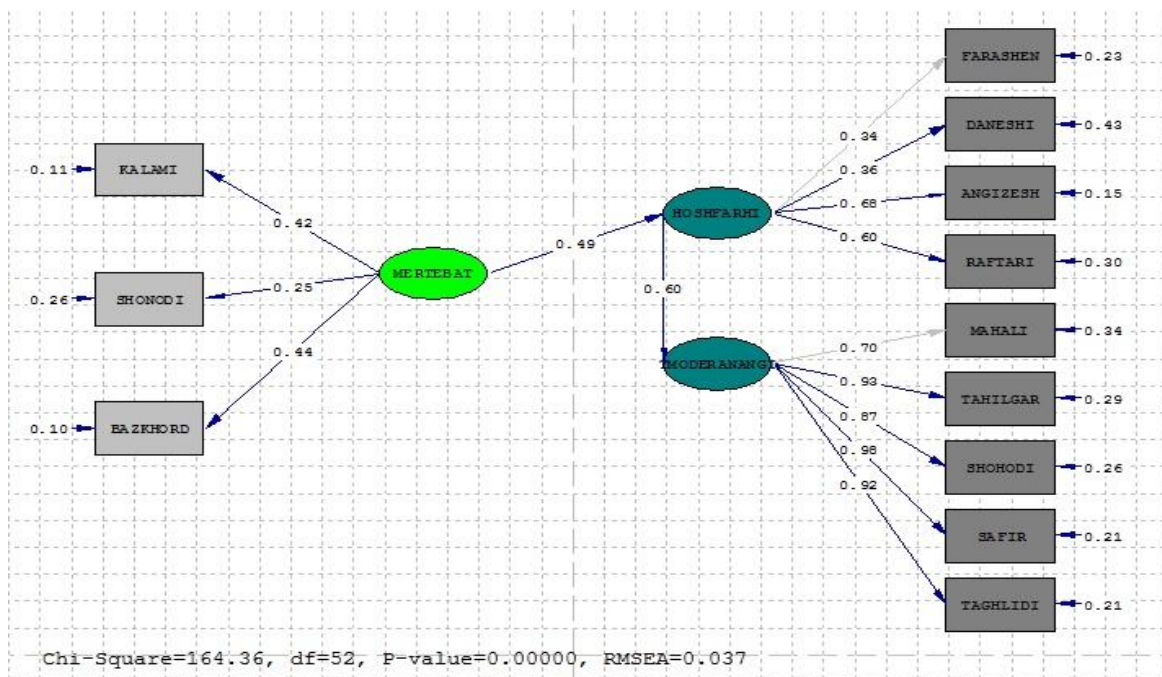


Figure 1: Structural equation modeling standard classification based management, communication skills and cultural intelligence in sports organizations

Structural equation modeling standard classification based management, communication skills and cultural intelligence in sports organizations shows, the results indicate that the model inappropriate.

Table1. Measures of goodness of fit of structural equation models classification based on the managers' communication skills and cultural intelligence in sports organizations

Status Indicators	Index number	Index
Position of the difference between data and model.	164.36	Chi-square index
Because right should not be less than zero	52	df
Best model is the model number indicates the index.	0.00	P-Value
Bashd.dd above model suggests there should be09/0.	0.037	RMSEA
The higher the number, the best model is indicated90/0.	0.912	(GFI ¹)
The higher the number, the best model isindicated90/0.	0.902	(AGFI ²)
The higher the number, the best model isindicated90/0.	0.910	(NFI ³)

¹ . Goodness of Fit Index

² . Adjusted Goodness of Fit Index

³ . Norma Fit Index

LISREL output according to the chi-square value (164.36), which is a relatively high value. The low level of the index reflects the small difference between the conceptual models of the observed data is present Outlet the show (0.037) RMSEA. The lower the index, the better is the fit .In other words, the model fit, and the fit is good, suggests that the directors approved classification based on structural equation modeling, communication skills and cultural intelligence in sport organizations.

Discussion and Conclusions

According to the results obtained forage, verbal components of communication skills, local director, manager, analytics, intuitive director, ambassador, duplication and category managers as well as cognitive, motivational, behavioral and intelligence have significant relationship with age. Results in a significant relationship between ages, verbal skills with Nazari and et al (2012) result's noted that between age and skills of the sport's administrator's words, there was a significant relationship (14), is consistent. While no significant relationship between age and the other elements of cultural intelligence wit results Nasri and et al(2013) that individual differences such a sage is an important factor in the process of cultural negotiation(13), consistent. The athletic directors in the areas of communication skills, including verbal skills, feedback skills, averaging 3.38with a mean of 3.36 and 2.92, respectively, were placed with an average listening skill. According to the results, communication skills, with an average of 22.03 in acceptable condition was above average but the situation was favorable significant differences this indicates that the sports administrator sin the province are not optimal in terms of communication skills, While the listening skills are at a disadvantage with a2.92average.The specific results of the Moein far and et al (2013) Nazari and et al(2012) that the athletic directors of the poor communication skills were reported(10, 14), was consistent. Athletic directors in the province include Motivational cultural intelligence in areas with a mean of 3.58 and 3.40 with an average cognitive, behavioral, cognitive, averaging 3.33 and 3.06, respectively, were used. According to the results of cultural intelligence is above average, with an average of 3.34 in acceptable condition was but this intuition was favorable significant differences this indicates that the athletic directors of provincial cultural intelligence eared not in good condition. The results of the study Rahimi and et al (2010) note that the Iranian industrial managers have a high level of cultural intelligence (16) are in consistent. It looks like two different nature and sports managers and administrators the Mismatch disproved Industry While the sample selected in the uniform of a cultural experience and the management of large industrial companies that have multi-cultural environments is of different nature.

Sports administrators in areas classified in the province, including managers, analysts, managers and local managers with an average of 3.43 with a mean of 3.52, with a mean of 3.36 ambassador directors, managers and administrators and intuitive imitation 3.32 and 3.24, respectively, were averaged. According to the results obtained with an average of 3.37 in the acceptable category manager salsa had a higher than average but this intuition was a favorable significant difference this indicates that the athletic directors of the classification of directors are not in good condition. Because it seems to be due to the position of athletic director Isfahan province should exercise analyst and manager with intuitive and ambassador of course be willing to give above average. The analyst manager that managers regularly assess the laws and cultural expectations, learning processes in organizations, it is important for the director, director of cultural affairs of the organization internal and external analysis gives to

solve the problems, strengths and weaknesses and the opportunities and threats are analyzed. While intuitive managers to head out of the cultural issues of special importance, of great insights, insights in to the decision-making process for deciding other favors, to make decisions based on their beliefs finally, in dealing with multi-cultural vague terms of his intuitive judgment uses to control the situation. The intuitive approach to transformational leaders, managers and analysts close the results of the study should be a knowledge Nasri and et al (2012) has indicated that the positive relationship between cultural intelligence and transformational leadership exists (11). These findings suggest that cultural intelligence is a critical factor in leadership development. Rahimi and et al (2013), given the positive relationship between cultural intelligence and transformational leadership style, pay attention to cultural intelligence Brzrvrt managers to better evaluate the stresses (16) is inconsistent. Based on the research achievements, communication skills and cultural intelligence there is a significant relationship manager. Since the correlation coefficients positive, it can be said with a degree of cultural intelligence skills has increased. There Since is no direct research that examines the relationship between communication skills and their cultural intelligences not found, but research has been done in the case of indirect. They include Dkvch and Kashon (2000) suggests that there lotion ship is important, it creates commitment(3), while Hengest (2003) communication capabilities, most deciding factor of success when recruiting patients at the onset of I do not know(8), While Ghadampor and et al (2010) among five distinct personality traits (extraversion, conscientiousness, compliance, Rvanjvry and openness to experience) and cultural intelligence, there was a significant relationship(5), Ziaadini and Mahmoodi (2013) found a significant positive association between happiness and intelligence personnel there cultural workers(21), the results of the present study is based on relationship between communication skills and cultural understanding is consistent with the results of the investigators noted. There based on the research achievements of a significant relationship between communication skills and category managers. In this context, no direct research that can be directly compared with the results of the survey found. Because the interpretation of results in five categories, including managers, local officials, ambassadors, intuitive, analytical and communication skills are imitation is one of the important factors so that the ambassadors one of the attributes pointed managers Nvn example of this is the director to convincingly communicate with confidence and self-esteem refers to the imitation or the executives who head highbinder personal communication skills and the executive director of the insights that are intuitive recognize high sowed can say that the investigations properly classified and the communication skills of managers explained. Based on the research achievements of cultural intelligence and category managers, there is a significant relationship. In this regard, RahimNia and et al (2008) suggest that theater-cultural intelligence and performance management tasks are related (17), Nasr-Esfahani and et al (2013) the relationship between cultural intelligence and performance there. Incentives greatest effect on performance, while the least effect on behavioral aspects, while the direct relationship between cultural intelligence and transformational leadership exist (11), these findings suggest that cultural intelligence is critical factor in leadership development. Hussein-Nasab and Ghaderi (2010), given the directed attain ship between cultural intelligence and transformational leadership style, pay attention to cultural intelligence Brzrvrt managers to improve the effectiveness and efficiency of stresses (9), Asgharzadeh (2010), Ziaadini and Mahmoodi (2013) point out that the key relationship managers to predict efficacy successful development of cultural intelligence capacity keeps (2, 21), Abzari and et al(2009) suggests that managers can be classified according to their cultural intelligence(1)

the research achievements of cultural intelligence plays a role in the classification of manager sat different level sand in the midst of cultural intelligence and classified managers are consist entwist the results referenced. Analysis of the proposed model has good fit and proportion, which suggests that the model is confirmed. Based on the proposed model, the area of sports management, communication skills, verbal skills province respectively, and audio feedback is This model Barthion (1990) model's that the verbal communication skills, auditory feedback was presented a Nazari and Nasri (2014) that the basic skills of communication among athletic directors, respectively, feedback, verbal and audio were provided (15), Non-coherent and is unique in this respect. It seems important language skills and communication skills are the most important component that directors exercise due to the complexities of the situation and the mission should be because they frequently with upstream managers, peers and supervision of bargaining and negotiations rein progress. The cultural intelligence model of the research areas of importance to them motivational, behavioral, has meant that the template pattern Abzri and et al (2009) the areas of cognitive and meta-cognitive cultural intelligence, motivation and behavior is (1) inconsistent. Perhaps this is due to the lack of consistency in the sport province multicultural environment there. On the other hand, most of the areas of motivation and behavior of the component areas of cultural intelligence is objective from the perspective of the provincial sports administrators is important. The classification of director's exercise due to Isfahan, Isfahan Province gains classified athletic director's ambassador to the managers, analysts, duplication, intuitive, and local requirements. Since most executives in sporting ambassador of property managers are therefore ambassador management features include: Director of behaving like a politician, administrator convincingly communicates with trust and confidence, Director of your well-represented and defended the honor of the good and the director is also confident of good who knows enough about what is humility. Manager's analyst characteristics include: Director of regular cultural rules and expectations of the evaluation, organizational earning processes is important for the manager director of cultural affairs of the organizations internal and external analysis gives and managers to solve problems, strengths and weaknesses and the opportunities and threats are analyzed. Properties include imitative executive director is to a large extent on the actions and behavior control, to people that it works director Pass a certain calm, director of communications skills is very important in inter personal communication, sometimes in conjunction with the director of her appear in the admin area. Intuitive management directors who represent the organization for cultural affairs director of special importance, director of insights is high, Intuitive management directors who represent the organization for cultural affairs director of special importance, director of insights is high, Manager in the decision making in sights to other decision-making processes prefers, Manager to make decisions based on their beliefs and finally director of the multicultural face of vague terms of their intuitive judgments aroused to control the situation. Local administrators and managers who head to interact with people with similar cultural backgrounds, director for cultural issues in organization alveolus and cultural backgrounds of the organization as director of corporate culture know. Survey results can become pared with those found in this part of the research. The model presented in this study was classified as managers that are unique in this respect. The general conclusions of the present study suggest that the variable communication skills, cultural intelligence and athletic directors in dictated category that of all the variables studied in the average level of sports organizations. This represents a weakness in communication skills and cultural intelligence is a province of sports administrators. In other words we can say that because managers do not have good communication skills and interpersonal

communication overlook the role of employees in decision making, encourage people to communicate in organizations not organized for the purposes of the case not and the level of job satisfaction among employees have been brought down. Because of Directors intends to exercise remarkable imitation of the managers tends Ambassador It should be noted that the authorities must have appropriate managements strategies In order to achieve the optimal level of communication and cultural intelligence indicators adopted choosing the right people to assume management positions at various level shave a specific concern Managers and analysts with intuitive because the reared righter prospects for the exercise of the imagination.

REFERENCES

- Abzri M, Etebarian A, Khani A (2009). Cultural Intelligence impact on the effectiveness of the group (case study: Mobarakeh Steel Company) of a Change Management. 2(4).p 23.
- Asgharzade G (2010). Cultural intelligence and fun co ns of organize. Cultural Engineering magazine. Issue 41, 42 June and July fourth. Available from hp: // bora. Uhh. No/bit stream /2330/1889/1/Cavanaugh.210- 217.
- Duck S, Kashman (2000). A strategy for communicating about uncertainty. Academy of Management Executive. pp 41-57.
- Earley PC & Mosakowski (2004). Cultural Intelligence: business Review, October, pp 13-25.
- GhadamPour E, Mehrdad H, Jafari H (2010). The relationship between personality traits and cultural intelligence personnel Cultural Heritage, Handicrafts and Tourism of the province. Journal of Educational Psychology, Islamic Azad University.1 (2). Pp81-101.
- Goudarzi M, Nazari R, Ehsani M (2011). Structural equation modeling works on communication skills, management skills and sports administrators. Applied Research and Management Science in Exercise. (1). pp 20-11.
- Hamidi M, Andam R, Fahimi S (2012). Cultural intelligence aspects of volunteers in sport. Sports Management (5) 3 . p.20.
- Hengst JA (2003). Collaborative referencing between individuals with aphasia and routine communication partners. Journal of Speech, Language, and Hearing Research; 46(4):831-848.
- Hosseini N, Seyed D, Qhaderi R (2010). The relationship between cultural intelligence and the productivity of administrators at the schools in West Azerbaijan province. Education ., No. 13 -pp. 44-27.
- Moein far Hameid, Nazari R, Yektayar M (2013). Structural equations modeling of fundamental communication skills with occupational satisfaction and its role on organizational commitment of the sport organizations. European Journal of Experimental Biology. 3(5):190-196.
- Nasr Isfahani A, Bahraminejad R, Azar M (2013). Analyzing the Effect of cultural intelligence on Employee performance in Azaran Industrial Group (Isfahan province). Proceedings of the Edinburgh Mathematical Society. 2013; 54(2):321.

- Nazari R, Ehsani M, Gangoei A, Ghasemi H (2012). Effects of communication skills and interpersonal communication on the effectiveness of sports administrators. *Sports Management Studies*. (16). pp. 174-157
- Nazari R, Ehsani M, Ganjouei A, Ghasemi H (2012). Structural equation modeling of relationship and interpersonal communication on organizational effectiveness between sport managers. *African Journal of Business Management Vol.6 (27)*, pp. 8136-8145, 11 July, 20. Available online at <http://www.academicjournals.org/AJBM>. ©2012 Academic Journals.
- Nazari R, Ehsani M, Gangoei A, Ghasemi H (2013). A structural equation model of communication skills and interpersonal communication on organizational effectiveness sports organizations. *Tehran University Sport Management Journal*, 5 (4), 82-67.
- Nazari N, Naseri M (2014). The model of Relation between communication skills with leadership styles and its role on organizational effectiveness in sport organization. *Research in Sport Management and Psychology*, 2, (1): 7-13.
- Rahimi M, Keshtidar M, Khoshbakhti J (2011). Cultural Intelligence Association directors elected to measure and evaluate the relationship between transformational leadership Basbk. *Sports Management Studies*. No. 14,. pp208-191.
- Rahimnya F, Mortazavi S, Delaram T (2001). Effect of cultural intelligence and performance management functionality *Journal No. 22* .pp28-32.
- Safari A, Radmehr R (2013). The Study of the Effects of Cultural intelligence on Service Staffs professional commitment. *International Journal of Academic in progressive Education and Development*, April 2013. Vol 2, No. 2, p 194-205.
- Yukl G (2008). How leaders influence organizational effectiveness. *The Leadership Quarterly* 19. pp 708–722.
- Zamani A, Tabarsa G (2009). Cultural intelligence competencies managers. *Articles devise* No. 212. p. 12.
- Ziadini M, Mahmudan H (2013). Study of Relationship between cultural intelligence and Happiness Rate of Employees in Kerman saderat banks. *International Journal academic in Business and social science*. 3(2). 131-140.