

# An Analysis of the Impact of Cultural Knowledge on the Job Success of Managers in the General Department of Sports and Youth of Kerman Province

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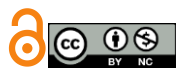
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## ABSTRACT

**Objective:** The primary aim of this study is to analyze the impact of cultural knowledge on the job success of sports managers.

**Methodology:** The research is descriptive-correlational in nature. The statistical population included all managers of the General Department of Sports and Youth of Kerman Province (385 individuals) in 2022, with a sample size of 223 individuals (41 women and 182 men), selected using a random sampling method. The research instrument was a researcher-developed questionnaire, with a Cronbach's alpha reliability coefficient of 0.89.

**Findings:** The results indicated that all components of cultural knowledge had a positive and significant relationship with the job success of managers. The highest correlation was between supervision and control with job success (0.918), while the lowest correlation was between guidance and leadership with job success (0.352). Additionally, stepwise regression showed that all seven components could contribute to prediction, explaining 96.2% of the variance in the job success variable. Structural equation modeling also revealed a path coefficient of 0.975 and a t-value index of 412.62 between the two variables of cultural knowledge and job success.

**Conclusion:** It appears that managers must have sufficient knowledge and awareness of the details of sports programs and their implementation. They should make accurate and low-error decisions in their job performance, and their planning should align with the organization's objectives, aiming for its growth and development.

**Keywords:** Cultural knowledge, sports managers, job success, coaches

## 1 Introduction

In recent decades, sports managers have faced challenges in effectively managing the organizations under their supervision (Nalbant & Aydın, 2022; Rahmani et al., 2024). The commercialization of sports, the rise in societal awareness, increased expectations from athletes and participants in sports programs, global changes, rising sports costs, budget constraints, and burdensome government regulations have forced managers to adapt to new conditions and enhance the necessary skills in their job performance (Ghorbani et al., 2020; Karimzadeh et al., 2024). As cultural knowledge in sports develops, the assumptions and principles we learn or practice in sports management quickly become outdated (Shokriamlashi et al., 2020).

Experienced managers often understand that few strategic policies last for 20 to 30 years. Most existing hypotheses in sports management, whether in execution, organization, or planning, follow this trend (Pourkiani et al., 2017). Nevertheless, a significant portion of activities in the management and operation of sports organizations and clubs has remained unchanged for over 50 years and no longer meets the needs of today's society. Accordingly, the more managers are equipped with contemporary cultural and management knowledge, the higher the success rate of the organization (Penczynski, 2016). Cultural knowledge is key to success, as it provides valuable resources of values, skills, abilities, and creativity to achieve missions and goals, reducing reliance on luck (Monkaresi et al., 2015).

Managers require a set of organized and specialized knowledge to plan objectives, set strategies for organizations and clubs, achieve better results and higher profits, help sports teams succeed in competitions, assist coaches in effective training and guidance of teams, and improve athletes' skills (Sahebkar et al., 2022). Formulating rules and regulations, teaching skills, and most importantly, making creative and timely decisions in critical and competitive situations all require a strong knowledge base. Individual and group experiences, which form the basis of activities, must be grounded in knowledge (Shirvani & Zohrehvandian, 2021).

In today's commercial environment, where sports are regarded as a global industry, teamwork is essential for improvement and progress. Without cultural knowledge, the effectiveness of activities will be minimized. The values of cultural knowledge can be found in the subtle shift in managers' and organizations' attitudes and the improvement of services. Knowledge is always equated with processing

(Shokriamlashi et al., 2020). A systematic collection of dynamic abilities, based on objective and credible experiences, that is constantly evolving. The growth of information technology in sports is remarkable. The scientific movement of sports globally has a significant impact on the programs of sports federations and youth and sports departments (Khoram et al., 2020).

Sports organizations must prepare for regular and continuous improvement based on global changes. Sports managers at all levels must organize systematic innovation and creativity. In such conditions, attracting spectators, athletes, and customers becomes feasible (Beigi & Madavani, 2019). Currently, sports management is evaluated beyond national borders, on regional, continental, and global scales. Global indicators and criteria form the basis for determining the success or failure of approved programs (Ebrahimi, 2019).

Scientific knowledge and managerial competence, often referred to as proactive perspectives, allow sports managers to address critical and impactful external issues (Erkins et al., 2018). Given the increasing complexity and expansion of the global sports system, and the rapid pace of change, managers selected for sports management positions need professional training (Keshavarz et al., 2019). Zardoshtian and Bahrami (2021) in a study on the influence of nepotism on organizational performance, with the mediating role of human resource management in the Ministry of Sports and Youth, observed that many organizations in the country suffer from suboptimal human resource utilization, causing problems. One of the issues reducing the efficiency and performance of employees in domestic organizations is the lack of meritocracy and placing the wrong individuals in inappropriate positions (Zardoshtian & Bahrami, 2022).

We only need to consider some of the issues facing sports organizations today. Topics such as the globalization of sports culture, international sports policy, global sports commerce and revenue generation practices, social needs and expectations, improving the quality of sports services, education, advertising, entrepreneurship, and designing new sports jobs have attracted the attention of academic circles and experts (Zardoshtian & Bahrami, 2022). Here, competent, capable, and well-trained sports management can have the greatest impact and efficiency by leveraging their skills and competencies. Each of the above-mentioned issues requires managerial solutions to achieve a competitive advantage in today's world and implement effective and structured programs (Shabani & Mostafavi, 2022). A manager's cultural knowledge and awareness of

developments in management science can guarantee success in today's highly competitive world (Asadi et al., 2015). However, the extent to which sports managers' cultural knowledge has impacted their job performance is the subject of this study.

## 2 Methods and Materials

This study is descriptive-correlational in nature, aiming to identify the relationships between research variables. The statistical population consisted of all managers in the General Department of Sports and Youth of Kerman Province (385 individuals) in 2022. The sample size was 223 individuals (41 women and 182 men), selected through random stratified sampling. Two researcher-designed questionnaires were used in this study.

A) A questionnaire measuring the cultural knowledge of managers in managerial tasks, containing 39 four-option questions, assessed managers' cultural knowledge across seven dimensions: (1) decision-making, (2) planning, (3) organizing, (4) human relations, (5) supervision and control, (6) guidance and leadership, and (7) evaluation.

B) A questionnaire assessing managers' success from the perspective of coaches, containing 38 five-option items, evaluated managers' success across five dimensions: (1)

complete implementation of the sports calendar, (2) athlete recruitment, (3) success in sending sports teams to competitions, (4) human relations, and (5) administrative affairs.

The content validity was confirmed based on the opinions of professors and specialists, and its reliability was obtained through Cronbach's alpha, yielding 0.89 for the cultural knowledge questionnaire and 0.86 for the managerial success questionnaire. Pearson correlation coefficient, stepwise regression, and structural equation modeling were employed to test the hypotheses, with all statistical operations performed using SPSS 22 and SmartPLS 3 software.

## 3 Findings and Results

According to the results in Table 1, there is a positive and significant relationship between cultural knowledge and the job success of managers. The highest correlation is between supervision and control with job success (0.918), while the lowest correlation is between leadership and job success (0.352). Stepwise regression was used to predict job success based on the components of cultural knowledge. The results of stepwise regression indicated that all seven components have the ability to predict managers' job success.

**Table 1**

*Pearson Correlation Results between Cultural Knowledge Components and Job Success*

Performance Domain	Correlation Coefficient	Significance Level
Decision-making	0.887	0.001
Planning	0.891	0.001
Organizing	0.809	0.001
Human relations	0.728	0.001
Supervision and control	0.918	0.001
Leadership	0.352	0.001
Evaluation	0.678	0.001
Cultural knowledge	0.953	0.001

The results of the job success prediction based on cultural knowledge components are presented in Table 2.

**Table 2**

*Summary of the Model for Predicting Job Success Based on Cultural Knowledge Components*

Multiple Correlation Coefficient	R-Squared	Adjusted R-Squared	F-Statistic	Significance Level	Durbin-Watson Statistic
0.918	0.842	0.841	1179.04	0.001	1.70
0.946	0.895	0.894	937.87	0.001	1.70
0.965	0.932	0.931	999.15	0.001	1.70
0.974	0.949	0.949	1010.20	0.001	1.70
0.979	0.958	0.958	986.01	0.001	1.70
0.980	0.960	0.960	859.29	0.001	1.70
0.981	0.963	0.963	797.79	0.001	1.70

The results in Table 2 indicate that 96.2% of the variance in the job success variable is explained. Additionally, the Durbin-Watson statistic is within an acceptable range, and

the F-statistic in both models is significant, indicating that the models can significantly predict job success. Table 3 shows the variable coefficients.

**Table 3**

*Coefficients Obtained from the Model*

Variable	Standard Coefficients	T-Statistic	Significance Level	Tolerance	VIF
Constant	-	2.38	0.001	-	-
Supervision and control	0.249	7.6	0.001	0.159	6.28
Organizing	0.315	15.89	0.001	0.44	2.27
Decision-making	0.442	14.68	0.001	0.189	5.27
Human relations	0.186	10.06	0.001	0.505	1.98
Leadership	0.114	8.67	0.001	0.621	1.61
Planning	0.175	4.59	0.001	0.119	8.41
Evaluation	0.084	4.27	0.001	0.451	2.21

The results in Table 3 indicate that the standard coefficient for the decision-making variable is 0.44, which has the highest predictive power among the variables. Additionally, the organizing variable with 0.31 and supervision and control with 0.24 are next in line.

Another assumption of regression is multicollinearity, which occurs when an independent variable is a linear function of other independent variables. High multicollinearity indicates that there is a high correlation between independent variables, which might reduce the validity of the model, even if the R-squared value is high. In

other words, even though the model appears to be good, the independent variables may not be statistically significant, and they may influence each other. As tolerance decreases (closer to zero), the information related to variables is reduced, leading to challenges in using regression. The Variance Inflation Factor (VIF) is the inverse of tolerance, and as it increases, the variance of regression coefficients also increases. The VIF and tolerance results show that the independent variables can appropriately predict job success. Since the two main variables in this hypothesis are latent, structural equation modeling is used.

**Figure 1**

*Standard Path Coefficient between Cultural Knowledge and Job Success*

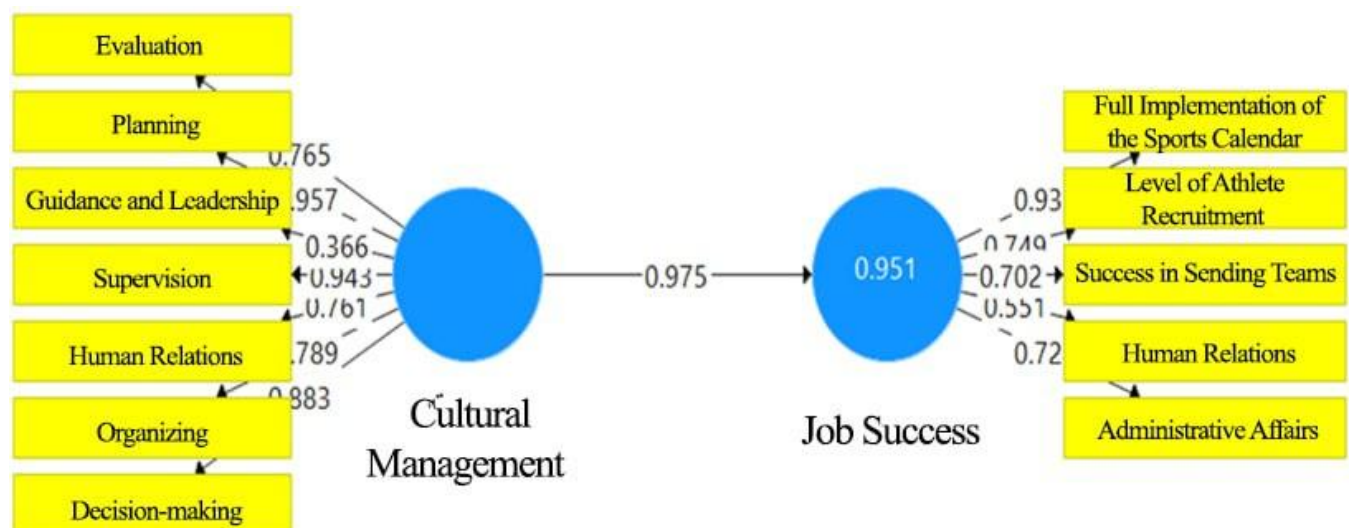
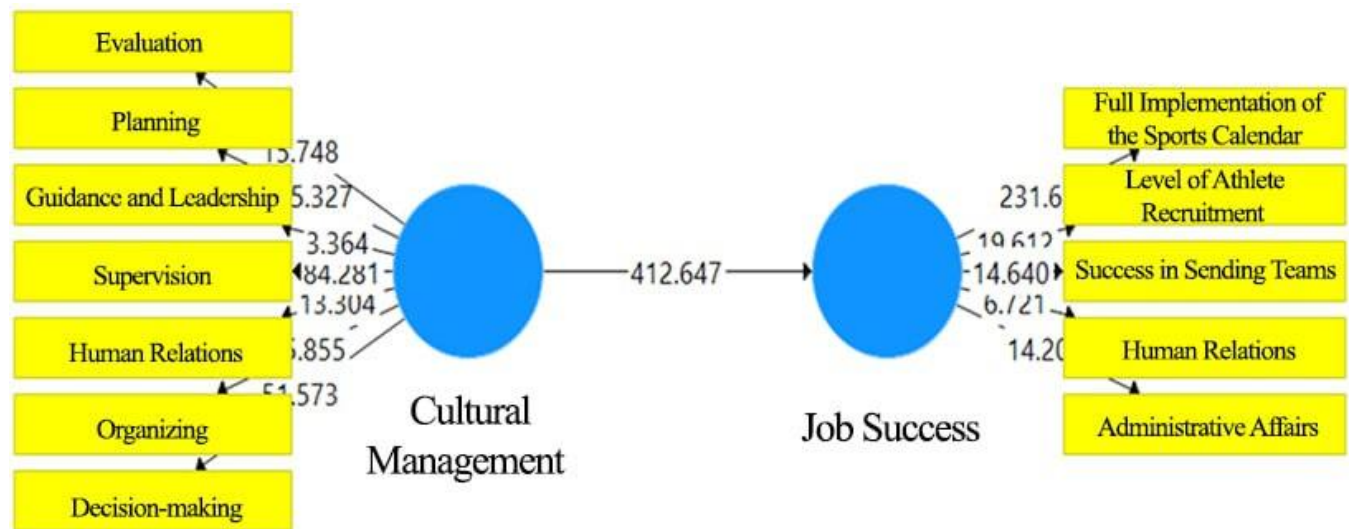


Figure 2

Standard Path Coefficient between Cultural Knowledge and Job Success in T-Scale



The structural equation modeling results show that there is a path coefficient of 0.975 between the two latent variables, cultural knowledge and job success, and the t-

value indicates that this coefficient is significant. Table 4 presents the goodness-of-fit indices.

Table 4

Fit Indices

Index	R <sup>2</sup>	Q <sup>2</sup>	F <sup>2</sup>	GOF
Value	0.951	0.913	0.872	0.894

The model's goodness-of-fit indices are at an acceptable level, confirming the first hypothesis of the study.

#### 4 Discussion and Conclusion

Cultural knowledge and managers' awareness of new management systems can have beneficial effects on the organization and employees, enhancing motivation for work and progress (Naderian Jahormi et al., 2018; Naderian Jahormi & Jabri, 2012). The purpose of this study was to analyze the impact of cultural knowledge on the job success of managers in the General Department of Sports and Youth of Kerman Province. The findings in the area of managers' cultural knowledge of sports programming showed that if managers have sufficient knowledge and awareness of sports program details and implementation, it can be expected that they will make accurate and low-error decisions in their job performance. Their planning will align with organizational goals, leading to growth and development. Proper organization will be evident in the organization and staff, with task execution being efficiently conducted. Supervision

and control will be carried out without compromising the integrity and character of the staff, and leadership will be performed with consideration of organizational objectives and growth. Ultimately, evaluation of the system's performance will be conducted based on fairness and justice (Naderian Jahormi et al., 2018). One of the success factors of large companies is the high knowledge and scientific competence of managers in planning and goal-setting (Abniki et al., 2021). Planning has been reported as one of the key factors in managerial and organizational success (Arzeh & Seyedameri, 2012).

Findings regarding managers' cultural knowledge of athlete recruitment in all performance domains showed that athletes are considered strategic human resources in sports and are a valid indicator for performance evaluation (Vecchiato, 2019). Given the commercialization of sports, recruitment methods require modern approaches. Knowledge of how to recruit and retain athletes can lead to more effective performance in decision-making, planning, organizing, human relations, and supervision and control.



Thus, a dynamic and successful organization can be observed. Successful managers possess extensive knowledge about customer recruitment, which contributes to their proper performance in the organization (Rowe et al., 2019). Awareness and understanding of new leadership science are essential for successful managers, being one of the most important characteristics of an effective manager. Studies show that successful managers are equipped with modern management knowledge and apply it in practice (Huang et al., 2021). This study demonstrated that managers' cultural knowledge and awareness of contemporary management sciences in human relations and leadership can positively impact all areas of their job performance, leading to organizational growth and success. These findings suggest that knowledge of advanced management and leadership science is necessary for managers and should be seriously considered, particularly in equipping young managers.

The findings also indicated that managers' cultural knowledge of human relations impacts decision-making, human relations, and leadership, while their knowledge of administrative affairs affects planning, organizing, supervision, control, and evaluation. These findings highlight the importance of adequate managerial awareness and understanding of human relations and administrative sciences. Human relations management is also essential for resolving organizational conflicts and enhancing organizational health, and it is one of the traits of successful managers (Erkins et al., 2018). A sports manager must analyze the work problems, needs, and value priorities of the staff under their supervision, including coaches, referees, sports experts, athletes, and even spectators, and find suitable solutions and make accurate judgments (Beigi & Madavani, 2019). Based on the indicators and criteria identified in this study, it is recommended that training courses be prioritized with topics such as familiarity with sponsorship attraction processes, international sports developments, external organizational environments, sports marketing principles, organizational behavior foundations, and athlete recruitment and retention techniques.

One of the limitations of this study was the unwillingness of some participants to cooperate due to health protocol challenges. Additionally, the prolonged distribution and collection period of the questionnaires was another limitation. It is suggested that similar studies be conducted to identify factors related to and influencing employees' organizational performance. Furthermore, moderating and mediating factors, such as organizational citizenship

behavior and leadership styles, which can enhance the impact of strategic management on organizational performance, should also be identified.

### Authors' Contributions

All authors have contributed significantly to the research process and the development of the manuscript.

### Declaration

In order to correct and improve the academic writing of our paper, we have used the language model ChatGPT.

### Transparency Statement

Data are available for research purposes upon reasonable request to the corresponding author.

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### Declaration of Interest

The authors report no conflict of interest.

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### Ethical Considerations

In this research, ethical standards including obtaining informed consent, ensuring privacy and confidentiality were observed.

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