

## INFLUENCE OF GENDER ON TABRIZ SPORTS CLUB MANAGERS' ENTREPRENEURSHIP

Fereshteh Hamdipour<sup>1</sup> and \*Hamid Janani<sup>2</sup>

<sup>1</sup>Department of Physical Education, College of Human Science, Kurdistan Science and Research Branch, Islamic Azad University, Sanandaj, Iran

<sup>2</sup>Department of Physical Education, College of Human Science, Tabriz Branch, Islamic Azad University, Tabriz, Iran

\*Author for Correspondence

### ABSTRACT

The entrepreneurship phenomenon is a subject which concerns with a person personality, social and cultural status. The main goal of the present research is to study the effect of gender on Tabriz sport clubs managers entrepreneurship in 2014. This research is based on descriptive and comparative methods and its population is among all Tabriz city sport clubs managers with 366 participants, which 191 of them were selected randomly by using the Morgan table as the sample volume. The apparatuses of the present research included the questionnaires which evaluated the Iranian entrepreneurs' personality characteristics, designed by Kordnaeich *et al.*, (2007) and individual characteristics (gender) which were distributed among the participants after proving its reliability and validity. The results show that the amount of Tabriz clubs' managers entrepreneurship is higher than average. Furthermore, with respect to gender, there are not significant differences between managers in entrepreneurship, the balanced risk-taking, the intrinsic controlling, and the need to success, clearness of thought, ambiguity tolerance, and challenging and pragmatism of romanticism.

**Keywords:** Gender, Entrepreneurship, Manager, Sport Club

### INTRODUCTION

In today's evolving world, one of the important factors that cause's social and economic growth and development is entrepreneurship. It has the ability to change the society. During the process of entrepreneurship, new entrepreneurial opportunities are created for employment that creates products and services in an innovative manner (Hisreich and Piterz, 2004). According to the importance of psychological aspects of individuals in terms of their tendency towards entrepreneurship, experts of management, sociology and economy after a lot of research have found that there is a special manpower behind every success of advanced countries. This power is the main and key factor in the growth of advanced countries. They found that efficient and competent people have created new businesses with their innovation that causes new products and services, exploring new markets and finally creative and dynamic activity of industries and services. The experts have called these people the entrepreneurs (Kordnaich *et al.*, 2007). According to the scholars 'ideas, entrepreneurship are the driving force of social economic changes and today entrepreneurs are the foundation of economic system of every country. They are the people who are volunteer in creating innovative activities by risk taking and provide the satisfaction for themselves and others by optimism and hardworking and commitment. Clearly, starting a new business doesn't need just an idea but an expert person who can guarantee the success of his business with planning and accepting the risks (Alavi and Hadad, 2002). In Vilkon idea (1992), entrepreneurship phenomenon is related to individual characteristics and social and cultural conditions (Kordnaich *et al.*, 2007). According to Thomas and Poud (1987) the most important personality characteristics of entrepreneurs are need to success, internal control, risk taking, Type A behavior (Mansoori, 2008). According to psychological approach, specific personality traits such as locus of control features, achievement motivation, challenging, and tolerance of ambiguity, risk taking, creativity, intellectual clearness, pragmatism and dreaming make people prone to entrepreneurship (Sarasosy, 2004). Traits such as searching opportunity, risk taking, perseverance in ideas realization depicts the entrepreneurship

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(Saidikiya, 2007). Today, scholars attribute a lot of roles to entrepreneurs: entrepreneurship causes employment in large scale so decreases many socioeconomic problems; it effectively stimulates useless sources and investments and makes life easier. The entrepreneurs are constantly innovating services and products thus the products and services are improved. Also entrepreneurship can be considered as the stimulator of competition, organizer of sources and integrator of markets and communication, eliminator of market and society problems, development factor, local and national revival, cognition factor, creator and developer of new markets, innovator (Ahmadpoor and Mogimi, 2006). Entrepreneurship leads to better distribution of income and reduces the social anxiety and provides the fact of resource utilization and their activation to national productivity (Hezarjaribi, 2007). Cultural, social and social norms and beliefs can be factors that specialize the entrepreneurship to a particular group and gender in developing countries. On the other hand, for a dynamic and active community, all people's involvement is necessary (Sabetfard, 2004). The low rate of female entrepreneurship in comparing to males has been one of the main issues in the field of entrepreneurship (Gem, 2004). Most of the planners believe that only males govern the economic so they are regardless to females, hence in planning, primarily the bank credits and formal employments are considered for men (Zarnegar, 2002). However taking into account the individual and gender characteristics in employment is one of the significant points in employment of females and males. But in many cases the gender justifications are unreasonable and illogical. This means that in most institutions the gender preference is for males without having a logical reason. Here, women reaction to other women looks important, this means that women don't believe in their abilities. Although research show that female employment is increasing, but the successful pattern of a job is known as a male pattern. Due to the fact that women have same desires, values and skills in work but are not treated like men (Alborzi and Samani, 2003). Women economic activity is directly related to poverty and social well-being. Increasing employment opportunities improves the culture and education in society, women earn their income, and nutritional status improves. So within developing programs their participation is increased and women become producer, participator and enjoy the development benefits (Gorbanipoor and Saberi, 2012). Therefore it is essential to use women talent in developing goals in different societies including our society. Women employment in different jobs enhances the development process. Some scholars declare that women employment in servicing and manufacturing companies reduces job stresses in job environment (Alborzi and Samani, 2003). If the culture of society behaves women differently, or attribute negative or weak characteristics to women, or limit the valuable social resources and opportunities to them, then gradually these components are become part of women self-identity. Negative or poor self-perception, low self-esteem, poor assessment of their abilities reduces the possibility of formation of mental and characteristics suitable for entrepreneurship. According to the mentioned features for entrepreneur, a person is called entrepreneur if he is trying to improve the job condition, have a new idea in his/her mind, is stable to uncertainty, has the power of leadership and uses sources towards reaching goal. In the situation of gender inequality these features are seldom formed in women (Shekarbeigi, 2006). Entrepreneurship is a complex process that various factors such as personality, cultural, social, economical are effective and maybe this complexity and difficulty explain the women lack of success in entrepreneurship and also even not participation in the entrepreneurship (Aramon and Mirgafoori, 2011). Mahabadi (2002) has enumerated below mentioned cases as the most important barriers in employment and management in Iran, dominant masculine culture, historical gender inequality, ignoring women abilities in management, banks and credit institutions 's lack of cooperation with women. The results of research with the name "Comparing of entrepreneurship Characteristics of male and female Students of Shiraz University" showed that there isn't a significant difference between male and female students entrepreneurship (MosleheShirazi, 2005). The results of research with the name "High Education and Improving entrepreneurship in students of Mazandaran University" showed that male and female students are at the same level in entrepreneurship regard (Salehieomran and Rostami, 2007). The results of a research with a name "Investigation of personal and psychological characteristics of Gorgan agriculture and natural resources sciences faculty students' entrepreneurship showed that there isn't a significant difference in male and female students entrepreneurship. (Mahboobi,

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Sharifzade and Sharifi, 2012). The results of a research with a name “Impact of job interests on entrepreneurship intention of Tehran job applicants “showed that there isn’t significant difference between entrepreneurship intentions (Bakhtiyari *et al.*, 2012). The results of a research in investigating the efficiency role in extending entrepreneurs intention between students showed that female had lower intentions comparing to males (Zhao *et al.*, 2004). The results of a research with the name “evaluation and comparison of effective psychological abilities on Tehran university agriculture students ‘entrepreneurship showed that women have lower entrepreneurship abilities comparing to men (Sookhtanloo *et al.*, 2009). Thus, due to the fact that in today’s’ competitive world, all the organizations and sport institutions can only survive only in terms of being able to adopt themselves with environmental changes, the importance of entrepreneur managers in sport entities become apparent. Sport as one of the effective factors on social, economical and international areas has been emphasized in many courtiers of the world and thus can establish and promote the entrepreneurship and job creation (Prajapati, 2008). Sport provides the necessary situation for entrepreneur development by creating demand for attractive services and products for communities. Entrepreneurship helps sport development by producing sport equipment, providing sport services, extending sportive businesses (Yadollahi, 2008). Sport entrepreneurship can play an important role in development of the country by being effective in extending business, welfare and health development and participation in different aspects of the society (Mandalizade and Honari, 2010). Lack of entrepreneurship can be a huge threat to sport clubs in two ways directly and indirectly. Direct aspects include: lack of service variety, unsuitable management and planning, lack of services and high costs, lack of advertising, not establishing new sport branches, lack of efficient expertise, failure to protect athletes, lack of producing and selling and exporting sport goods, lack of sport tourism, lack of some privileges of sending coaches and athletes to other countries, lack of management in attracting sponsors and supporters and spectators, loss of income and losing elite athletes, wasting financial resources due to lack of integrated sport management in country (Forogipoor, 2005). Indirect aspects include: reduction of people health and efficiency, increase in training and treatment costs such as low physical activity and diseases, increase in mortality, lack of emotional discharge, increase in physical and mental stresses and deviated behaviors and social disorders, feelings of absurdity and depression, increase in delinquency especially in young people. These factors prevent society health and sport improvement and economy and job market (Rezayi, 2010). Some factors are effective on managers low entrepreneurship such as lack of self-efficiency, indifference to the environment, inability to providing helpful and constructive solutions, unconditional agreement with others opinion and ideas, cynicism and pessimism, little tolerance for problems, lack of self-confidence, lack of clear aims and vision, lack of need for achievement, sense of powerlessness in talent development, lack of hardworking ,not searching opportunities and solutions, dealing with financial problems (JavadianeSaraf and Shaji, 2008). Male and female managers of sport clubs in Tabriz, due to the services that they provide, have the responsibility of society’s public health and are responsible for development, establishment and maintenance of sport clubs and other supports. So, recognizing male and female managers that have individual and special entrepreneurship characteristics looks important. In this study we have tried to remove the deficiencies in the physical education and sport sciences. So, this research seeks to answer this question? What difference is there between the male and female’s entrepreneurship in Tabriz club sports? Answering this question, the entrepreneurship of male and female managers of sport clubs in Tabriz is recognized and comparing their entrepreneurship and also selecting qualified managers can be developed.

### **MATERIALS AND METHODS**

Considering the main goal of the study, the methods are descriptive and comparative. The research population was 366 participants who were sport clubs managers which had degree certificate from Tabriz city sport and youth bureau. Among them, 191 participants were selected randomly by using the Morgan table as the sample volume who answered the questionnaires considered as a tool to evaluate the individual characteristics (gender) and that of the personality characteristics of Iranian entrepreneurship designed by Kordnaeich *et al.*, (2007). The entrepreneurship questionnaire was distributed among the

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participants after proving its reliability by 8 university professors who their main field were related to physical education management and its reliability verified by Cronbach  $\alpha$ , 0.94. To do data analyzing, the descriptive statistical tests (frequency, mean, percentage, standard deviation) and the deductive statistics based on Kolmogorov-Smirnov test, T-test, Wilcoxon, and independent T-test, are used. Also, all statistical analyses have done by using SPSS software.

## RESULTS AND DISCUSSION

### Results

**Table 1: Describing the gender of the participants**

Gender	Frequency	Percent
Female	97	50.8
Male	94	49.2
Total	191	100

**Table 2: The results of Kolmogorov-Smirnov test for exploring the normal distribution of the scores**

Variable	N	Kolmogorov-Smirnov statistic	Significance level
Entrepreneurship	191	0.764	0.604
Balanced risk taking	191	0.815	0.520
Intrinsic controlling center	191	1.235	0.094
Need to success	191	1.798	0.003
Intellectual Clearness	191	0.809	0.530
Pragmatism	191	2.206	0.000
Ambiguity tolerance	191	0.958	0.318
Dreaming	191	1.067	0.205
Challenging	191	1.315	0.063

**Table 3: The results of T-test for exploring the amount of the entrepreneurship and its sub-factors**

Variable	Test quantity=3			T	df	Significance level	Mean of variable difference with test quantity
	N	Mean	Standard deviation				
Entrepreneurship	191	3.8618	0.42156	28.254	190	0.000**	0.86184
Balanced risk taking	191	3.2568	0.81421	4.359	190	0.000**	0.25684
Intrinsic controlling center	191	4.1592	0.54693	29.292	190	0.000**	1.15922
Intellectual clearance	191	3.7326	0.63290	15.997	190	0.000**	0.73258
Pragmatism	191	4.4306	0.52793	37.451	190	0.000**	1.43063
Ambiguity tolerance	191	3.7782	0.64205	16.751	190	0.000**	0.77820
Dreaming	191	3.8467	0.66224	17.669	190	0.000**	0.84667
Challenging	191	3.9363	0.71031	18.217	190	0.000**	0.93630

\*\* $P < 0.01$

Table 2 shows the use of the Kolmogorov-Smirnov test for exploring the normal distribution of scores. Considering significance levels, it was resulted that the entrepreneurship variable and the balanced risk-taking, intrinsic controlling center, clearness of thought, ambiguity tolerance, romanticism and desire for

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challenge had the normal distribution ( $p>0.05$ ); therefore, the parametric statistics was used, but the variables like need for success and pragmatism had an abnormal distribution ( $P<0.01$ ); therefore, the non-parametric statistics was used.

According to Table 3, the theoretical average in Likert 5-value spectrum (1-5), was number 3; therefore, comparing the experimental average with theoretical average, it can be concluded that the entrepreneurship and the factors intrinsic controlling, romanticism, desire for challenge, ambiguity tolerance, clearness of thought, balanced risk-taking were significantly higher than average (average more than 3 and  $p<0.01$ ).

**Table 4: The results of Wilcoxon for exploring the amount of the need for success and pragmatism**

Dependent variable	N	Median	Theoretical median	Significance level
Need to success	191	4.2667		0.000**
Pragmatism	191	4.5000	3	0.000**

\*\* $P<0.01$

The amount of the need for success and pragmatism of Tabriz sport clubs' managers have been shown in Table 4. Since the distribution of these variables was abnormal, the Wilcoxon non-parametric test was used. The median for need for success and pragmatism was higher than 3, it was concluded that the value of need for success and pragmatism was significantly higher than average.

**Table 5: Independent T-test for comparing the entrepreneurship of female and male in managers**

Dependent variable	Gender	N	Mean	Standard deviation	Levine test F	Significance level	t-test T statistic	Freedom degree	Significance level
Entrepreneurship	female	97	3.833	0.41352	0.183	0.670	-0.935	189	0.351
	male	94	3.8908	0.42998					

Through the Table 5, comparing the entrepreneurship in female and male are shown. As it is clear there is not significant difference in entrepreneurship between female and male managers.

### Conclusion

The recent findings indicate that the total score of entrepreneurship and its sub-factors were significantly higher than average in Tables 3 and 4, and the outcome was not consistent with the results of Hamidi and Mohammadi (2009) and Roushani and Tarjoman (2010). It deems the reason of this lack of alignment is the difference in statistical society. The result is consistent with findings of Abdolvahabi, Romiani and Zarif (2012) and Mansuri (2008); that is, the entrepreneur managers are creative people who have ability to create ideas fast, and they attend to new challenges and complicated problems, they have self-esteem and believe their ability, take the risk and they don't fear the failure and criticism and they want to access the success (Khalili, 2006); so, it is considered that the value of entrepreneurship in Tabriz sport clubs' managers is in a level higher than average.

Based on the results of this research, in Table 5, it can be seen that the value of entrepreneurship in female and male managers of Tabriz sport clubs wasn't different significantly. This result was not compatible with the results of MalekAhmadi and Poorbahram (2013), Mardanshahi (2013), and it was compatible with the studies of Bakhtiyari, Hosseini and Yazdi (2012) and Mahbobi *et al.*, (2012).

Perhaps the origin of this disagreement is because of cultural problems of societies, family environment, customs and religion can be the most influential cause on this thought that train men with an independent character and women with a dependent character. As it is apparent in a lot of researches, the independency can be an important factor in growth and improvement of a successful entrepreneur. If



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families train their girls with a dependent character, this dependency prevents their effort and girls consider external factors such as luck and chance as the success reasons, they take fewer risks, have dependent character, tolerate less ambiguity, so the entrepreneurship characteristic is seen less in women. Also half of the country's working population are women, they can have important contribution in entrepreneurship specially in sport, but the results of this study suggest the opposite. To sum up, one can conclude from the study that the entrepreneur managers with characteristics like risk-taking, the intrinsic controlling center, need for success, and clearness of thought, ambiguity tolerance, and high desire for challenge have.

By taking into consideration the different dimensions of humans' characteristics and their deep impact on different aspects of life, it should be acknowledged that using the managers with entrepreneurship, creativity, high ambiguity tolerance, balanced risk-taking, intrinsic controlling, desire for challenge, and need for high development characteristic types have significant role in identifying, evaluating and utilizing the chances and creating the new occupations with creativity and innovation, decreasing the unemployment and finally leading to the economic development and entrepreneurship feeling in sport field.

The suitable managing with entrepreneurship based on the personality type in different cultural, artistic, social, sport and industrial fields can be effective in increasing the physical, emotional and social health. This leads to high employment and makes it possible to help to construct the entrepreneurship emotion and the entrepreneurship culture in the society.

To have an understanding of the potential entrepreneurship abilities of managers and the possibility to increase their performances, knowing their characteristics seems to be necessary. The study comes to the fact that the entrepreneurship value of the managers of the sport clubs was higher than average. Educational seminars, entrepreneurship briefing sessions are done for keeping and increasing the entrepreneurship morality of the managers. Although there wasn't significant difference between male and female managers of Tabriz sport clubs, but there should be provided some entrepreneur contexts for women to flourish their talents and abilities. Moral and financial support for managers is necessary to implement new ideas and motivate other managers.

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