

Examination of the Issues Related to the Decision-Making Characteristics of Sports Managers: A Systematic Review

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Abstract

The aim of this research was to examine the issues related to the decision-making characteristics of sports managers in postgraduate theses published in the field of sports sciences in Türkiye. Systematic review technique, one of the review types, was used in this study. Research data was collected considering the inclusion and exclusion criteria of the research published as a result of the search made by scanning the keywords " Decision-Making " in English; "karar verme" in Turkish after filtering by the word "sports" on Türkiye Council of Higher Education Thesis Center database in electronic environment between 01.11. 2022-14.11. 2022. In the first evaluation made within the scope of inclusion and exclusion criteria, 11 articles were found suitable for the study and were included in the study, while 75 studies were excluded. As a result of this study, it can be said that the number of postgraduate theses on the decision-making of sports managers is quite low. In addition, it can be said that factors such as angry style and problem solving skill, ethical perception, learned resourcefulness and leadership, professional self- esteem, gender, age, type of job, tenure, facility, education level, crisis management and self-confidence, strategic management practices, organizational culture and personality characteristics, organizational justice perceptions and organizational commitment levels and thinking styles play an important role in the decision-making of sports managers.

Keywords: Decision-Making, Sports Managers, Postgraduate Theses.

INTRODUCTION

The decision-making process is the sum of both physical and mental processes related to choosing the appropriate situation among various variables (Emhan, 2007). The decision-making process is a long process, and it is an important process related to researching and examining the options and using them at the appropriate time and place. Every job/work we do in our life does not turn into performance without making a decision. The rightness or wrongness of the decisions we take leads us to success or failure. If individuals can manage this decision-making process correctly, they can reach their goals (Kıral, 2015).

On the other hand, decision making is a managerial and organizational process. Decision making and management are closely related concepts. Just because individuals have a managerial status is not enough for an individual to be a manager. In order for a person to be a manager, it is important whether or not he/she has the responsibility to make decisions (Sagir, 2006). Decision making is one of the most important tasks of the manager. The manager, who is expected to make important decisions due to his/her status, powers and knowledge that affects the whole organization, is the initiator of the decision-making process and the complement of the decision-making process. Therefore, individuals defined as effective managers have the ability to make effective decisions (Çelik, 2006).

Successful managers know how to make an optimal decision by identifying the good and bad aspects of any situation (Gümüş, 1999). It can even be said that the most important job of the manager is to make decisions (Genç, 2012, Karaca and Ilkim 2021). As management is directly related to many fields, it is also directly related to sports.

Today, with the development of the sports industry, it is understood that sports cannot be managed amateurly, enthusiastically or with love, and sports management is now accepted as a profession (Yetim and Şenel, 2001). A sports manager is an authorized

and responsible person who is assigned at various levels in the administration and management of sports services and organizations and who will make sports organizations successful in line with their establishment missions (Cankalp, 2002). In order for sports managers to show the necessary success during their duty, they must have many qualifications such as vocational education and personal skills (Yetim and Şenel, 2001).

Sports management encompasses different duties and responsibilities, which make specialization necessary in their own field, and the knowledge and skills that require them to be fulfilled. With all these features and skills, the task of the sports manager in an organization is to organize the efforts of the people in the organization and direct them to the goal, and in this way ensure the success of the management (Sunay, 2009). While performing these activities, the sports manager decides on many issues, realizes them and takes other decisions according to the results. At this point, it is useful to examine what it means to make a decision, and the processes and factors that affect decision making (Filiz, 2019). In this context, the aim of this research was to examine the issues related to the decision-making characteristics of sports managers in postgraduate theses published in the field of sports sciences in Türkiye.

Research Methodology

According to Moule and Goodman (2009), systematic reviews contain more scientific information and are important in terms of producing stronger evidence. Therefore, systematic review technique, one of the review types, was used in this study.

Inclusion Criteria

- The research group should consist of individuals in the field of sports management.
- Studies should involve the decision making of sports managers.
- The research should be published as a thesis in Turkish or English on Türkiye Council of Higher Education Thesis Center database

Exclusion Criteria

- The research group should not have consisted of individuals in the field of sports management.
- In the research, the issue of decision making by sports managers should not be examined.
- The research should not be published as a thesis in Turkish or English on Türkiye Council of Higher Education Thesis Center database

Search Strategy, Study Selection, and Data Extraction

Research data was collected considering the inclusion and exclusion criteria of the research published as a result of the search made by scanning the keywords " Decision-Making " in English; "karar verme" in Turkish after filtering by the word "sports" on Türkiye Council of Higher Education Thesis Center database in electronic environment between 01.11. 2022-14.11. 2022.

86 thesis were found in the first search on the Türkiye Council of Higher Education Thesis Center database using previously determined keywords. In the first evaluation made within the scope of inclusion and exclusion criteria, 11 articles were found suitable for the study and were included in the study, while 75 studies were excluded (Figure 1).

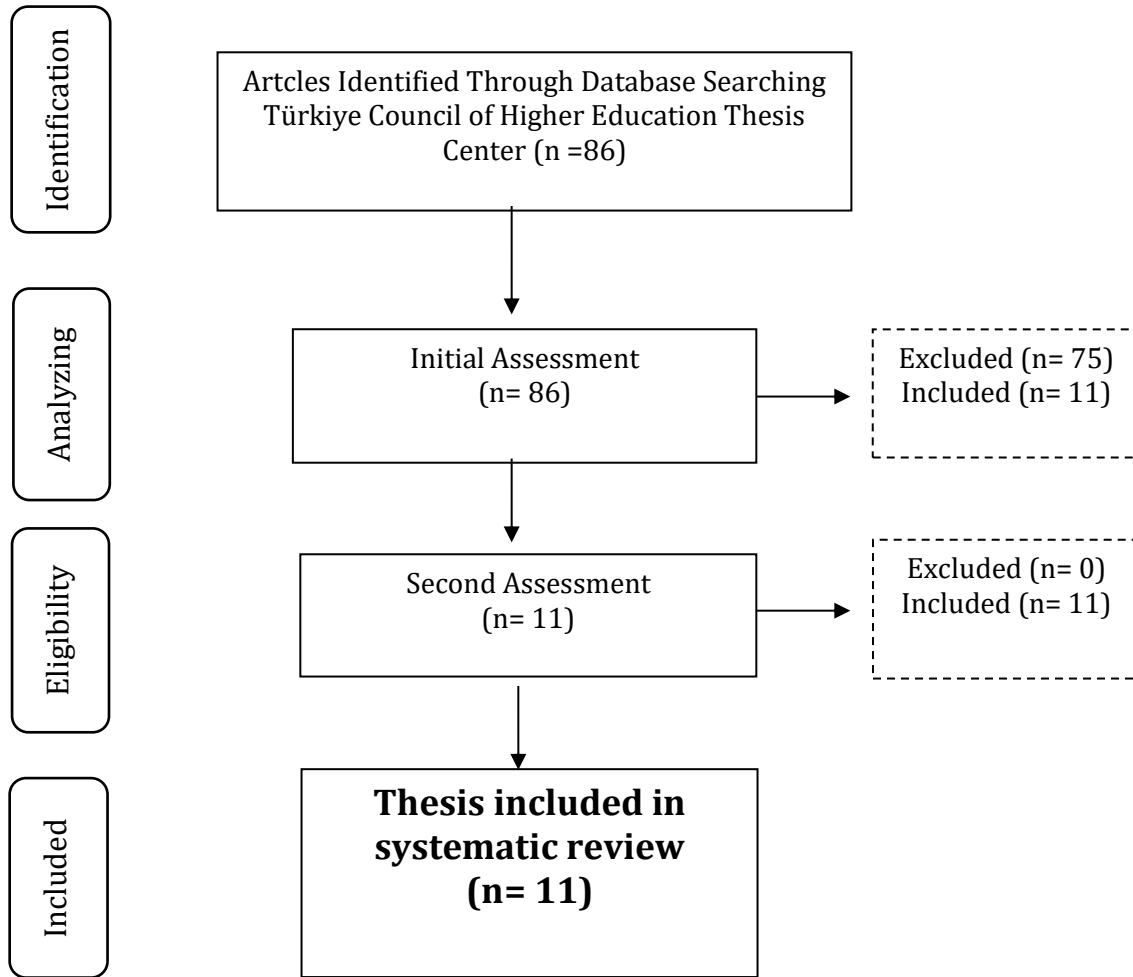


Figure 1. Thesis Selection Flow Diagram

Authors	Sample of Participants	Issues Related to the Decision-Making	Data Collection Tool	Conclusion
Uslu, 2021	Individuals graduated from the sports management department (n=249) and students who are still studying (n=151)	Angry style and problem solving skill	-personal information form -Problem solving inventory -Melbourne decision inventory ii -Multidimensional anger scale	It has been concluded that students and graduates have similar decision-making and aggression levels and problem-solving abilities.
Yavuz, 2020	Managers working in various sports fields. Female manager (n=3), male manager (n=9)	Ethical perception	-Semi-structured interview form	As a result, it was concluded that the importance of ethical principles in the decision-making of managers is quite high.

Yildirim, 2020	Youth Leaders working in various sports fields (n=102)	Learned resourcefulness and leadership	-Personal information form -Rosenbom's learned -Resourcefulness scale -Melbourne self-esteem rating scale for decision making -Decision making styles scale -Youth leadership traits scale	It has been determined that there are differences in the decision-making skills of the participants according to the education level and the city they live in.
Mert, 2019	200 sports managers (women=70, men=130)	Professional self-esteem	-Personal information form -Melbourne decision making questionnaire - Decision making scale - Self-esteem scale	“As a result, it was concluded that professional self-esteem status of sport managers had an effect on decision making styles”.
Filiz, 2019	Sports facility supervisor and assistant supervisor (n=128)	Gender, age, type of job, tenure, facility, education level	-Personal information form -Melbourne decision making questionnaire	It has been determined that the decision-making levels of sports facility managers are affected depending on the determined factors.
Atılğan, 2018	Branch managers (n=226)	Crisis management and self-confidence	-Crisis management scale -Melbourne decision making scale I-II -Self-confidence scale	“It was concluded that there is a positive and meaningful relationship between the self-esteem levels of decision makers in decision-making and the learning sub-dimension of the crisis management and there is no significant relationship with other dimensions.”
Özdemir, 2017	Provincial-district managers (n=228)	Strategic management practices	-Individual management strategies scale - Decision making strategies scale	Significant differences were found in the rational and intuitive sub-dimensions of the participants' managerial strategies and decision-making styles.
Eroğlu, 2016	Employees of the General Directorate of Sports (n=282)	Organizational culture and personality characteristics	-Organizational culture scale -Eysenck personality scale -Melbourne decision making scale	“As a result of correlation analysis in order to determine the relationship among scales, it was determined that there was positive relationship in some dimensions and negative relationships in some dimensions”
Vural, 2016	Branch manager (n=29), Sports specialist (n=35), Sports training specialist (n=30) Officer (n=161); total (n=255)	Organizational justice perceptions and organizational commitment levels	-Organizational justice scale -Organizational commitment scale -Melbourne decision making -Questionnaire -Personal Information Form	It has been determined that the decision-making levels of sports facility managers are affected depending on the determined factors.
Aktaş, 2014	Deputy general manager (n=28), Bureau directors (n=41), Branch manager (n=223);	Comparison of decision-making styles of managers at youth and sports ministry and education ministry	-Melbourne decision making questionnaire I-II	As a result there were significant differences in vigilance decision making, hypervigilance decision making, and buck-passing decision making among ages.

	total (n=336)			
Vural, 2013	Provincial director of youth and sports (n=32), Department chief (n=138)	Thinking styles	-Thinking styles inventory -Melbourne decision making scale -Personal information form	“Among the sports managers’ thinking style sub-dimensions and self-esteem in decision-making and decision-making scale sub-dimensions low levels of positive and negative relationships are found.”

Discussion and Conclusion

Nowadays, the importance of sportive activities is increasing day by day (İlbak et al., 2022; Kilincarslan et al., 2022). Especially with the developing technology, the fact that sports activities gain a global audience continues to increase the popularity of sports rapidly. As such, sports management is also gaining popularity. Therefore, it is important to continue scientific studies about sports managers.

The aim of this research was to examine the issues related to the decision-making characteristics of sports managers in postgraduate theses published in the field of sports sciences in Türkiye.

According to the findings obtained from the research, it has been determined that factors such as angry style and problem solving skill (Uslu, 2021), ethical perception (Yavuz, 2020), learned resourcefulness and leadership (Yildirim, 2020), professional self-esteem (Mert, 2019), gender, age, type of job, tenure, facility, education level (Filiz, 2019), Crisis management and self-confidence (Atılğan, 2018), Strategic Management Practices (Özdemir, 2017), organizational culture and personality characteristics (Eroğlu, 2016), organizational justice perceptions and organizational commitment levels (Vural, 2016), thinking styles (Vural, 2013) play an important role in the decision-making of sports managers. In addition, it has been determined that in studies examining the factors affecting the decision-making of sports managers, quantitative research methods are generally used, and data are collected using scales with validity and reliability (Uslu, 2021; Yıldırım, 2020; Mert, 2019; Filiz, 2019; Atılğan, 2018; Özdemir, 2017; Eroğlu, 2016; Vural, 2016; Vural, 2013). On the other hand, it was determined that data were collected by using semi-structured interview form, although rarely (Yavuz, 2020). Also, from the data obtained within the scope of the research, it was determined that the sample groups were generally composed of 100 to 300 individuals.

According to Genç (2012), the most important task of the manager is to make decisions. In this context, it is understood how closely the concepts of management and decision making are in a relationship. however, when the postgraduate theses on sports managers and decision making are examined, it is seen that very few theses have been published.

Within the scope of this research, it was determined that there were only 11 postgraduate theses on sports managers and decision making. moreover, it has been determined that the oldest thesis in this field was published in 2013. therefore, it can be said that the publication of only 11 theses between 2013-2022, that is, in a period of 9 years, means that more studies should be done in this field.

As a result, it can be said that the number of postgraduate theses on the decision-making of sports managers is quite low. In addition, it can be said that factors such as angry style and problem solving skill, ethical perception, learned resourcefulness and leadership, professional self-esteem, gender, age, type of job, tenure, facility, education level, crisis management and self-confidence, strategic management practices, organizational culture and personality characteristics, organizational justice perceptions and organizational commitment levels and thinking styles play an important role in the decision-making of sports managers.

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