

# **The Effect of Assertiveness on Making Decision Power in Physical Education Managers of Ardabil, Iran**

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**ABSTRACT:**The aim of this study was to investigate the effect of assertiveness on making decision power in physical education managers of Ardabil, Iran. The research method was monitoring and casual-comparative type. The population was all managers and specialists in physical education of universities and education office in Ardabil, Iran (33 individuals) that 30 subjects were randomly selected according to Morgan table. The measuring instrument were used questionnaire of Ratous (1983) with 7 dimension and inventory management decision making of Scott and Bruce (1995) that Cronbach's alpha reliability coefficient were obtained 0.81 and 0.86, respectively. Descriptive statistical methods were used to classify the raw scores and inferential statistics (t-test and Friedman test) was used to evaluate the hypothesis. The results showed that all elements of assertiveness had significant effect on decision-making power of physical education managers in Ardabil city, Iran ( $p < 0.05$ ). That in order of preference Friedman test the following were achieved as important effective factors on the decision-making power of physical education managers: factors of assertiveness in the service situations, positive feelings expression of managers, refusing to request restrictions on personal expression, dissent managers, starting establishment of social relationships and criticizing the managers.

**Keywords:** Predomination, Decision-Making, Management Of Physical Education.

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## **INTRODUCTION**

Physical education has been as an important part of education in physical, psychological and social development, and will follow social mission and objectives of the educational and led to increase and expand the scope of information and research students studying physical education as well as scientific technique, mental health of people is dependent on the relations between the group and interact with other human and the environment totally, because many human needs are satisfied through communication with others and having healthy relationships with others is requires satisfaction of life, human perfection and the key to growth. What we are today and what will be in the future, both are due to its relations with others (Sanaii, 1990). Assertiveness considers as a way to solve people communication problems and it has positive effect to solve anxiety that arises from social interaction In the course of personality development, no one can be found that fully grown or feel complete unless person to be in a human relationship (Mirkamali & Farokhnezhad, 2003).

Faghir-pour in 1998 says that people who cannot express their feelings due to lack important interpersonal and social communication skills and desires or the unreasonable demands of others are often dominated by other people. They lost self-esteem and they feel that have no control over their life events. As a result, they are avoided of dealing with life issues. Pleasure and a sense of satisfaction in life depends on to some extent to satisfy needs that are product of communication with others, such as friendship, respect, development, confidence and self-esteem (Faghir-pour, 1998)

In general, decision is one of the challenges of managers over time, because of their organization's mission in the face of problems and situations that require a decision (Kaucher, 2010). Decisions that managers make during its organizational mission will affect their lives and effectiveness of employee performance and affect the organization. So, they should be familiar with their duties and scope of their work and at any time to exercise, actions, decisions and behavior to be accountable for whatever reason and reasonable justification for the decision (Delshad, 2006).

Decision as the first task manager in the administration of the organization is so important that some experts have described the organization as decision making and management (Alvani, 1999). For example, Herbon Simon knows the decision making as the essence of management.

In his opinion, a decision maker is a person who is ready to choose a way in the intersection of roads at the moment of choice (Alvani 1999). Hoy and Miskel (2008) has known the decision-making is a primary responsibility for all managers, and in their opinion, the management process is not only leading to the decision-making, but also it is lead to run.

Pitter Draker (1954) believes that the future management is focused on decision-making and understanding of the process. All managers are dealing with decision-making process, as their profession requires.

According to Wagner and Hollenbeck (2005) opinion, decision means the process of collecting data to evaluate the options and select the best for resolve the issue. Decision is generally meant the choosing a solution from among of two or more options in a proactive and decisive manner in order to achieve a specific goal or achievement with a minimum of risk.

Pour-pirali (2003) in a study titled that there was a significant between the participation of faculty members results were that in making administrative decisions to the level of their spiritual Isfahan University of Medical Sciences that between the participation of faculty members there are relationship in making administrative decisions, educational, administrative and research with the spirit of them. There was significant different between mental faculty members according to their work experience. The highest participation of faculty members was in making administrative decisions related to research decision making of and the lowest participation was rates of educational decision making. Also, the ranking of the three dimensions of the sample spirit showed that the spirit of wisdom above and in the following attachment was lower than other dimensions. Also, Baghbani (2013) found in a study as factors affecting the assertiveness level of nursing and midwifery students concluded that the assertiveness level of studied students and its impact seems necessary on the mental health, academic performance and professional students, education experts and planners should pay special attention to risk factors strengthen, assertive behavior.

Fatemi (2013) found in a study entitled correlation discussion understanding of problem-solving ability in the assertiveness skilled nursing students that education programs should provide opportunities for education and training of life skills should be equipped including, problem solving ability of students to and decisively. Nursing education of students should be improved to solve clinical problems and thus, efficiency as health care providers. Wilson et al (2005) reported in study as comparing 21 programs for restraint until marriage priority on skills such as target -the decision and assertiveness- honest relationship and psychological factors such as self-respect was achieved better results.

Parker et al. (2007) also achieved that the rational style and each style of decision-making intuitive, immediate and avoiding negative correlation between the intuitive style of decision-making and immediate and between avoidant style of decision-making and independence gained positive significant relationship.

Bern (2008) study showed that mission and policies of the organization, the decision-making effect on them and personal characteristics and type of communication has considerable influence on their decision-making process. Thunholm (2008) found out in study that emotional stress had a significant relationship between styles and there was an immediate decision, while this relationship with the style of rational, intuitive and dependence were observed.

Payneh (2011) compare in a study as to professional styles discussion and non-professional investors' decision-making and to them. The evidence shows that there was significant difference between professional and amateur investors style of decision making in the selection of investment options.

The aim of this study was to investigate the effects of exercise and assertiveness on decision making of physical education managers in Ardabil city, Iran. Considering that a healthy mental was reviewed in this study from assertiveness of its effect on the decision making is undeniable for the development and progress of an individual in

his society. The result of this study about the mental health issues is important for mental therapists. Finding low-cost solutions available to everyone in the prevention and treatment of mental health is one of the things that justify the necessity of this research.

## METHODOLOGY

The purpose of this study was in terms of applied research and methods of causal - comparative study, the data were analyzed by t-test to evaluate the effect of strong decision. In this study, the researcher is to influence decision-making power firmly in check staff.

**Community and sample:** The population was including all managers and specialists in physical education university education office in Ardabil city that based on the statistics and selected information for the Ardabil city. According to Morgan Table, 30 individuals were randomly selected. To collect information, following questionnaires were used:

**Assertiveness questionnaire:** In this study, by focusing on sports management of Ardabil city, standard questionnaires of Ratous assertiveness (RAS) were used for assesses the behavior of strongly in 1983 by "Ratous". Seyed Fatemi et al (2008), the research of Dibaii (2005) the validity of the questionnaire was approved by members of the faculty and reliability with Cronbach's alpha coefficients were obtained 0.86. The questionnaire contained thirty-question with six options that the questionnaire consists of seven components: 1) the refusal of the request or the power to say no, 2) express personal limitations, 3) start the social communication, 4) expressing positive feelings, 5) criticizing, 6) The difference of opinion with others criticizes, 7) the determination of assertiveness in conditions of service which have been assessed irregular.

**Decision-making power questionnaire:** Decision making of public styles questionnaire of managers by Scott and Bruce (1995) was used. In Heidari research, validity of the questionnaire was approved by members of the faculty and reliability with Cronbach's alpha coefficients was obtained 0.86. Five styles of management studied decision making were including: 1) rational, 2) intuitive, 3) dependence, 4) Immediate, 5) avoidance.

**Data analysis:** In this study, obtained data were analyzed from the questionnaires in both descriptive and inferential method. Descriptive statistical methods were used to classify raw score and drawing diagrams and tables. The inferential statistics was used t- test in order to compare practical mean with observed mean and also, Friedman was used to classify the variables contributed in decision-making power. Data were analyzed using the software SPSS, version 20.

## RESULTS

Total respondents (managers and experts of Physical Education from the University and the department of Education in Ardabil) were 30 individuals in this research. Meanwhile, the studied subjects were 33.3% women and 66.7% men. It can be seen that the highest percentage in the work experience less than 5 years was 46.7 percent.

Also, the highest percentage was 46.6% for undergraduate education level. To assess the reliability of measuring instruments, Cronbach's alpha coefficient was used. The Value was between the range of zero and one. According to this method, if the reliability of variables trend to 1 or close to 1, measuring instruments will have high reliability and therefore, measuring instruments will be suitable for continued research.

In the end of the research, reliability of the questionnaire was calculated. The investigation showed that assertiveness and decision-making power questionnaires had the reliability of 81% and 86%, respectively.

**Table 1.** The results of reliability analysis of the questionnaire items.

Questionnaire	Number of Items	Number of questionnaire	Reliability coefficient of Cronbach's Alpha
Assertiveness	30	30	0.812
Decision-making power	24	30	0.864

The results of Kolmogorov-Smirnov normality test are shown in the table. Significant level of 0.05 in the possibility statistics showed the normality of variables and parametric test to test the hypothesis.

**Table 2.** Normality test by Kolmogorov – Smirnov test (Data distribution).

Statistics	Variables	Number	K-S Statistic	Statistic possibility of K-S
	Refusal of the application	30	0.416	0.884
	Express personal limits	30	0.434	0.434
	Social relations managers	30	0.890	0.890
	Expressed positive feelings	30	0.425	0.425
	Criticized the managers	30	0.142	1.150
	Having different idea	30	0.146	1.153
	Assertiveness Level	30	0,215	1.056

The results showed that the values of the table above, particularly the Sig was less than 5%, so, the null hypothesis was rejected at the 5% significance level. That is a significant difference in the average sample value of 3.5 (theoretical average) and the sample mean was more than the average sample (3.5) therefore, the hypothesis of mean sample more than theoretical average will be accepted. It means that various factors affect the determination of decision-making power of managers.

**Table 3.** Test of components affecting decision-making power.

Variable	mean	SD	t value	df	Sig.
Refusal of the application	4.3467	0.8812	5.26	29	0.000
Express personal limits	3.9433	0.9955	2.439	29	0.021
Social relations managers	4.0783	0.6528	5.62	29	0.000
Expressed positive feelings	4.5911	0.6341	9.42	29	0.000
Criticized the managers	4.241	0.6325	7.85	29	0.000
Having different idea	3.7889	0.5110	3.09	29	0.004
Assertiveness Level	4.0778	0.5695	5.55	29	0.000
Refusal of the application	4.6833	0.5204	12.45	29	0.000

To classify and determine the importance of each component, Friedman test was used. It was used when statistical data can be at least double-sided or can be classify them with the order of their ranking. Friedman test states that are among the factors, there is factor more important than any other factors or factors have equal importance. This test was performed separately for the two groups. In short, Friedman test to determine the priority of hypotheses have been recorded in the following table:

**Table 4.** The results of Friedman test.

Test results	P-value	df	t value	Number
Reject the null hypothesis	0.000	6	55.68	30

As can be seen in the order of 5% confidence level, assuming the hypothesis is rejected. So, these seven variables cannot be achieved with the same rank i.e. the factors in the decision making of managers in place have not the same score. In the table below, Rating of variables are listed:

**Table 5.** Average of factors rating in managers decision making.

As variable	Average rating	Rating
Assertiveness Level In the service situations	5.9	1
Managers expressed positive feelings	5.7	2
Refusal of the application	4.53	3
Express personal limits	3.50	4
Dissent opinion managers	3.30	5
Began establishing social relationships	3.20	6
Criticized the managers	3.12	7

## DISCUSSION AND CONCLUSION

The results indicated that assertiveness affect decision making power of managers. Based on these results, the obtained results was confirmed by findings of Baghbani (2013), the Department of prisons in Khuzestan province (2003) in the country and Bari- taiga (2005), Nesper (2005), Yoshimura (2005), David et al (2004), Ravli et al (2004). The results of this study had conflict with the results of Mahamed (1998), Carroll (1967) who believes that there is no difference between the personality traits of athletes and non-Athlete.

One of the main motivations for participating in sports is successful and effective relationships with others. Athletes can create rich environment for contact and effective interaction through verbal and non-verbal physical environment with increasing confidence, self-esteem, positive self-gratification and satisfaction with self and others.

Exercise trains possibility talents and abilities and positive traits of people by reducing class compromise between opportunity that their instead of following the others, consider needs and their states and take the correct decision.

Say no has effect on Sports decision-making power of officials. These results were in line with the results obtained by Wilson and colleagues (2005), Nesper (2005), Newfold et al (2002). The power to say no needs to grow decision-making power develop respect for themselves and provide the rationale for the refusal of the request. When athletes enhance their knowledge and skills, he can resist with the power of the words and behavior of the community against those who are incompetent to induce him. People who feel they have no control over events in their lives; they cannot reject the unreasonable demands of others and avoid dealing with issues in their lives.

In addition, people with high self-esteem and sense of control and self-determination feel more and more thinking to be able to deal with stress in different situations. Also, the amount of personal limits expression impacts on decision making of sports managers.

The results of this study were confirmed with results of Jenkins and Karniz (1992). An open-door policy not only does not indicate deficiencies but makes several times respect and intimacy because it is the key to making progress .They can be trained to accept their limitations and find solutions useful and help more accurate decisions. When team shortcomings in compared with the opposing team was discussed, certainly better results will be in the future to earn points.

The data showed that the rate of social communication affect decisions of sports managers that have been aligned with the results by Payneh (2010), Bern (2008), Nesper (2005), Grover (2005), Diovraston and Green-ki (2004), David et al (2004), Ashford et al (1993). When athletes are realistic and fair to identify their strengths and weaknesses and the failures are used to revise his plans and goals, considers reasonable goals for a dynamic life in the face of any attempt to target that leads to achieve good results. And public aversion that is the pests of personality development and becomes active gradually by believing self, participatory social groups and areas and takes the right decision in the field of management.

Based on the result, there was significant relationship between the amount of the positive emotions expression of managers with Sports managers decision-making and the results were in line with results of Vismeloun (2005). Thinking about a tragic event for athletes increases their chances of repeating while a positive emotion not only helps to discharge emotions and stress. It is recalled that, where appropriate, Confirmed a positive rather than a negative message, he is ready to Criticism.

In sports, person create the ability of expressing positive conditions with others encourage, Support and encourage individuals Leads to take advantage of the positive attributes and skills that drive top and studying the relative success, the probability of obtaining a strengthening of social environment increase. There was significant relationship between sports managers critics with decision-making power. This result was in line with the results of Makik and Kouzar (1983).

Trying of managers in various ways to reach the goal learn that there are always more effective solutions and methods that he may be unaware of them. So, the logical criticism agrees and constructive of others is to respect different views and with accepting constructive suggestions and understand the need for change, courage to change itself and to address errors and weaknesses in their use, but when managers use the ideas of others and does not act defensive that does not fear difference of opinion with others, this requires that the person goal in criticizing others was constructive criticism of their character.

The difference of opinion with others affect sports management decision making, meaning that managers in terms of respect for different viewpoints and ideas of others are at a higher level. These findings and the results is consistent with the findings of Mohammadi-froyazdani (2002), Yoshimura (2005).

When in sport environment, a team sport with different beliefs and ideologies face to each other and play within the framework of fair rules and regulations of a game that has no connection with these ideas, people habits to accept people with religious or different political beliefs and know that his rival is human and foremost only rival in sport and nothing more, his opponent is not an enemy, to assume that he does not agree.

### **Conflict of interest**

The authors declare no conflict of interest

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