

## STUDY REGARDING SPORT MANAGERS' PERSONALITY PROFILE

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**Abstract.** Personality refers to important and relatively stable aspects of human behaviour and covers a wide range of behaviours. For most psychology specialists, personality includes almost all dimensions of a person: emotional, mental, physical and social. Many authors interested in identifying gender differences between men and women have performed various research studies in this field. This paper aims to identify the personality traits of top sports managers and find out whether there are differences between female and male managers in terms of personality traits and, if so, what they are. For this, we applied the Zuckerman-Kuhlman Personality Questionnaire (ZKPQ) to 15 top sports managers, 7 women and 8 men, from different sports disciplines. We chose the position of president for national sports clubs and top management positions for national sports federations (president, vice-president, secretary general). ZKPQ is intended for the assessment of five factors that constitute the dimensions of the Alternative Five-Factorial Model (AFFM): impulsive sensation seeking (19 items), neuroticism-anxiety (19 items), aggression-hostility (17 items), sociability (17 items) and activity (17 items). In addition to these 89 items, there are 10 items (infrequency) used to eliminate subjects with possibly invalid records. The average for the participants' responses to 4 scales ranged within the limits of the average score, with T-scores between 45 and 55 points, while for the neuroticism-anxiety scale, it was slightly below. Women had a higher average than men in the following scales: impulsive sensation seeking, activity and aggression-hostility, while men had higher scores for sociability and neuroticism-anxiety.

**Keywords:** sports management, personality profile, personality traits.

### Introduction

Throughout history, people have been interested in studying the personality, being aware of the variety of human behaviours. As far back as 450 BC, Hippocrates identified four different types of temperament, and, in 1921, the Swiss psychologist and physician Carl Jung brought arguments in support of this theory in his book "Psychological Types" (Jung, 1971).

Personality refers to the important and relatively stable aspects of human behaviour and covers a wide range of behaviours (Ewen, 2012, p. 23). For most specialists, personality originates within the individual and encompasses almost all dimensions of a person: physical, social, mental and emotional (Ewen, 2012, pp. 23-24). Also, some aspects of personality cannot be seen from the outside, and some are even unconscious. According to Hedges (1997, p. 16), the distinctive note of any personality is given by its dominant characteristics. Of all the features we have, we prefer to use constantly the best outlined. The other less developed features are somewhat neglected. Theories of personality traits claim that people have general predispositions, called traits, to respond in a certain way to different situations, so these predispositions are the basis of our personality (Opre & Albu, 2010) and define the various aspects of our interaction with the world (Hedges, 1997, p. 16).

Also, many researchers have been interested in the differences between men and women throughout history and, since the late 1980s, there has been an explosion of studies that addressed these differences. Gender differences have been identified in different areas such as: communication, sensory perception, spatial orientation, stress response, affective needs, etc. (Tudose, 2005).

On the other hand, there are authors who have been interested in finding out the connection between personality and sports performance, but few studies have been conducted regarding sports managers' personality. For example, Allen and Laborde (2014) believe that there is now good evidence that athletic success and participation in physical activity can be predicted by personality traits. They also believe that there is evidence that physical activity contributes to personality change. Starting from the idea that the personality also plays a role in the management activity and the exercise of managerial functions, in this paper, we aim to identify the personality traits of top sports managers and see whether there are differences between women and men and, if so, what they are.

**Material and Methods**

The research methods used for this study were: literature review and questionnaire survey for collecting the necessary data; statistical-mathematical method, graphical representation method for the processing of the obtained data and the suggestive representation of the results.

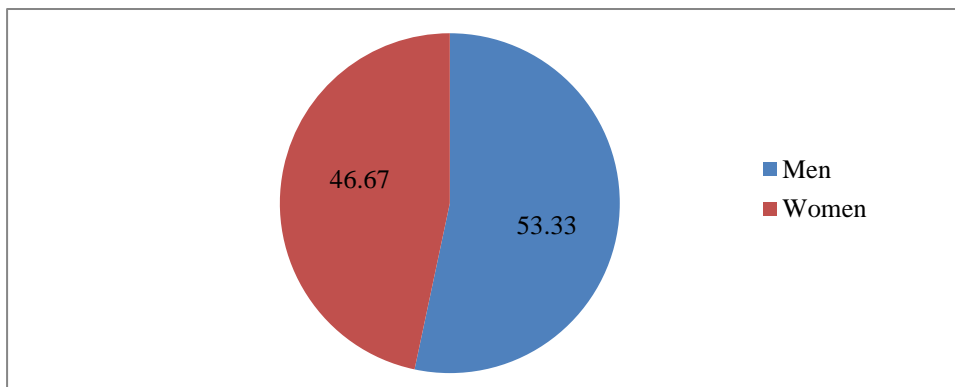
ZKPQ (Zuckerman-Kuhlman Personality Questionnaire) has 99 items and is intended for the assessment of five factors that constitute the dimensions of the Alternative Five-Factorial Model (AFFM): impulsive sensation seeking (19 items), neuroticism-anxiety (19 items), aggression-hostility (17 items), sociability (17 items) and activity (17 items). In addition to these 89 items, there are 10 items (infrequency) used to eliminate subjects with possibly invalid records (Zuckerman, 2002). Opre and Albu (2010) analysed the internal consistency of the ZKPQ questionnaire and have come to the conclusion that the Romanian version of the questionnaire has good fidelity, the  $\alpha$  coefficients of the 5 scales being close to the ones obtained for the original version in English (between 0.70 and 0.83). In order to interpret the score obtained by a subject in a scale of the questionnaire, it is transformed into a T-score using the equation (Eq. 1):

$$T = 50 + 10 \frac{x-m}{\sigma} \tag{1}$$

where:

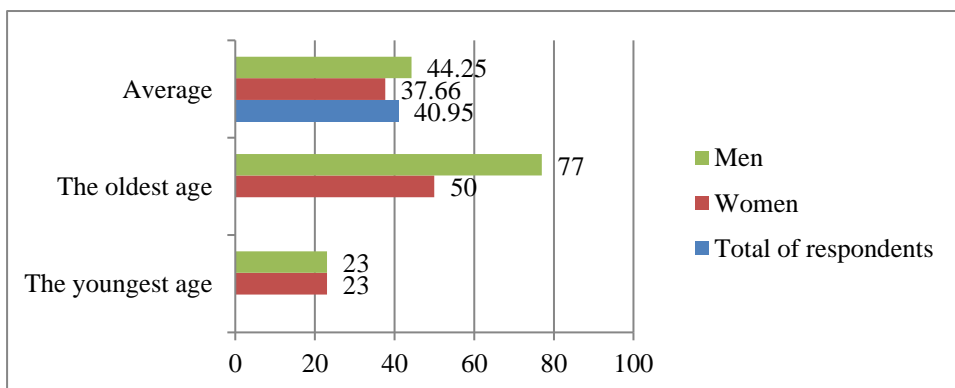
- “T” represents the T-score corresponding to the x-score;
- “m” and “ $\sigma$ ” are the average and standard deviation for scale scores, corresponding to the subject’s gender and the age group to which they belong.

In collaboration with the Psychology and Psychomotricity Laboratory of the National University of Physical Education and Sport and psychologist Radu Predoiu, we applied the ZKPQ to 15 top sports managers, 7 women and 8 men, from different sports disciplines (Figure 1).



*Figure 1. Gender distribution of respondents*

Respondents are aged 23 to 77, their average age being 40.95 years. Male respondents are aged between 23 and 77 years, the average age being 44.25 years, and female respondents between 23 and 50 years, the average being 37.66 years (Figure 2).



*Figure 2. Age distribution of respondents*

ZKPQ has 10 items (infrequency) (Figure 3) used to eliminate subjects with possibly invalid records. We applied this questionnaire to 15 managers, but we had a woman who scored 7 for infrequency, so we did not use her responses any further in our study. As can be seen in Figure 3, women had an average of 2.14 for infrequency, and men had an average of 1.87.

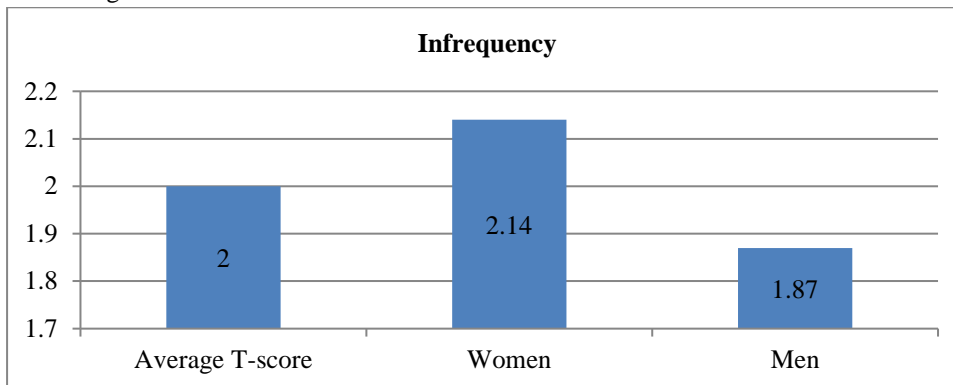


Figure 3. Infrequency

The sociability scale had the smallest difference between the average of men's and women's responses. Men had an average of 46.31 points, and women, 45.08 points, the difference being only 1.23 points (Figure 4). Both women's and men's results ranged within the limits of the average score, which means they do not have so many friends, but they do not prefer loneliness and solitary activities.

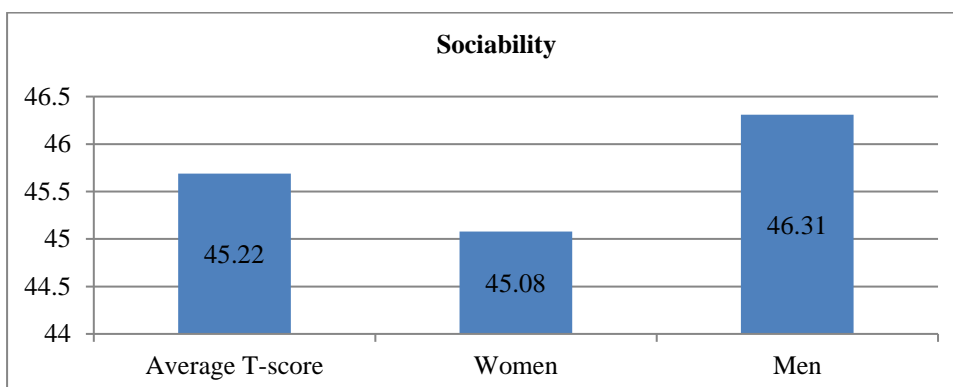


Figure 4. Sociability scale

As regards impulsive sensation seeking, the largest difference was recorded between the average of men's and women's responses, women having 11.46 points more than men in this scale (Figure 5). Men had an average score, while women had a slightly above-average score. Women had a score at the upper limit of the average score, which means they usually look for new experiences with environmental changes and strong sensations, act on the spur of the moment and can be nonconformist. Men were at the bottom of the average score, which means they usually plan each activity and are not fans of change.

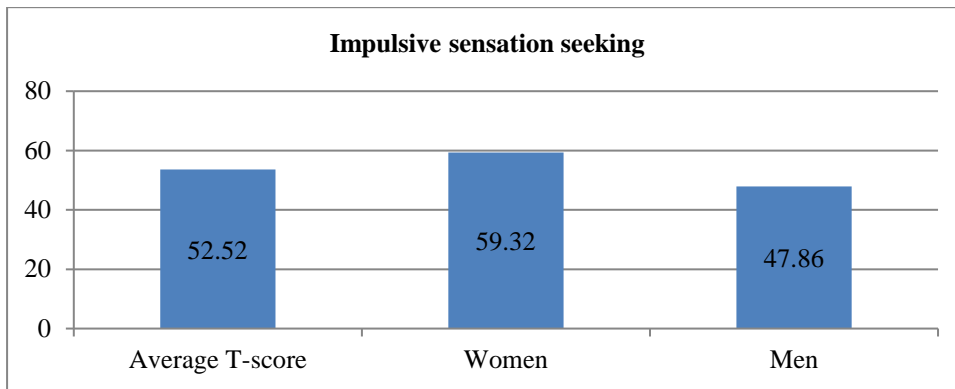


Figure 5. Impulsive sensation seeking scale

Regarding the activity scale, women had a slightly above-average T-score, and men had an average score (Figure 6), which means that women managers usually feel the need to be in constant activity, while men managers are more inclined towards routine work. Considering that we are talking about sports managers, we expected that the respondents would have high scores, over 60 points.

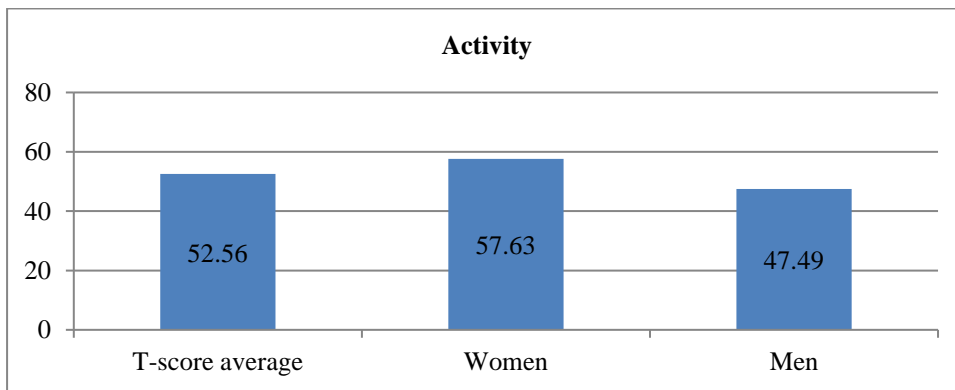


Figure 6. Activity scale

For the neuroticism-anxiety scale, women had a slightly below-average score with 40.01 points, while men had an average score with 46.54 points (Figure 7). Women's score reveals that they generally feel confident and do not worry about things that are not important, while men can get upset more often and do not always have much confidence in their own abilities.

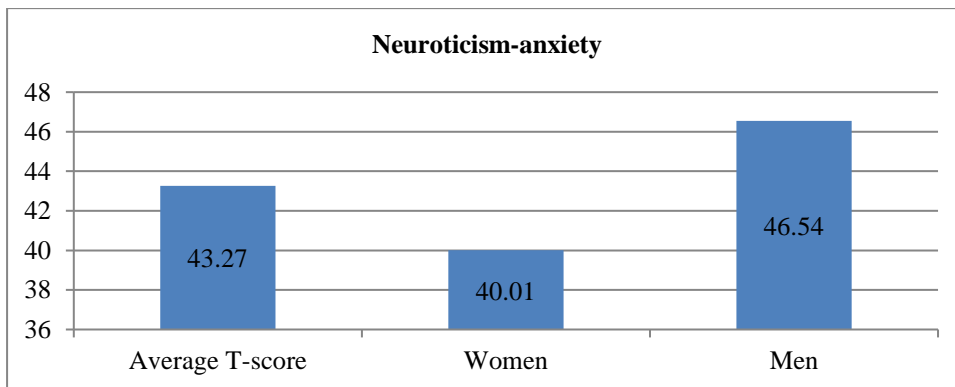


Figure 7. Neuroticism-anxiety scale

For the aggression-hostility scale, both women and men had an average score. However, women had a higher score, which means that they may manifest their anger more often and are not as patient as men. It is worth noting that, although aggression is a characteristic often attributed to men, women scored 3.18 points more than men.

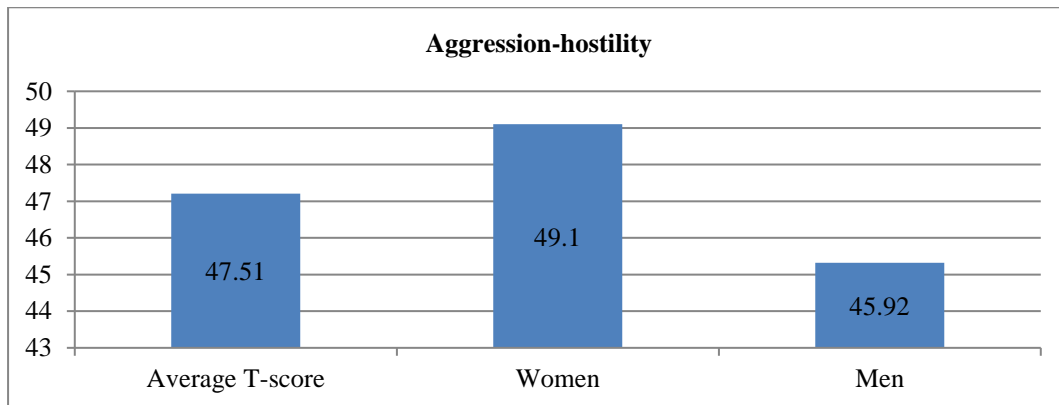


Figure 8. Aggression-hostility scale

## Conclusion

The average for the participants' responses to 4 scales ranged within the limits of the average score, with T-scores between 45 and 55 points, while for the neuroticism-anxiety scale, it was slightly below. Women had a higher average than men in the following scales: impulsive sensation seeking, activity and aggression-hostility, while men had higher scores for sociability and neuroticism-anxiety.

Men managers had an average score in all 5 scales. Women managers had an average score for sociability and aggression-hostility, a slightly below-average score for neuroticism-anxiety and a slightly above-average score for activity and impulsive sensation seeking. The largest difference between women and men was in the impulsive sensation seeking scale, while the smallest difference between the two genders was recorded in the sociability scale. Managers did not have high scores (over 60 points) or low scores (under 40 points) in any of the scales, which means that people in these management positions are quite balanced in terms of personality and the five factors that constitute the dimensions of the Alternative Five-Factorial Model.

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