



## The Effect of Sports Managers' Literacy on the Performance of Football Clubs in Iranian Leagues

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### ABSTRACT

This study aimed to the effect of sports managers' literacy on the performance of football clubs in Iranian leagues. The method of this research was descriptive-correlational. The statistical population consisted of all managers of football clubs in Iranian leagues. 267 questionnaires were distributed among managers as the research sample. The research instruments included a questionnaire on sports managers' literacy (semi-researcher-made) and the performance of sports clubs (Shafiee et al., 2013). The tool's validity was confirmed using the opinion of experts. Smart PLS 3 software was used to analyze the data and the relationships between the variables. Findings showed that respectively, media literacy (Path coefficient: 0.88; T-Value: 7.65); Technology Literacy (Path coefficient: 0.78; T-Value: 5.87); Legal Literacy (Path coefficient: 0.76; T-Value: 5.19); Managerial literacy (Path coefficient: 0.67; T-Value: 3.50), and financial literacy (Path coefficient: 0.62; T-Value: 2.53) had significant effects on the performance of football clubs. Based on the findings, it was found that sports managers should use a variety of literacy in different areas of decision-making and face different problems to provide the ground for better success and performance of the club.

## Introduction

Organizations need managers who meet the challenges to succeed, improve performance, and compete with other organizations. Also, to respond to the needs, changes, and transformations of the socio-economic system of the present age and the continuity and survival of organizations need managers with different skills and literacy. Many management experts believe that managers' beliefs

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and attitudes directly impact their behavior and performance, and their behavior and performance also significantly impact the performance of groups within an organization (Ramezani Nezhad, 2017). Organizational performance refers to how organizational missions, tasks, and activities and their performance results are performed. Also, organizational performance results from administrative processes and the realization of organizational goals and it is a concept that is determined quantitatively or qualitatively and is an indicator of measuring the level of achievement of the purpose (Nobarieidish, Chamanifard, & Nikpour, 2014).

In the sports industry, football clubs act as the industry's core as an economic enterprise. Using equipment and facilities, skilled and specialized workforce, and effective management have turned football into an industry with a significant turnover (Dolati, 2019). The performance of sports clubs is also evaluated based on various goals and indicators to determine the impact of each of these indicators based on the evaluation model used on the club's performance. Sports clubs can be evaluated based on sports and non-sports version. Non-sporting performance in clubs also includes more financial indicators, which are essential in assessing clubs. In addition, managers' performance and literacy and knowledge are essential in various aspects of the success and performance of sports clubs (Delshab, Winand, Sadeghi Boroujerdi, Hoerber, & Mahmoudian, 2022).

Managers are critical human resources who play a prominent role in the success of professional clubs. So that their most minor decision can affect the performance of the whole club and sports teams. Therefore, the performance of the managers of sports organizations will be important in the success rate of clubs. With the professionalization of clubs, the literacy and professional competence of managers, and determining the priority of this literacy and competence for the effective and successful management of sports clubs in the country, seems very important. So, in some organizations, clubs, and sports associations, particular criteria have been considered for the literacy and competence of managers. Horch and Schütte (2003) literacy and competence of sports managers of sports clubs and federations include the following: high management functions, management tasks (speech and advertising to attract supporters), communication and information, social interaction and problem solving, executive management (management of clients and main resources) and literacy and competence such as accounting, financial and legal, facility management, marketing for professional sports, resource management, service offerings, sports science and information technology (Horch & Schütte, 2003).

Literacy and competence of sports managers can be summarized in the form of managerial competence and literacy, such as media literacy, financial or economic literacy, technology literacy, and legal literacy (Solouki, Ahmadi, Shajie, & Honari, 2017). Media literacy is a skill-based understanding that can distinguish between different types of media and distinguish and identify different types of media productions. Also, financial literacy is mainly used in connection with personal economic issues. Legal literacy means competence and ability in legal matters (Habibnezhad, Ameri, & Khosravi, 2020). In this regard, with the increasing expansion of sports and the emergence of the new problems and issues, legislation in its various areas, including advocacy, broadcasting rights, contracts, sports insurance, child protection, privacy, and discrimination, was developed to be the basis of hand practice. Be involved in sports (Shahbazi & Akareem, 2013). Today the law affects all aspects of sports. The importance of this issue is that in recent decades, we have witnessed more influence of international sports institutions in the legislation and development of global sports law. By establishing international sports institutions, we monitor the strict implementation of rules and regulations.

In addition, we sometimes see that at high levels of club and national sports, due to the lack of awareness of those involved in the rules and legal aspects, enormous damage has been done to the body of sports, so having legal literacy for managers is so important (Shahbazi & Akareem, 2013). Organizations see information technology as a tool by which they can improve the performance of their people and adapt to change. However, for these organizations to make their employees' performance more efficient and effective in terms of educational and professional levels, they must

encourage their employees to use technology in line with the speed of technology changes and their level of technology awareness and literacy. In addition, the issue of information literacy and how to achieve it in the context of society is one of the essential points that allows the intelligent presence of community in this era (Pérez Tornero, Grizzle, Pulido, & Tayie, 2021). Information literacy is a capability that enables a person to critically evaluate the information obtained and use it accurately, effectively, and creatively to meet their information needs. By combining the above two concepts, it can be said that ICT literacy is a capability that enables a person to establish, maintain and deepen relationships with others to access, evaluate and use accurate, helpful, and creative information to meet their own needs of others. The impact of the above literature on the club management system and sports managers is undeniable (Memari, Lal Bidari, & Saadati, 2020). Specifically, the issue of the research is that the good performance of football clubs in the last few decades is due to having knowledgeable and responsible managers in the field of the club. Managers' literacy and knowledge are critical to football clubs' performance. Achieving the correct answer requires analyzing the effect of managers' literacy on the performance of sports clubs.

To better explain the research topic, it is necessary to review previous studies. In the review of related sports research; some researchers like Nazarovisi et al. (2020), Hashemi Qadi kalaei (2019), Hurley et al. (2018), Zartoshtian et al. (2017), showed that information literacy, media literacy, information technology literacy, and literacy Communication is very important for managers of sports organizations and coaches of sports teams (Hashemi Qadi Kalaei, 2019; Zardoshtian, Abbasi, & Khanmoradi, 2018). Kazempour Dizaji et al. (2020), Habibnezhad et al. (2020), Saadati (2020), Mir Mohammadi and Shakarian (2019), Akbari and Sabouri (2018) showed Media literacy, financial literacy, legal literacy, technology literacy, and financial knowledge are very important for better management of the organization and better management and having creativity and understanding of the affairs of the organization (Akbari, 2018; Habibnezhad et al., 2020; Kazempour Dizaji, Khanmohammadi, & Moeinuddin, 2020; Memari et al., 2020; Mir Mohammadi Sadrabadi & Shakarian, 2019). Livingston and Brown (2021), Lundvall and Gerdin (2021), and Hurley et al. (2018) also have mental health literacy, Sports literacy, health literacy, and physical activity literacy were necessary for managers and athletes (Hurley, Allen, Swann, Okely, & Vella, 2018; Livingston & Brown; Lundvall & Gerdin, 2021). Escimila Fajardo et al. (2021), and Gonçalves et al. (2020) reported that factors such as entrepreneurial orientation and teams' athletic performance affect the economic performance of sports clubs (Escamilla-Fajardo, Núñez-Pomar, & Prado-Gascó, 2021; Gonçalves, Mendes, Henriques, & Tavares, 2020). Delshab et al. (2022), Hussein et al. (2021), Jarosz (2021), Demir et al. (2020), and Núñez Pomar et al. (2020) showed that administrative creativity, managerial performance, innovative approach, knowledge management, Attitudes towards innovation and entrepreneurship affect the performance of sports clubs (Delshab et al., 2022; Demir, Sertbaş, Sivrikaya, & Bayazit, 2020; Hussein, Hassan, & Mahmood, 2021; Jarosz, 2021). In non-sporting foreign research, Pérez Tornero et al. (2021), Nasr Hazaea (2021), Guess et al. (2020), Dhar and Kumar (2020), and Utami and Wilujeng (2020) showed that media literacy And information, digital media literacy, financial literacy, legal literacy and technology literacy are essential for empowering people and their better performance (Dhar & Kumar, 2020; Guess et al., 2020; Pérez Tornero et al., 2021; Utami & Wilujeng, 2020).

But unlike previous research, this study intends to examine the financial, legal, technological, media, and managerial literacy aspects of the managers of sports clubs Football League. At the same time this literature plays an essential role in the performance of managers but has been neglected by researchers. Also, considering the recent events in the country's football (the conditions of the federation, the requirements of the suspension of Persepolis and Esteghlal that were removed from Asia, the requirements of the foundations, the requirements of the Premier League) due to the lack of sufficient literacy of managers in various fields; It is necessary to pay attention to the literacy of managers from different aspects and its effect on the performance of football clubs. It should be noted that the literacy of managers in financial, legal, technological, media, and managerial aspects has led

to the maximum success of clubs and teams at the level. First, the country's football is active, they need knowledgeable and literate managers in these fields, so the mentioned dimensions should be considered by the managers so that the clubs and teams present at the professional level are more than before victorious.

## Methodology

This research is descriptive-correlational in terms of type; it was applied in terms of purpose and field in the data collection method. The statistical population consisted of all managers' clubs football of Iranian leagues first, second, and premier leagues (CEO, Public Relations Manager, Cultural Manager, International Affairs Manager, Legal Manager, Football Academy Manager, Financial and Economic Manager, Administrative and Human Resources Manager). Considering that Hir et al. (2019) have proposed an approximate value between 5 and 15 people to estimate the research sample in the structural equation approach per question; Therefore, in the present study, five people were considered for each question (total: 265 people), and finally, 267 questionnaires were collected and analyzed. The research tool was a 53-item questionnaire was set up with a five-point Likert scale for data collection. The first part of the questionnaire included demographic questions (6 questions), and the second part was the manager's literacy questionnaire (semi-researcher made). Based on the research conducted, the types of managers' literacy were identified and the components were extracted and localized, and other components were added using the information that the researchers had about the managers of the leagues. which included dimensions (financial literacy (5 questions), media literacy (3 questions), legal literacy (3 questions), management literacy (8 questions), technology literacy (4 questions), and sports club performance questionnaire (Shafiei et al., 2013) including dimensions (human resources (10 questions), planning, organization and evaluation (5 questions), technical and sports affairs (4 questions), physical and equipment resources (5 questions) question), legal environment (6 questions). To evaluate the validity of content and appearance, you will ask the opinions of sports management professors (5 people) and sports managers (6 people). After confirming the content validity, the instrument was first distributed among 30 members of the statistical population in a pilot study in which the Cronbach's alpha coefficient (0.75) was calculated, and its reliability was confirmed. According to the Kolmogorov-Smirnov test, the significance level of all components was more minor than  $\alpha < 0.05$ , and all data were abnormal. The third version of Smart PLS software was used.

## Results

Descriptive findings show that most of the respondents were in the age group of 40 years and above (117 people; 43.8%), and most had a master's degree (139 people; 52.1%) (Table 1). Other personal details are given in full in Table 1.

**Table 1.** Personal characteristics of the statistical sample of the research

Variable	subset	Number	Percentage	Variable	subset	Number	Percentage
marital status	Single	50	18.7	Age (years)	>20	3	1.1
	Married	217	81.3		21-25	9	3.4
Education	Undergraduate and Diploma	5	1.9		26-30	21	7.9
	Bachelor	64	24		31-35	35	13.1
	MA	139	52.1		36-40	85	30.7
	PHD	59	22.1	40 <	117	43.8	
Job side	Board of Directors	12	4.5	Sports history (years)	1-5	23	8.6
	Club CEO	23	8.6		6-10	31	11.6
	Director of Public Relations	52	19.5				
	Cultural Director	19	7.1				

Director of International Affairs	19	7.1	15 <	171	64
Legal Manager	33	12.4	1-5	113	42.3
Director of the Football Academy	47	17.6	6-10	60	22.5
Director of Finance and Economics	35	13.1	11-15	50	18.7
Administrative and Human Resources Manager	29	10.1	15 <	44	16.5

The description of research variables in Table 2 shows that media literacy has the highest average (3.94) and human resources have the lowest average (2.90).

**Table 2.** Description of research variables

Variable	mean	standard deviation	Variable	mean	standard deviation
Financial literacy	3.51	0.61	human resources	2.90	0.36
Media literacy	3.94	0.52	Planning and evaluation	3.60	0.40
Legal literacy	3.36	0.81	Technical and sports affairs	3.25	0.42
Managerial literacy	3.72	0.48	Physical and equipment resources	3.46	0.56
Technology literacy	3.61	0.52	Legal environment	3.47	0.68
			Performance of sports clubs	3.34	0.35

**Measurement model fit** Index reliability, convergent validity, and divergent validity were used to measure the fit of the measurement model. Index reliability for internal reliability includes three criteria: factor load coefficients, Cronbach's alpha, and combined reliability. Convergent validity shows the degree of correlation of a structure with its characteristics, and divergent validity is the degree of relationship of a structure with its features compared to the relationship of that structure with other structures. Factor loads are calculated by calculating the correlation value of the concurrent of a structure with that structure, and its appropriate value should be more than 0.7. Indicators with a factor load between 0.4-0.7 will be removed if their removal brings the combined reliability and convergent validity above the minimum value, but if the combined reliability and convergent validity are higher than their minimum value, it is necessary to remove The index with a factor load is not between 0.4-0.7 (Hair, Risher, Sarstedt, & Ringle, 2019). The factor loads of all measures in their respective structures were higher than 0.4, and, the research analysis was done based on the confirmed questions. Convergent validity is evaluated using the mean-variance of the extracted variance (AVE), the desired value equal to and higher than 0.5. The output results of the model for (AVE) indicate the appropriateness of the convergent validity criterion (AVE) (Table 3). To evaluate the divergent validity, Fornel and Larker matrices were used. This study found that the correlation of each structure with itself is more than the correlation of that structure with other structures. As a result, the divergent validity of the model is confirmed (Table 3) (Hair et al., 2019). All variables had Cronbach's alpha value and combined reliability above 0.70 (Table 3), which indicates that the model has good



reliability both in terms of Cronbach's alpha and in terms of combined reliability (AVE) (Hair et al., 2019).

**Table 3.** Summary of model fit indices

Variable	AVE	Cronbach's alpha	CR	1	2	3	4	5	6	7	8	9	10	11
Technical and sports affairs	0.68	0.84	0.89	0.82										
Planning and organizing	0.58	0.82	0.87	0.62	0.76									
Legal literacy	0.70	0.78	0.85	0.63	0.64	0.84								
Media literacy	0.65	0.74	0.85	0.59	0.55	0.66	0.81							
Technology literacy	0.61	0.86	0.86	0.56	0.60	0.64	0.62	0.78						
Financial literacy	0.61	0.71	0.81	0.41	0.47	0.56	0.53	0.50	0.78					
Managerial literacy	0.64	0.86	0.89	0.42	0.59	0.56	0.38	0.62	0.52	0.80				
Sports club performance	0.64	0.95	0.96	0.73	0.71	0.64	0.61	0.75	0.55	0.62	0.80			
Legal environment	0.67	0.90	0.92	0.70	0.60	0.63	0.64	0.64	0.43	0.44	0.78	0.82		
human resources	0.53	0.90	0.92	0.62	0.69	0.67	0.65	0.74	0.56	0.67	0.79	0.69	0.73	
Physical and equipment resources	0.57	0.80	0.86	0.77	0.63	0.62	0.60	0.60	0.44	0.48	0.78	0.70	0.66	0.75

**Structural model fitting:** The final structural model of the research was drawn and tested in the software environment after confirming the measurement models and proper confirmation steps. Also, to measure the structural research model, R<sup>2</sup>, Q<sup>2</sup>, and T-Value criteria were used. The results are shown in Tables 4, 5, and Figure 2.

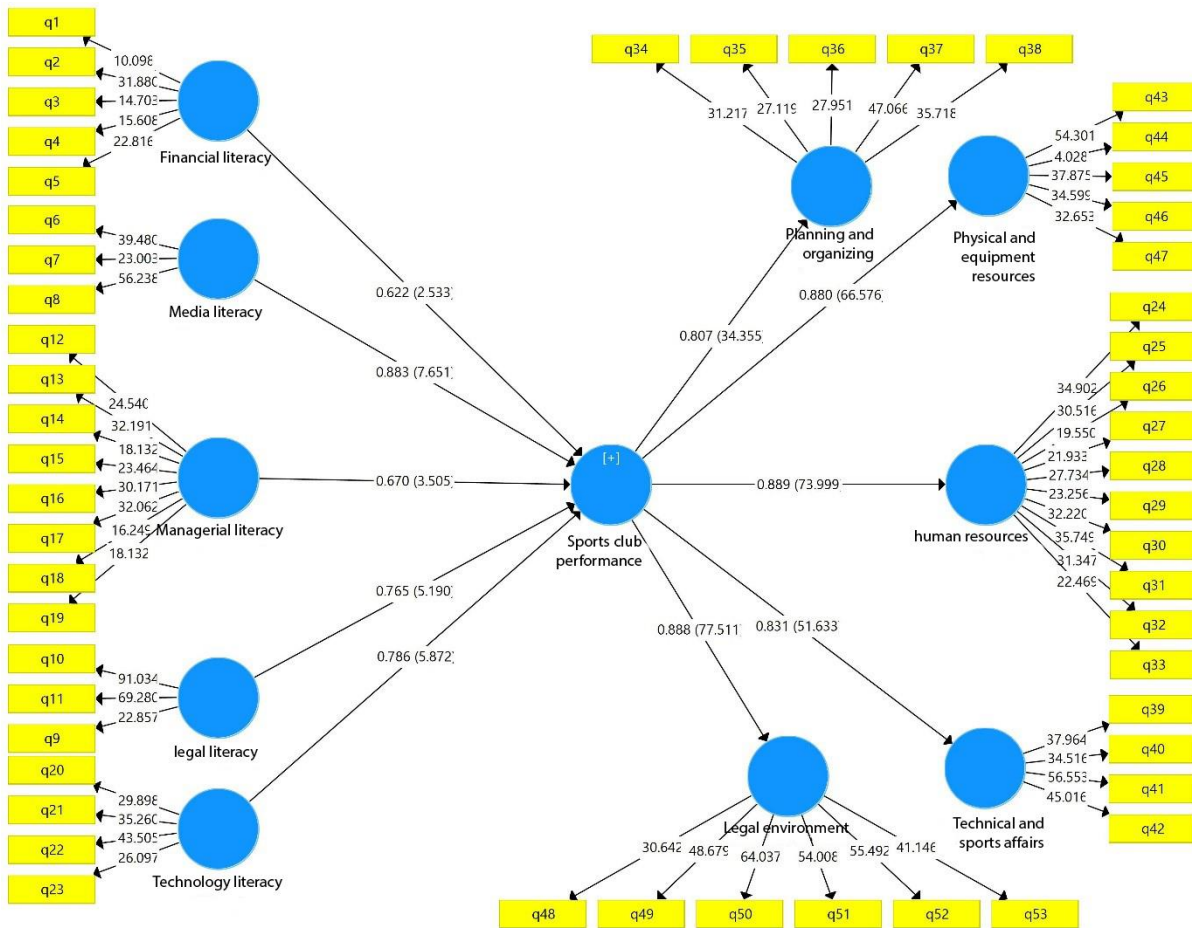
**Table 4.** Results of fitting the structural model of the research

Variable	R <sup>2</sup>	Q <sup>2</sup>
Financial literacy	External	0.43
Media literacy	External	0.45
Legal literacy	External	0.40
Managerial literacy	External	0.38
Technology literacy	External	0.38
Performance of sports clubs	0.73	0.49

Confirmatory factor analysis showed that the dimensions of football club performance, dimensions of human resources and legal environment (0.89), physical and equipment resources (0.88), technical and sports affairs (0.83), and planning; and evaluation (0.81) had the greatest effect in explaining the performance of the football sports club, respectively. Also, based on path analysis (Figure 1 and Table 5), it was found that media literacy (Path coefficient: 0.88; T-Value: 7.65); Technology literacy (Path coefficient: 0.78; T-Value: 5.87); Legal literacy (Path coefficient: 0.76; T-Value: 19/5); Managerial literacy (Path coefficient: 0.67; T-Value: 3.50) and financial literacy (Path coefficient: 0.62; T-Value: 2.53) had a significant effect on the performance of football clubs.

**Table 5.** Results of the final research model

Factor analysis				
Relationships between variables	Path coefficient	T-Value	significance level	Result
Sports club performance ---> human resources	0.89	73.99	0.001	Confirmation
Sports club performance ---> Planning and evaluation	0.81	34.35	0.001	Confirmation
Sports club performance ---> Technical and sports affairs	0.83	77.51	0.001	Confirmation
Sports club performance ---> Physical and equipment resources	0.88	66.57	0.001	Confirmation
Sports club performance ---> Legal environment	0.89	77.51	0.001	Confirmation
Path analysis				
Financial literacy ---> Sports club performance	0.62	2.23	0.001	Confirmation
Media literacy ---> Sports club performance	0.88	7.65	0.001	Confirmation
Managerial literacy ---> Sports club performance	0.67	3.50	0.001	Confirmation
Legal literacy ---> Sports club performance	0.76	5.19	0.001	Confirmation
Technology literacy ---> Sports club performance	0.78	5.87	0.001	Confirmation



**Figure 1.** Final research model (effect coefficient and significance coefficients)

Fitting of the general research model: To fit the available model (both parts of the measurement and structural model), the SRMR criterion was used, which should be less than 0.8. According to the obtained value (SRMR = 0.07), the measurement and structural model fit well; in general, the measurement and structural model has a good quality in explaining the endogenous variable of research (Hair et al., 2019).

## **Discussion and Conclusion**

This study sought to determine the effect of sports managers' literacy on Premier League football clubs' performance. It provided a guide or framework for improving the performance of football clubs using sports managers' literacy measures in various aspects. For conceptual structures, comprehensive and process-oriented dimensions and questions were defined so that the results could be well linked to the effects of these factors on the performance of Premier League football clubs. According to the research model in the field of implementation of sports clubs, the dimensions of human resources and legal environment, physical and equipment resources, technical and sports affairs, and planning and evaluation had the most significant effect in explaining the performance of football clubs, respectively. In interpreting these findings, it can be said that League football clubs should pay attention to managerial and team stability, maintaining the section of the previous season, the quality of the executive staff, as well as the income of clubs in various fields. In addition, by holding more friendly matches, holding pre-tournament bodybuilding courses and more domestic and foreign camps, having low-level teams, and using their talents, they can perform better in League football matches. Also, the League football teams, if their committees in various fields can act with quality in technical, financial, and administrative instructions, achieve success, and perform better in the competitions. On the one hand, a clear vision and mission, tasks of each unit, short-term and long-term goals, and performance appraisal standards can improve the performance of football clubs and have a successful and better performance.

Also, based on path analysis, it was found that financial literacy has a significant effect on the performance of the sports club. In interpreting these results, it can be said that the more financial literacy of club managers, the better the performance of League football clubs. Also, due to the complexity and development of financial markets at different levels and increasing the diversity of services provided by sports clubs, the issue of financial literacy and the need to learn its concepts for sports club managers is of great importance. Iran League football clubs are no exception to this category. On the other hand, football club managers should have sufficient knowledge in areas such as club income and revenue management, club investment in various regions, club investment risk management, and how to manage money in the club to be able to help the clubs in the transfer season and pave the way for its success in various sectors. In addition, if the managers of football clubs have good financial literacy, they can allocate funds to areas such as providing technical equipment and physical fitness for the club, providing camping facilities for the club, developing training halls and competitions, as well as Providing a dedicated sports complex, all of which will affect the club's better performance and success in league matches. The results of this hypothesis were consistent with the results of the research of Fatehi and Hajiha (2021), Kazempour Dizaji et al. (2019), Mir Mohammadi and Shakarian (2019) (Fatehi & Hajiha, 2021; Kazempour Dizaji et al., 2020; Mir Mohammadi Sadrabadi & Shakarian, 2019).

Media literacy has a significant effect on the performance of the sports club. In interpreting these results, we can say that the more media literacy of club managers, the better the version of League football clubs. One of the most important job positions in sports clubs is the public relations of that club, which should be paid special attention to this position and selected public relations experts with sufficient sensitivity and accuracy, so the public relations manager should have some characteristics and abilities. Media literacy is an essential topic for public relations, identifying, and analyzing the media, knowing the range of the press, recognizing valid information from the unreliable, and how to inspect and prevent the spread of false rumors and news the field of media literacy. Media literacy, along with extensive public relations and interactions, is beneficial. In a short time, media and communication literacy have become one of modern societies' basic foundations. It is one of the most important axes of development globally many countries in the world have considered media literacy development as one of the most critical infrastructures for their development. Accordingly, in recent



years, the media literacy of managers in most football clubs has expanded to an unprecedented level. In European countries, managers with media literacy have the opportunity to develop football clubs in some sectors. Such as receiving, collecting, storing, processing, retrieving, transmitting, and managing data and information provided media literacy in computer systems. Therefore, managers of Premier League football clubs, especially public relations managers, must be skilled in areas such as analyzing and evaluating media content, evaluating ethical media messages, and receiving the required information from the Internet and other social media for the club to be able to keep the sport informed about the affairs and events around the club. The results of this hypothesis were in line with the results of Pérez Tornero et al. (2021), Nazarweisi et al. (2020), Mirani Sargazi et al. (2020), and Hashemi Qadi kalaei (2019) (Hashemi Qadi Kalaei, 2019; Miranisargazi, Besharatnia, Asgari, & Taheri, 2020; Nazarweisi, Yektayar, & Ghasemi, 2020; Pérez Tornero et al., 2021).

Managerial literacy has a significant effect on the performance of the sports club. In interpreting these results, it can be said that the more managerial literacy of club managers, the better the performance of League football clubs. A person in charge of the sports director of a football club cannot be without managerial knowledge in general and sports management knowledge in particular. A scientific approach to management develops and improves when a person has graduated from sports management and has acquired skills in various scientific and practical fields. Managers of football clubs need to have sufficient managerial skills, including sports marketing skills and economics, and use the science of organizational behavior management to interact appropriately with the club's internal and external human resources and Exempt clubs from financial dependence on government funding. Of course, having knowledge and organizing sports management information and using such information when team CEOs need it. In addition, sports club managers need to be proficient in team building, time management, decision making, the ability to start and develop new businesses, and club management to be influential in the success of football clubs in terms of impact. No relevant research has been done in this field.

Legal literacy has a significant effect on the performance of the sports club. In interpreting these results, it can be said that the higher the legal literacy of club managers, the better the performance of football clubs. Managers of sports clubs should be aware of the consequences of using unsafe and worn equipment and facilities in sports competitions and exercises, how to use protective equipment correctly, and the responsibilities arising from it. Sports club managers should be fully aware of the natural hazards surrounding playgrounds, cables, and the disposal of worn-out and unusable equipment, the capacity allocated to each athlete, and potential dangers and consequences. They should be aware of the effects of illegal advertising and non-compliance with the copyright, the use of energy drugs, and violations of sports contracts, all of which can help football clubs to function in various fields.

In the last section, the effect of technology literacy on the performance of the sports club was examined, which has a significant impact. Sports managers must make decisions in vital and sensitive areas for the club sports teams. Since information is the basis of decision-making, and to make decisions, sufficient, accurate, and continuous information must be provided so that the manager of the sports organization can make the most optimal decision. Managers with adequate knowledge and understanding of using ICT can act more efficiently and effectively in the decision-making process and help the team achieve the set goals by developing their ICT skills. It should also be noted that in sports, managers are constantly dealing with various decisions in various fields and ignoring irrational and incorrect information due to its highly variable nature and environment. Expectations can lead to wrong choices and prevent them from reaching be the team's primary goals. If appropriate and helpful information can be provided to sports managers through information and communication technology, we can expect the team to have a bright future. In general, it can be said that despite the complexities and rapid changes in information and communication technology in sports, it can be used as a tool to collect and process the desired information for decision-making managers. In addition, managers of Premier League football clubs must be proficient in using social media and cyberspace, using new

business and revenue-generating software, communication and e-mail skills, and working with computers. They provide the basis for the success of football clubs. The results of this hypothesis were consistent with the results of the research of Memari et al (2020) and Mohammadi et al (2016) (Memari et al., 2020; Mohammadi, Esmaili, & Salehi, 2017).

According to the obtained results, it is suggested that sports managers use different literacy in different fields to aid their organizational decision-making process. It is also recommended to the managers of Iranian sports teams to hold training courses to remove barriers to employment and learn in various financial, legal, media, managerial, and technological sectors in Iranian sports. It is suggested that a study examine the role of different literacy and the needs of managers in the productivity and revenue generation of organizations, teams, and sports federations.

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