

Job Anchor Analysis of Official Iranian Football Agents through PLS Method

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Abstract

The philosophical foundation of job anchors is to discover the hidden abilities of individuals in job promotion. The purpose of this study is to analyze the job anchor status of official football agents in Iran using the PLS method. This method is not sensitive to the sample size and can estimate the model in the sample size less than the number of variables. This research is a descriptive survey, and it is applied research. The statistical population consisted of all official Iranian football agents (n=18) who purposefully responded to the Shine Job Anchors Questionnaire. PLS partial path analysis and the least-squares method were used to draw the overall model of the research. On the other hand, the highest averages in creativity, service, and functional-technical anchors for agents indicate the value that the agents have in serving and the tendency to focus on the technical nature of their jobs.

Keywords: Job Anchors, Football Agents and Shine Questionnaire

INTRODUCTION

Nowadays, in the business environment, changes are rapid. In recent years, athletes have employed some individuals as program managers (agents) to do legal tasks and conduct their interests and conditions for contracts and other activities. (Shabani Moghadam, 2014). Sports agents are a creation of the sports industry, which has been growing and developing recently in this industry. In EU countries, sport accounts for 1.6 to 2.5 percent of GDP. Another study, supported by the European Commission, found that there are around one million people in Europe working in the sports industry and that sport is considered to be their main professional activity. (Smith, Business Translators et al., 2013).

Europe has identified 32 disciplines in which sports agents are active. In France, Germany, Italy, Spain, the United Kingdom and Sweden, agents are active in at least ten different sports. In football, brokers are active in all 27 EU countries, called Football Agents. The commissions earned by Agents in European football are estimated at around 200 million € per year. Football, with the largest number of

brokers, rugby, basketball and athletics are the four disciplines that make up 95% of the total number of sports agents in Europe (EU Experts, 2009). Finally, the broker is considered the helmsman of the player and coach transfer market in the country. To be successful in performing his duties, he must be able to advance in his field (using a job anchor) and receive appropriate feedback from his performance. For this purpose, he needs to have patterns or receive training. New technology and extensive and fast information system have provided appropriate models that can be effective in a scientific way in the use of appropriate job anchors in this market. Agents should also benefit from this new scientific feature.

In the following, we will discuss the Job Anchors relations and the performance of the official football agents of Iran, along with an introduction to the career path. Some people are passive spectators in their life scenes, and others are active actors. This is also true in the career path. A group of people leaves the fate of their lives in the hands of others, and a group of people, by accepting responsibility, finds the power to influence it. A career path is created when a person gains life and

work experiences, and this can influence thoughts, values, and motivations without giving in to obstacles (Schein, 1996, 80). On the other hand, the underlying philosophy of Job Anchors is to discover the latent abilities of individuals in career advancement. Assessing a Person's Job anchors reveals employees, and awareness of this helps the organization and the individual to redesign jobs to meet the needs of individuals. On the other hand, to plan for their career (Qalavandi et al., 2010).

Schein also considers Job Anchors to be a self-concept for a person, which includes three categories: talent and ability to perceive, an evolved sense of motivation and need and finally, the basic and important values related to the career path. The first is about real experiences in the workplace (performance), While the third case is about individual reactions (attitudes) to the norms, principles and values that we encounter in different work and social successes (Danziger & Valency, 2005, 293; Verbruggen & Sels, 2007, 69).

The term Career Anchors was first coined by Edgar Schein. Edgar Schein discusses Job Anchors in Self-Evaluation. Self-assessment is the assessment of an individual according to the SWOT table of his / her strengths and weaknesses according to environmental threats and opportunities. Just as boats drop their anchors to stay afloat, people do the same to find and consolidate their careers. Anchors of a career path are specific patterns of talents, capacities, motivations, attitudes, and values imagined by the individual. Which guides and stabilizes a certain career path after several years of experience and feedback from the real world. Career anchors are sources of self-knowledge of stability in one's inner career path. When people enter a field or profession, they usually anchor only on the criteria of promotion defined in terms of external position. As individuals progress through the education system and early professional experiences, they form their mindsets based on the adaptation of external feedback and internal feelings about the situation and satisfaction. In other words, people define themselves according to the adaptation of what they feel is good and worthy. According to the external feedback that a good job has, they do enjoy and like their efforts to be considered valuable by others (Dilamghani and Zakeri, 2016, 7).

Edgar Shine's early research in the 1970s showed that the evolved self-concept of individuals is reflected in five categories of basic values, motivations, and needs. 1. Autonomy and independence 2. Stability and security 3. Technical competence and duties 4. Administrative and managerial competence, and 5. Entrepreneurial creativity. Of course, following extensive job studies in the 1980s, three other categories of Job Anchors were revealed by Shine: 1. Service and self-sacrifice 2. The pure challenge, and 3. Lifestyle (Amirtash et al., 2011, 111). It is also mentioned in the discussion and conclusion of this research that measuring the anchors of the career path gives this ability to the organization. To create jobs properly by creating harmony between his needs and people. This point can also be used as a useful source of information, both for individual career change decisions and for organizations, to help individuals change their career paths.

The mismatch between an anchor and the job usually either causes the person to leave the organization or become indifferent to their job. So for Edgar Schein, Job Anchors mean paying attention to the following two points: - Job Anchors of Each employee should be known for both "himself" and "managers of the organization." 2- Organization and its management using the techniques: a) job expansion, b) job turnover, c) job enrichment and d) diversification, create the possibility of useful employment for each employee with a different anchorage. After self-assessment, people use the labor market to set goals for themselves and choose their desired job through job opportunities with personal goals. Career anchors are an incentive for people to self-manage their jobs. In addition, people who are actively involved in their job self-management are more successful in recognizing the value of their own business investment (Ellonen & et al., 2008). Career anchors shape a person's career choices and employees' reactions to their work experiences by shaping what one is looking for in life and interfering in the decision to change from one job to another. Measuring the anchors of an individual's career path reveals the anchors of an individual career path of employees Awareness in this regard helps the organization to redesign jobs on the one hand to meet the needs of individuals and on the other hand to plan for the

transformation of their career paths (Arizi Samani et al., 2009, 71).

In short, the concept of a career path is examined based on both internal and external aspects. External career paths are considered as job opportunities or backgrounds and limitations identified by the particular job and organization (Tan & Quek, 2001, 527). Internal Career includes attitudes, values, perceptions and effective reactions to work experiences that can have important results for satisfaction, commitment and staying in an organization (Arizi Samani et al., 2009, 71). One of the important structures in internal career planning is the orientation of Job Career Anchors or identifying the tendencies of individuals to choose their career paths (Shahrzad and Alavi, 2009, 55). The concept of career orientation or anchor is reflected in one's experiences and career cycle (Bromley H. Kniveton, 2003, 564). Each person has a specific orientation to the job and a specific set of priorities and values to approach that job (Brent Barkley et al., 2013).

The anchor is a definite point that does not allow the person to move too far from that point and always returns the person to that state (Arnold, John, 2001, 115). Schein (1990) considers Job anchors as part of one's self-concept that one will not give up despite facing difficult choices. Schein claimed that people's future career choices would be under the influence of the evolution and stabilization of their anchors. According to Schein, when people balance the anchors of their career path and their job, they are more likely to achieve positive career outcomes such as efficiency, satisfaction and sustainability. However, because people do not choose always choose a job that fits their job anchor, more fluctuations occur in the overall job results. Overall, career-friendly individuals will often achieve higher career outcomes (Danziger & et al., 2008, 293).

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are more likely to achieve positive career outcomes such as efficiency, satisfaction and sustainability. However, because people do not choose always choose a job that fits their job anchor, more fluctuations occur in the overall job results. The career-oriented person will often achieve higher job results (Danziger & et al. et al., 2008, 293).

By restructuring Feldman's research, Bolino (1996, 89) proposed an example of the Job Anchors relationship. Where sheer challenges and creativity/entrepreneurship and independence/autonomy complement each other, Whereas creativity/entrepreneurship was technically contradictory to technical/functional as well as independence/autonomy to security/stability. Chapman (2009) also provided an example of career path connections with the axes of creativity/entrepreneurship, purely technical and functional challenges in a group and complementary relationships and described security/stability relationships with purely contradictory challenges (Barkley et al., 2013). The career path can be grouped into four dimensions based on the example of Schwartz's value structure: Continuity (security, lifestyle and stability), Change (Challenge, Entrepreneurship, Independence), Self-improvement (management, identity) and competence (technical/operational, service) (Shahbandarzadeh and Hosseini, 2011, 1). With Examining the Patterns of Career Orientation, it seems that the basis for the development of all patterns is the example of Schein. According to Feldman and Bolino (1996, 89), Schein's study raises four salient points about the construction of fixed-job identities: 1. He distinguished between the formation of a stable job identity and the initial selection of a job. 2. It showed diversity in career paths within the job. 3. Showed that differences in career path sequences between groups of employees in the same job could be as important as differences in career path sequences of individuals in different occupations. 4. Regarding Job Anchors, he points out that this set of interests stabilizes individuals' abilities, sports, and career choices in a predictable way (Danziger et al., 2008, 293).

Schein's conceptual framework: After a longitudinal study of the career path of a group of administrators and students of the Massachusetts Institute of Technology (MIT) and creating the concept of career path orientations, Schein has divided it into eight dimensions:

- 1- Technical / Functional competence: People who have this orientation (anchor) are focused on how they work technically, are motivated by the content of the work, and are inclined to be employed in technical and specialized jobs (Shain, 2006, 7). The expertise of these people makes them perform better if they are challenged at work, and if the job fails to test their capacity for growth, they lose interest (Frederick et al., 2013, 1).
- 2- General Managerial Competence: In this orientation, a person is motivated by the opportunity to analyze and solve complex conceptual problems under uncertain conditions and tends to managerial positions and jobs in large organizations (Schein, 2006, 7). These people are interested in leadership, leadership and management. They deal with problems analytically and seek opportunities to use their personal abilities (Schein, 1996, 80).
- 3- Security / Stability: This orientation (anchor) includes geographical and occupational security. For these people, job stability is a key factor in decision-making and career advancement. For those who are interested in geographical security, just a steady career in a familiar environment is more important than choosing a profession that means instability or insecurity in their lives. They may choose government jobs, where employment and tenure are for life (Kianirad, 2008, 61).
- 4- Entrepreneurial Creativity: In this anchor, the individual is aroused by the need to build or create designs that belong to him. People with this orientation may feel the need to create a job or expand a product. In this case, the person is more inclined to start and manage projects and businesses and provide management consulting and other entrepreneurial risks (Shahbandarzadeh and Hajhosseini, 2011, 1).
- 5- Autonomy / Independence: People with this orientation are looking for a job that will allow them to break free from the constraints of the organization. Many of these people have strong technical/functional competency anchors. But instead of pursuing this anchor in an organization, they have decided, for example, to become consultants or to work alone or as a member of a relatively small organization (Kianyorad, 2008, 61).
- 6- Service / Dedication: Such people do it for a bigger purpose, not just economic, and their dream is to make the world a better place to work and live. Such people tend to regulate work activities with personal values about helping society (Shahbandarzadeh and Hosseini, 2011, 1).
- 7- Pure Challenge: People with this orientation need to overcome insurmountable obstacles and succeed in difficult situations. Their strongest tendencies include Overcoming obstacles, defeating others to solve problems, and Continuous competition and self-examination (Shine, 1996, 80).
- 8- Lifestyle: People with this anchor tend to create a balance between their work and family paths. They tend to choose jobs that allow them to be balanced and not one area hinders or disrupts other areas (Frederick et al., 2013, 1). Della Boner (1998) conducted a study entitled "Testing Job Anchors Shine in the New Workplace." The statistical sample was 18 people from a computer company. His findings indicate that: Job anchors' theory is supported, people want a job challenge to stay in their job, Job Anchors are predicted from the main areas of the job, and the diversity of Job Anchors may be within a job. Hoon Tan & Choo Quek (2001, 527) also found that there is a significant positive relationship between technical-functional competence, autonomy-independence, entrepreneurial creativity, lifestyle, security and stability, Pure Challenge, and competence in career anchors. There is the general management of internal and external satisfaction and employee performance. Danziger & Valency (2005, 293), in a study using an independent t-test, showed that there is a significant difference between career anchors of freelancers and salaried

people. Also, there is a positive and meaningful correlation between career anchors based on the Shine model and the job satisfaction of individuals. Job Anchors People are different in different communities. Shine, Ituma & Simpson (2007, 978) attempted to provide a sample to determine the internal job references of Nigerian IT professionals. In their view, the Shine model has been tested in developed countries, and the validity of this sample in developing countries needs further investigation. Tladinyane (2006) conducted a study entitled "The Relationship between Job Anchors and Organizational Commitment" at the University of South Africa. The study was conducted on 157 eligible students in South Africa. Data were collected by the Organizational Commitment Scale (OCS) and the Career Orientation Inventory (COI). The results showed a significant difference between male and female job anchors, black and white, and a significant relationship was observed between Job Anchors and organizational commitment in most geographical areas in different jobs and institutions. Kaplan et al. (2009) identified outstanding job anchors in nursing as a priority, lifestyle, management and service, and self-sacrifice, respectively. Weber & Ladkin (2009, p. 243) reported the leading anchor of industry professionals as a lifestyle. Dumitrescu (2009) reported the leading anchor of the engineering community as independence, autonomy, and lifestyle. In in-house internal research, Samani et al. (2009, 2011) conducted a study entitled "The relationship between career path and job authority and organizational trust: A case study of male and female employees of research and development units of industrial companies." Data analysis was performed by multiple regression tests and analysis of variance and indicated the dependence of the highest averages on career orientation, service, and lifestyle. In the relationships between factors, job

authority shows a significant correlation with managerial skills, net challenge and entrepreneurship. Also, the relationship between types of organizational trust and job authority is significant. There is a significant difference between men and women in all career paths, and only in job security, lifestyle and service of women have they achieved an average higher than men. Qalavandi (2010) also believes that many people in organizations are not aware of their Job Anchors, And they spend a lot of energy choosing between their goals, needs and progress or the commitment of their staff. In order for people in the organization to gain a better understanding of the job and to evolve and make changes within the work environment, it must depend on reviewing Job Anchors.

Methodology:

In terms of nature, the present study is a descriptive survey based on heuristic exploration methods. In terms of purpose, this research is applied research. Since it seeks to investigate the relationship between several latent variables and their explicit components with each other and to study the fit and degree of approximation of the sample is known, it is a type of research based on correlation and structural equation sampling. From a temporal and executive point of view, in terms of the distribution of questionnaires and analysis, it is cross-sectional research. The statistical population of this research consists of all official football agents of Iran. The total number of the target community is 23 people 18 people answered the questionnaires in a purposeful way.

Data collection tools or data collection: To evaluate Job Anchors, the standard Job Anchors Questionnaire was developed by Edgar Schein (2006, 7). It contains 40 items with a 4-point Likert scale (never, rarely, often, and always). In this questionnaire, eight job anchors are identified. Job Anchors in this study refer to the score they earn in eight components: Functional technical competence (5 questions, 1 to 5), General managerial competence (5 questions, 6 to 10), Security - Proof (5 questions, 11 to 15), Entrepreneurial Creativity (5 questions, 16 to 20), Independence - Autonomy (5 questions, 21 to 25), Service and self-sacrifice (5 questions, 26 to 30),

Pure Challenge (5 questions, 31 to 35) and lifestyle (5 questions, 36 to 40).

Data analysis method: Descriptive statistics (frequencies, means, percentages, standard deviations) were used to organize, summarize, classify raw scores, and describe research variables. Kolmogorov-Smirnov inferential statistics were used to test the naturalness of the distributions. One-way analysis of variance (ANOVA) was used to determine the comparison of Job Anchors capabilities between demographic characteristics. A sample t-test was also used to determine the importance of Job Anchors capabilities. In testing the hypotheses, a significance level of 0.05 was considered. The Partial Least Square Regression (PLS) R method was used to test the research hypotheses in relation to job characteristics. PLS method is one of the new methods in the field of structural equation modeling, which is sensitive to other statistical methods due to the fact that the sample size is This method is not sensitive to the sample size and can estimate the model in the sample size less than the number of variables. The PLS method is used in various fields, including human resources. This approach is based on variance. Compared to similar techniques, structural equations such as LISREL and AMOS require fewer conditions such as data normality. Unlike LISREL (where models are often more complex), it is more appropriate and using this method will be more desirable. The main advantage of the method is that this type of modeling requires less sample size than LISREL, and with data of 30 or less, structural equation modeling and measurement model can be performed. Cronbach's alpha test was used to measure the reliability of the questionnaires, the result of which indicated the appropriate reliability of the questionnaire. (The validity of the questionnaire was approved by Table 1- Step by step, the first stage

ten experts, and its reliability was calculated to be 0.89). To draw the general model of the research were used path analysis and the method of minimum partial squares was used.

Results:

Demographic characteristics of the subjects:

1) Gender: Nominal scale in the questionnaire of demographic variables is obtained by means of a closed item. Specifications showed that all 18 respondents were male. 2) Age: According to the year with a distance scale, as a grid item, the highest age of brokers was 59 years, the minimum age was 28 years, and their average age was 42.17. 3) Service history: In terms of years on an interval scale as an open item: the highest work experience of brokers was 20 years, the minimum was two years, and their average work experience was 9.33. 4) Education level: On a sequential scale, as a closed item: education level: 6 people (33.3%), master's degree (maximum), five people (27.8%), bachelor's degree, three people (16.7%), doctorate, 2 One person had a diploma and 2 (11.1%) were post-diploma brokers. The relationship between Job Anchors variables is now investigated using the PLS regression model by defining the variables and using formula (1).

Formula 1:

$$X_8 1.01 + X_7 0.665 - X_6 0.282 - X_5 0.158 - X_4 0.053 - X_3 0.052 - X_2 0.132 - X_1 1.9 + 1.513 = Y$$

Y ← Job Anchors

X1 ← Technical X2 ← Management

X3 ← Independence X4 ← Security

X5 ← service X6 ← Creativity

X7 ← Challenge X8 ← Lifestyle

Determining the model through the step-by-step method

		AIC Information Criterion (AIC)	Residual sum of square (RSS)	sum of squares	Degrees of freedom
Elimination of Creativity	of	34.004-	1.1189	0.00122	1
elimination of independence	of	33.983-	1.1203	0.00253	1
elimination of management	of	32.861-	1.1923	0.07453	1

elimination of security	of	32.117-	<i>1.2426</i>	<i>0.12484</i>	1
Full model		32.023-	<i>1.1177</i>	-	-
elimination of service		31.394-	<i>1.2935</i>	<i>0.17577</i>	1
elimination of Challenge	of	29.284-	<i>1.4544</i>	<i>0.33671</i>	1
elimination of Lifestyle	of	28.109-	<i>1.5525</i>	<i>0.43480</i>	1
elimination of technical	of	19.190-	<i>2.5481</i>	<i>1.43036</i>	1

Table 2 - The second stage by deleting the creativity variable

		AIC Information Criterion (AIC)	Residual sum of squares (RSS)	sum of squares	Degrees of freedom
elimination of independence	of	35.872-	<i>1.1272</i>	<i>0.00820</i>	1
Full model		<i>34.004-</i>	<i>1.1189</i>	-	1
elimination of security	of	33.976-	<i>1.2524</i>	<i>0.13340</i>	1
elimination of management	of	33.953-	<i>1.2539</i>	<i>0.13499</i>	1
elimination of service	of	32.445-	<i>1.3636</i>	<i>0.24461</i>	1
elimination of Challenge	of	31.283-	<i>1.4545</i>	<i>0.33549</i>	1
elimination of Lifestyle	of	30.017-	<i>1.5604</i>	<i>0.44149</i>	1
elimination of technical	of	21.108-	<i>2.5598</i>	<i>1.44088</i>	1

Table 3 of the third stage by elimination of the independence variable

		AIC Information Criterion (AIC)	Residual sum of squares (RSS)	sum of squares	Degrees of freedom
elimination of management of		35.953-	1.2540	0.12685	1
Full model		35.872-	1.1271	-	1
elimination of security	of	35.784-	1.2658	0.13865	1
elimination of service	of	34.221-	1.3806	0.25347	1
elimination of Challenge	of	26.334-	1.4563	0.32915	1
elimination of Lifestyle	of	31.941-	1.5671	0.43991	1
elimination of technical	of	19.167-	1.1864	2.05920	1

Table 4 The fourth step by elimination of the management variable

	AIC Information Criterion (AIC)	Residual sum of squares (RSS)	sum of squares	Degrees of freedom
elimination of security of Full model	37.062-	1.3176	0.06358	1
elimination of service of Full model	35.953-	1.2540	-	1
elimination of Challenge of Full model	34.263-	1.5393	0.28532	1
elimination of Lifestyle of Full model	33.432-	1.6120	0.35801	1
elimination of technical of Full model	32.653-	1.6580	0.43103	1
elimination of technical of Full model	20.246-	3.3536	2.09960	1

Table 5 - The fifth step by elimination of the security variable

	AIC Information Criterion (AIC)	Residual sum of squares (RSS)	sum of square s	Degrees of freedom
Full model	37.602-	1.3716	-	1
elimination of service of Full model	35.953-	1.5660	0.2485	1
elimination of Challenge of Full model	34.765-	1.6729	0.3553	1
elimination of Lifestyle of Full model	34.632-	1.6861	0.3686	1
elimination of technical of Full model	14.623-	5.1159	3.8019	1

Therefore, the final model of the backward method with the lowest value, which is equal to -37.02 /, (Akaike information criterion), is as follows:

$$\text{Career anchors} = \text{lifestyle } 0.839 - 0.673 \text{ Challenge} + \text{service } 0.259 - \text{technical } 2.028 - 1.923$$

Table 6- Estimation of career path anchor coefficients

Width of origin	lifestyle	Challenge	Service	Technical
1.9233-	0.8395	0.6738-	0.2594-	2.0287

Table 7- Summary of the model of career path anchor

Model	Standard estimation error	The coefficient of determination	adjusted of R squared	R
1	0.35165	0.788	0.888	0.942

The adjusted coefficient of determination is equal to 0.788, which indicates a good fit.

Discussion and conclusion

Job Anchors' principled vision is to find the hidden talents of individuals on the way to career advancement. Measuring a person's Job Anchors determines the individual Job Anchors of agents, and knowledge in this regard helps us to reschedule things to meet the needs of individuals. On the other hand, he made the necessary design for his job disputes. Considering Research findings on Job Anchors, Security, challenges, and Creativity for agents express the value that agents have in maintaining their job security, doing valuable work in their careers, and overcoming barriers. The findings are similar to those of Bromwell (2004, 564). On the other hand, the highest averages in Job Anchors Creativity, service and functional-technical for brokers express the value that agents have for service and tend to focus on the technical way of their job. These findings are consistent with the findings of Chen Wen (2006) and Wei-Boon (2001, 527). Career appraisal enables organizations and individuals to retrieve jobs properly by balancing their demands with those of individuals. Therefore, this article, under the source of effective knowledge, will be able for Job Anchors, on the one hand, for personal thoughts of job changes, and on the other hand, for organizations and individuals to help people with their job changes, a way for the effort of individuals (Denziger et al. 2008, 293). There was a significant relationship between brokers' performance and functional-technical anchor and competency. It is consistent with the findings of Hun Tan and Chou Quick (2001, 527), Mutan and Bed (2006, 50), Zakrefard et al. (2008, 59) and Qalavandi et al. (2010). In expressing this finding, we can acknowledge that the agents who had the mentioned anchor preferably remain in their work and profession, they are often concerned with the nature of their work and profession, they try hard to get new knowledge and having expertise and mastery of a particular job is of particular importance to them.

Regarding autonomy and independence, there was a significant relationship with performance, which is not in line with the findings of Qalavandi et al. (2010), but it is not

consistent with the findings of Chu Quick and Hun Tan (2001, 527). This relationship between the performance and independence of agents may be due to the fact that the more independent agents are in their jobs and have more autonomy and face more limited rules and problems, the greater their enthusiasm for work and the higher their positive performance. Considering that in expressing the characteristics of leadership, the need for their tendency to dominate and focus individually on the job has been mentioned (Shahzad and Alavi, 2010, 67), and because leadership is one of the major roles in the job of agents, we can say that the relationship between performance and the autonomy of agents is defined and clear. The research findings also showed that independence-autonomy has a direct effect on the performance of brokers. Autonomy is a factor influencing job satisfaction, which has effects on positive performance and increases its quality. Therefore, it can be acknowledged that the higher the job authority in the job and the lower the problems, the higher the positive attitude and job satisfaction of the brokers and, consequently, the higher their performance. Considering that the management of the affairs of the athletes and coaches is a contract with the agents, and they have the necessary independence and autonomy to do so, this anchor is one of the main factors in predicting the performance of brokers. There was also a significant relationship between challenge and creativity with performance. The results are not in line with the findings of Qalavandi et al. (2010) but are in line with the research of Chu Quick and Hun Tan (2001, 527). Creative people are somewhat self-righteous and have a relatively good ability to analyze and rely on themselves, and finally, they all have the power and potential to influence other people. We can conclude that agents who are creative have more ability to express creative thoughts in players and coaches, which is also an important effect of the performance of brokers, and this anchor has a direct impact on the performance of brokers. Agents with it are risk-takers who always find new and influential points in their job and therefore increase their positive performance. In explaining the Pure Challenge, we should note that society and individuals are in a way that

they always face new challenges. These particular challenges may be due to specific environmental conditions or may have been posed by players and coaches. Agents can overcome it by effectively overcoming the difficult issues and problems they face. Agents who have this anchor will be able to do it easily.

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