



The political skill of kickboxing coaches and referees

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Abstract

Political behaviors have an important place in human life in terms of providing benefits. For this reason, while political behaviors are revealed in achieving the desired goals, the importance of political skill increases. In the organizational field, especially the political skill levels of the managers are seen as an important factor in the achievement of the goals of the organization. In this context, the political skill levels of kickboxing trainers and referees working in the field of sports are also an important factor in the spread of kickboxing and achieving sporting goals. With this study, it is aimed to reveal the political skill levels of Kickboxing trainers and referees in terms of different variables. The total number of participants is 303. 80.5% of the participants are male and 19.5% are female. In the data analysis of this study, in which the scanning model was used, Independent Sample T-Test was used for binary variables and One-Way ANOVA was used for variables with more than two categories. As a result of the analysis made according to the level of coaching, it was determined that there was a statistically significant difference in the sub-dimensions of networking ability and apparent sincerity, and general political skill levels ($p < .05$). However, the political skill levels of kickboxing coaches and referees were found above the average. As a result, it is suggested that kickboxing coaches and referees should be subjected to in-service training that can improve their political skills and therefore their communication skills.

Keywords: Political skill; kickboxing; kickboxing coach; kickboxing referee

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1. Introduction

In today's world, political behaviors that are shaped on the axis of interests and that provide benefits to the individual are becoming a part of life. This situation increases the importance of political skill in individuals and especially in managers. The survival of individuals in a political environment depends on having both political skill and political will (Mintzberg, 1983). In short, an administrative level where political will can be put forward is important for successful results in order to demonstrate political behaviors

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skillfully. Individuals with high political will recognize and embrace the virtues of political behavior and thus identify the need to manage impressions while achieving goals in the organizational context (Maher et al., 2018). At this point, whether the level of political skill is high or low plays a decisive role in achieving success.

Although it is not possible to say anything clearly about whether political behavior is beneficial or harmful to individuals or organizations in environments where actions that will produce results are exhibited, the intention of the people who exhibit political behavior and the state of reaching their goals as a result of this behavior cause these people or their interlocutors to be positively or negatively affected by the results (Bayraktar, 2020). It is known that political skill can be functional in terms of groups and organizations as well as using tactics in terms of self-interest, and career goals can affect political tactics (Arıkan, 2011). Therefore, the level of political skill appears as an effective factor in achieving successful results or failing to exhibit political behavior.

In some cases, the jobs people do and their short or long past experiences in these jobs are also important in terms of skills. Because past experiences have an important action on the effectiveness of leaders (Sabuncuoğlu & Tuz, 2001). Therefore, considering that the length of time that coaches and referees worked as coaches and referees as managers is an indicator of experience, there may be a positive relationship among the development of political skills and the level of effectiveness of people with high political skills and the length of service. An understanding widely accepted by people; time will contribute to people's life experiences and these experiences will provide an advantage to individuals in terms of how to behave in different environments.

The importance of leadership behaviors shown by administrators in their success is known. In this context, the relationship between political skill and leadership behavior points to the importance of political skill in terms of the capacity to display more leadership behavior. Social relations in leadership and political skills in social relations have an important place (Aslan et al., 2019).

Coaches and referees who also undertake the function of leadership in addition to the functions of planning, organizing, motivating, coordinating and controlling, affect both the quality of sports and the enjoyment of sports. At this point, coaches and referees who have managerial identity and are seen as the main elements of sports, have important responsibilities (Öztürk et al., 2004).

1.1. Conceptual framework

A better understanding of political skill in coaches and referees requires some related concepts to be clearly stated along with political skill. In this context; concepts such as policy, politics, political behavior, coach and referee are briefly summarized below.

1.1.1. Policy and politics

Policy is expressed as politics, behavior style, mentality and the whole of the principles of arranging and realizing the state's activities as purpose, method and content. In addition, metaphorically, it means taking advantage of the weak points of the other people or the disagreements between them, carrying out the work by stroking people's emotions to achieve a goal (sozluk.gov.tr). Politics has the meaning of policy, a special view or understanding of the art of regulating and conducting state affairs (sozluk.gov.tr). When viewed as a dictionary meaning, it is seen that policy and politics can be used as synonyms.

One of the most important problems of policy is “distribution”. Policy is the whole of decisions about who will or will not take what, where, when and how (Pehlivan Aydın, 2002). In an environment where distribution is important, naturally, the importance of political behaviors and the skill displayed while exhibiting these behaviors will increase. In this context, it is possible for organizations to achieve success by setting out and implementing applicable policies successfully while determining and implementing policies.

1.1.2. Political behavior

Political behavior is defined as a process that is not considered as a part of the official role of the employee, that affects or tries to influence them, and that consists of activities related to the distribution of advantages and disadvantages within the organization (Yıldız, 2018). Madison et al. (1980) consider political behavior as a process of social influence that is beneficial and has consequences for the organization. However, it should not be forgotten that this process is a concept based on the use of power which has the capacity to affect the behavior of individuals (Hollander, 1998), in various ways (Turabik, 2019).

When viewed as a process in which the behavior of organizational members is influenced to achieve personal goals, it is possible to see political behavior as a natural process that should be taken into account (Aslan & Pektaş, 2017). In this context, political behavior is a living operational reality for the organization as well as for the rulers and the ruled.

1.1.3. Political skill

The first introduction of the term political skill into the scientific literature was made by Pfeffer (1981) (Ferris et al., 2011). Political skill; It has a framework that includes mental, interpersonal and group-level processes that affect one's self, people, groups and organizations (Ferris et al., 2007). It can be expressed as the ability of an employee to influence other employees by using the knowledge that they have in terms of directing them to act in line with their own or organizational goals (Ahearn et al., 2004).

Networking ability, including various contacts and identifications that help people develop friendships, build unity, and take advantage of opportunities within a social network; apparent sincerity, which includes appearing as genuine and authentic, although the individual is not good and frank; social astuteness which means cunning in social relations when we look at the root of the word, and expresses the ability to understand the social interaction and social interaction in which the person interprets the behavior of both others and himself/herself correctly; competencies such as interpersonal influence, which includes establishing an effective communication and eliciting desired reactions from others by making others feel comfortable by developing intimacy in a cute way, are considered within political skill as a concept (Ferris et al., 2007). In this context, politically skilled people can be trained in emotion recognition. Because Momm (2010) revealed that politically talented individuals show more improvement than others when they are trained in emotion recognition.

In terms of understanding others, motivation, reaching goals and performing roles successfully, political skill is a teachable and developable factor inherent in all organizations (Bektaş & Zabun, 2019). It has been revealed that while the presence of individuals with high political skills is important for a workplace, political skill is also important outside the workplace (Munyon et al., 2015; Wang & Hall, 2019).

1.1.4. Kickboxing coaches

The coaches according to the Coaches Training Instructions of the Turkish Kickboxing Federation: A coaches who successfully completes the programs in the relevant sports branch and obtains a certificate from the Ministry of Youth and Sports and the Turkish Kickboxing Federation for the level he is in, and trains the athletes or sports teams in accordance with national and international rules and techniques. It is defined as the person who has the duty and authority to train them as professionals, to prepare for competitions, to follow their competitions and developments.

Coaches often set many goals to be achieved when training their athletes. These can be listed as: Having a successful team, helping young people have fun, helping young people develop physically, psychologically and socially (Martens, R., trans., 1998). At this point, the political skill levels of the coaches, which are evaluated within the scope of their ability to influence, are important.

Training of coaches in Turkey has been given to the Federations by Law No. 3289. In addition, coaching Education Departments were opened after the establishment of the Schools of Physical Education and Sports with the Law No. 3837 dated 03.07.1992 that amended the Law No. 2809 (Üçışık, 1999). Today, the Schools of Physical Education and Sports which provide the conditions of being a faculty are transformed into the Faculty of Sport Sciences.

With the autonomy of the federations, autonomous federations also gained the right to train trainers in their own branches. In this context, trainer training courses are organized by the Turkish Kick Boxing Federation based on the needs of the federation and the institutions and organizations interested in Kick Boxing. In the courses opened until 2020, basic education and special education programs were carried out face-to-face within the period determined within the scope of a single class opened (Trainer Education Regulation, 2002). Starting from 2020, separate courses for basic education and practical training have been opened. In this context, candidates who are successful in all the courses they take in the basic education exam using the Open Education System can participate in the practice training opened by the Federation in the future (Trainer Education Regulation, 2019).

Athletes; they need the guidance of the coaches in terms of technique, tactics, physics, condition and motivation. Considering the role of coaches in the versatile development of athletes, the necessity of studies on coaches emerges.

1.1.5. Kickboxing referees

Referee; It is defined as the person who manages the matches and competitions in accordance with the rules and impartially and has the authority to choose and decide (sozluk.gov.tr). Kickboxing Referees are defined in the Amateur Kickboxing Referee Instruction (2009) as persons appointed by the federation or authorized institutions for the management of Kickboxing competitions and trained in this regard. Training of referees in Turkey has been given to the Federations by Law No. 3289. Referees have to comply with the instructions given to them in terms of the application and the procedure to be followed (Belbez, 1950).

The importance of political skill against intimidation is undeniable. In this context, it has been observed that mobbing behaviors against referees increase as the education level of individuals with university education increases, and the level of exposure to mobbing behaviors increases as the referees' degree of refereeing increases (Çakır, 2019).

Referees can be affected by spectators, players, superiors, etc. in some cases. However, it is important for the referees not to be influenced by the audience, players, senior managers, etc. and to display a healthy management (Efe et al., 2008). At this point, the importance of the political skill levels of the referees without being influenced, which includes mental, interpersonal and group-level processes that affect oneself, people, groups and organizations, becomes evident.

2. Method

This study is a quantitative research. In this study, the scanning model which describes the existing situation as it is and without changing it, was used as a model (Karasar, 2009; Kuzu, 2013). As the research type, comparative research type was used.

Comparative research type is used to reveal the similarities or differences of two or more situations or groups (Çelik, 2011; Kuzu, 2013). Before starting the research, ethical approval was obtained with the decision of the social and humanities scientific research and ethics committee of Hatay Mustafa Kemal University, dated 05.03.2021 and numbered 03.

2.1. Participants

This research was carried out with the voluntary participation of a total of 303 people, including 161 trainers, 28 referees, 114 trainers and referees affiliated to the Turkish Kick Boxing Federation, who had their visas for 2021. Personal information about the participants is given in Table 1.

Table 1. Personal information of participants

Variables	Groups	n	%
Gender	Male	244	80,5
	Female	59	19,5
Age	≤ 25	70	23,1
	26-35	82	27,1
	36-45	104	34,3
	46 ≤	47	15,5
Coaching And Refereeing Status	Coach	161	53,1
	Referee	28	9,2
	Coach and Referee	114	37,6
Provincial Representative	Yes	22	7,3
	No	281	92,7
Coaching & Refereeing Time	<1	43	14,2
	1-3	68	22,4
	4-7	59	19,5
	8≤	133	43,9
TOTAL		303	100
Number of Athletes of Coaches	0	65	23,6
	1≤50	120	43,6
	51≤	90	32,7
Number of National Athletes of Coaches	0	161	58,5
	1-10	90	32,7
	11≤	24	8,7
Coaching Degree	Level 1	114	41,5
	Level 2	87	31,6
	Level 3	45	16,4
	Level 4	16	5,8
	Level 5	13	4,7
TOTAL		275	100
Refereeing Degree	Candidate Referee	62	43,7
	Provincial Referee	34	23,9
	National Referee	36	25,4
	International Referee	10	7,0
TOTAL		142	100

According to gender, 80,5% of the participants are male and 19,5% are female; 23,1% of the participants are aged 25 and under, 27,1% are 26-35 years old, 34,3% are 36-45 years old, 15,5% are 46 years old and over; 53,1% of the participants are coaches, 9,2% are referees, 37,6% are both coaches and referees; 7,3% of the participants are provincial representatives; 14,2% of the participants have been working as a coach or referee for less than 1 year, 22,4% for 1-3 years, 19,5% for 4-7 years, and 43,9% for 8 years or more; 23,6% of the coaches do not have athletes, 43,6% have 1-50 athletes, 32,7% have 51 and more athletes; 58,5% of the coaches do not have national athletes, 32,7% have 1-10 national athletes, 8,7% have 11 or more national athletes; 41,5% of the coaches are at the 1st level, 31,6% at the 2nd level, 16,4% at the 3rd level, 5,8% at the 4th level and 4,7% at the 5th level; 43,7% of the referees are candidate referees, 23,9% are provincial referees, 25,4% are national referees and 7% are international referees.

2.2. Data collection instrument

As a data collection tool; Personal information form and a questionnaire including the Political Skills Inventory (PSI), which was developed by Ferris et al. (2005) and adapted into Turkish after validity and reliability studies by Özdemir and Gören (2015), were used. Political Skills Inventory is a scale consisting of eighteen items and sub-dimensions of "Networking Ability", "Apparent Sincerity", "Social Astuteness" and "Interpersonal Influence".

The Cronbach's Alpha value obtained for the reliability of the scale is 0.97 for the whole. Cronbach's Alpha values that were found for the sub-dimensions are: 0.93 in the sub-dimension of networking ability; 0.96 in the sub-dimension of apparent sincerity; 0.95 in the sub-dimension of social astuteness; 0.95 in the sub-dimension of interpersonal influence. When the values obtained were examined, it was concluded that the scale was highly reliable for the whole scale and all its sub-dimensions (Kayış, 2010).

2.3. Data collection process and analysis of data

For the survey prepared as a data collection tool, a form was created in Google surveys and the link was sent to kickboxing trainers and referees via e-mail and whatsapp with the permission of the Turkish Kick Boxing Federation. Data were collected in 2021. The time to fill out the questionnaire in which participation is voluntary is 4-5 minutes. In addition to making descriptive statistics, it was checked whether the data were normally distributed. According to Tabachnick and Fidell (2013), Skewness and Kurtosis values have a normal distribution between -1,5 and 1,5. According to the results obtained, the data show a normal distribution (See Table 2). In the analysis of the data, Independent Sample T-Test was used for binary variables and One-Way ANOVA was used for

variables with more than two categories. Tukey's test was used to determine which variables differed in the dimensions where there was a statistically significant difference. The research is a descriptive study, and while the survey results were evaluated in the SPSS package program, significance was sought at $p < 0.05$ level and at the 95% confidence interval.

Table 2. Skewness-Kurtosis values for the political skill inventory

Factor	Skewness	Kurtosis
	Statistic	Statistic
Networking Ability	-,094	-,703
Apparent Sincerity	-,785	-,321
Social Astuteness	-,434	-,741
Interpersonal Influence	-,499	-,727
Political Skill Inventory	-,482	-,368

3. Results

Tables showing the results of the political skill levels obtained by analyzing the data obtained from the questionnaires filled out on a voluntary basis by Kick Boxing Trainers and Referees are presented below.

Table 3. Comparison of political skill levels of coaches and referees by gender

Dimensions	Gender	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>t</i>	<i>p</i>
Networking Ability	Male	244	4,61	1,57	1,11	,26
	Female	59	4,37	1,53		
Apparent Sincerity	Male	244	5,45	1,64	,70	,48
	Female	59	5,29	1,57		
Social Astuteness	Male	244	4,91	1,63	-1,33	,18
	Female	59	5,22	1,54		
Interpersonal Influence	Male	244	5,01	1,68	-1,24	,21
	Female	59	5,30	1,56		
POLITICAL SKILL	Male	244	4,92	1,51	-,18	,85
	Female	59	4,96	1,41		

Looking at Table 3, which compares the political skill levels according to genders of kickboxing coaches and referees who participated in the research voluntarily; It is seen that there is no statistically significant difference in the sub-dimensions of networking ability, apparent sincerity, social astuteness and interpersonal influence, and in overall political skill levels ($p > ,05$).

Table 4. Comparison of political skill levels of coaches and referees by age

Dimensions	Age	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>F</i>	<i>p</i>
Networking Ability	≤ 25	70	4,64	1,68	1,35	,25
	26-35	82	4,78	1,55		

	36-45	104	4,50	1,46		
	46 ≤	47	4,23	1,61		
Apparent Sincerity	≤ 25	70	5,33	1,62	,71	,54
	26-35	82	5,56	1,63		
	36-45	104	5,48	1,52		
	46 ≤	47	5,16	1,85		
	≤ 25	70	5,09	1,49		
Social Astuteness	26-35	82	5,18	1,62	1,47	,22
	36-45	104	4,89	1,62		
	46 ≤	47	4,60	1,75		
	≤ 25	70	5,22	1,62		
	26-35	82	5,20	1,70		
Interpersonal Influence	36-45	104	5,06	1,64	1,55	,20
	46 ≤	47	4,61	1,65		
	≤ 25	70	5,01	1,48		
	26-35	82	5,11	1,51		
	36-45	104	4,90	1,41		
POLITICAL SKILL	46 ≤	47	4,57	1,60	1,40	,24

Looking at Table 4, where the political skill levels of the participants are compared according to their age; In addition to all sub-dimensions, it is seen that there is no statistically significant difference between general political skill levels ($p>,05$).

Table 5. Comparison of political skill levels according to coaching and refereeing status

Dimensions	Coaching And Refereeing Status	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>F</i>	<i>p</i>
Networking Ability	Coach	161	4,57	1,59	,70	,49
	Referee	28	4,25	1,56		
	Coach and Referee	114	4,64	1,54		
Apparent Sincerity	Coach	161	5,36	1,67	,57	,56
	Referee	28	5,27	1,73		
	Coach and Referee	114	5,54	1,54		
Social Astuteness	Coach	161	4,89	1,64	2,40	,09
	Referee	28	4,51	1,63		
	Coach and Referee	114	5,19	1,56		
Interpersonal Influence	Coach	161	5,03	1,68	,82	,43
	Referee	28	4,76	1,71		
	Coach and Referee	114	5,19	1,62		
POLITICAL SKILL	Coach	161	4,89	1,52	1,20	,30
	Referee	28	4,61	1,49		
	Coach and Referee	114	5,07	1,43		

Looking at Table 5, where the political skill levels of the participants are compared according to their coaching & refereeing status; It is seen that there is no statistically significant difference in all the main and sub-dimensions of political skill level ($p>,05$).

Table 6. Comparison of political skill levels by working time

Dimensions	Working Time (Year)	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>F</i>	<i>p</i>
Networking Ability	<1	43	4,35	1,58	,64	,58
	1-3	68	4,63	1,47		
	4-7	59	4,75	1,51		
	8 ≤	133	4,52	1,64		

Apparent Sincerity	<1	43	5,32	1,73	1,65	,17
	1-3	68	5,26	1,54		
	4-7	59	5,84	1,34		
	8≤	133	5,35	1,73		
Social Astuteness	<1	43	4,85	1,68	,72	,53
	1-3	68	4,86	1,48		
	4-7	59	5,24	1,49		
	8≤	133	4,95	1,72		
Interpersonal Influence	<1	43	5,01	1,66	,84	,47
	1-3	68	4,98	1,58		
	4-7	59	5,38	1,57		
	8≤	133	4,99	1,74		
POLITICAL SKILL	<1	43	4,80	1,54	,86	,45
	1-3	68	4,88	1,36		
	4-7	59	5,21	1,35		
	8≤	133	4,88	1,59		

Looking at Table 6, where the political skill levels of the coaches and referees are compared according to the time they have worked; It is seen that there is no statistically significant difference in the sub-dimensions of networking ability, apparent sincerity, social astuteness and interpersonal influence, and in overall political skill levels ($p>,05$).

Table 7. Comparison of political skill levels of coaches by number of athletes

Dimensions	Number of Athletes	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>F</i>	<i>p</i>
Networking Ability	0	65	4,38	1,51	,84	,43
	1≤50	120	4,67	1,62		
	51≤	90	4,66	1,53		
Apparent Sincerity	0	65	5,47	1,56	,10	,90
	1≤50	120	5,38	1,68		
	51≤	90	5,48	1,60		
Social Astuteness	0	65	4,88	1,53	,46	,63
	1≤50	120	5,01	1,68		
	51≤	90	5,13	1,59		
Interpersonal Influence	0	65	5,05	1,51	,05	,94
	1≤50	120	5,10	1,75		
	51≤	90	5,14	1,64		
POLITICAL SKILL	0	65	4,85	1,34	,29	,74
	1≤50	120	4,98	1,57		
	51≤	90	5,03	1,47		

Looking at Table 7, where the political skill levels of the trainers are compared according to the number of athletes they train; It is seen that there is no statistically significant difference in the sub-dimensions of networking ability, apparent sincerity, social astuteness and interpersonal influence, nor in general political skill levels.

Table 8. Comparison of political skill levels of coaches according to the number of national athletes

Dimensions	Number of National Athletes	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>F</i>	<i>p</i>
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Networking Ability	0	161	4,54	1,55	,43	,64
	1-10	90	4,63	1,58		
	11≤	24	4,85	1,65		
Apparent Sincerity	0	161	5,40	1,59	,36	,69
	1-10	90	5,41	1,67		
	11≤	24	5,70	1,63		
Social Astuteness	0	161	4,97	1,58	,44	,63
	1-10	90	5,03	1,65		
	11≤	24	5,30	1,68		
Interpersonal Influence	0	161	5,02	1,65	,47	,62
	1-10	90	5,18	1,66		
	11≤	24	5,32	1,66		
POLITICAL SKILL	0	161	4,91	1,46	,47	,62
	1-10	90	4,99	1,52		
	11≤	24	5,22	1,54		

Looking at Table 8, where the political skill levels of the trainers are compared according to the number of national athletes they train; It is seen that there is no statistically significant difference in the sub-dimensions of networking ability, apparent sincerity, social astuteness and interpersonal influence, nor in general political skill levels.

Table 9. Comparison of political skill levels by coaching level

Dimensions	Coaching Level	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>F</i>	<i>p</i>	<i>Tukey</i>	
Networking Ability	1	Level 1	114	4,31	1,56	2,98	,0 2	1<2
	2	Level 2	87	4,94	1,50			
	3	Level 3	45	4,41	1,58			
	4	Level 4	16	5,27	1,52			
	5	Level 5	13	4,64	1,56			
Apparent Sincerity	1	Level 1	114	5,12	1,71	2,74	,0 2	1<2
	2	Level 2	87	5,76	1,45			
	3	Level 3	45	5,28	1,74			
	4	Level 4	16	5,81	1,19			
	5	Level 5	13	6,05	1,42			
Social Astuteness	1	Level 1	114	4,73	1,62	2,21	,0 6	
	2	Level 2	87	5,30	1,53			
	3	Level 3	45	4,92	1,75			
	4	Level 4	16	5,35	1,49			
	5	Level 5	13	5,60	1,38			
Interpersonal Influence	1	Level 1	114	4,87	1,68	1,20	,3 1	
	2	Level 2	87	5,35	1,60			
	3	Level 3	45	5,05	1,78			
	4	Level 4	16	5,40	1,66			
	5	Level 5	13	5,26	1,28			
POLITICAL SKILL	1	Level 1	114	4,69	1,50	2,51	,0 4	1<2
	2	Level 2	87	5,27	1,40			
	3	Level 3	45	4,84	1,58			
	4	Level 4	16	5,41	1,44			
	5	Level 5	13	5,28	1,22			

Looking at Table 9, where the political skill levels of the trainers are compared according to their levels; It was determined that there was a statistically significant difference in the sub-dimensions of networking ability and apparent sincerity and in general political skill level ($p < .05$). No statistically significant difference was found in the sub-dimensions of social astuteness and interpersonal influence ($p > .05$). When the relationship between the dimensions with a statistical difference is examined, it is understood that the difference is between the 1st and 2nd level coaches. It is seen that the average political skill scores of the 1st level coaches are lower than the 2nd level coaches.

Table 10. Comparison of political skill levels by refereeing level

Dimensions	Refereeing Level	<i>n</i>	<i>X</i>	<i>Std.D.</i>	<i>F</i>	<i>p</i>
Networking Ability	Candidate Referee	62	4,52	1,45	,63	,59
	Provincial Referee	34	4,63	1,44		
	National Referee	36	4,42	1,82		
	International Referee	10	5,16	1,43		
Apparent Sincerity	Candidate Referee	62	5,58	1,49	1,12	,34
	Provincial Referee	34	5,30	1,39		
	National Referee	36	5,31	1,98		
	International Referee	10	6,23	0,75		
Social Astuteness	Candidate Referee	62	5,13	1,48	1,31	,27
	Provincial Referee	34	4,74	1,45		
	National Referee	36	5,02	1,96		
	International Referee	10	5,84	1,07		
Interpersonal Influence	Candidate Referee	62	5,14	1,54	,68	,56
	Provincial Referee	34	4,96	1,53		
	National Referee	36	5,00	2,03		
	International Referee	10	5,77	1,07		
POLITICAL SKILL	Candidate Referee	62	5,01	1,30	,91	,43
	Provincial Referee	34	4,84	1,35		
	National Referee	36	4,86	1,83		
	International Referee	10	5,66	1,03		

Looking at Table 10, where the political skill levels of the referees are compared according to their levels; It is seen that there is no statistically significant difference in the sub-dimensions of networking ability, apparent sincerity, social astuteness and interpersonal influence, nor in general political skill levels.

4. Discussion and Conclusion

Political skill is an integral part of effective job performance (Treadway et al., 2005). The strength of the positive relationship between ratings of political skill and task performance as the interpersonal and social needs of occupations increase. Intelligence about organizational management style can be useful for increasing one's effectiveness as an employee. Thus, political skill can affect both task and contextual performance, and the social needs of the job affect the political skill-task performance relationship. It may

be important for employees to have political skills along with the technical knowledge required to perform specific job duties (Bing et al., 2011).

Considering that managers are in a social and political field in the organizations they work, political skills can be considered as an undeniable necessity in terms of both their own job performances and the job performances of employees. In this context, it is clear that coaches and referees will need political skills when it is considered that they are managers in the environments they work.

In organizations and political environments, the political perspective of individuals and their attitudes and behaviors in this direction are important (Ferris et al., 2011). Summers et al. (2020), in their study on the place of political skill in the relationship of stressor and tension, revealed the existence of a negative relationship between political skill and general job stresses, role conflict, role ambiguity, and the reflection of burnout as tension. Meurs et al. (2010) found that political skill had an effect on eliminating the negative effect of conflict on burnout.

The fact that the organizational climate has negative conditions and the presence of factors with negative effects such as conflict, uncertainty and stress in the organizations that work is made more important to the efforts that can be put forward to make the organizational climate positive. At this point, political skill is important in eliminating negativities and creating better conditions. Considering that kickboxing trainers and referees are individuals who manage their environments; The role of negative factors such as conflict, uncertainty and stress that exist or may arise in the environments where training is given, the event is organized and the competitions are managed, emerges as an important factor in creating a positive environment.

It is thought that the social intelligence and originality of politically talented people will lead to the development of richer and wider social networks (Ferris et al., 2011). The effectiveness of political behavior in an organization in reducing stress and increasing effectualness depends on political skill and political will. Political skill which depends on political will and request, has a positive effect on social penetration (Bentley et al., 2015). In this context, the social environment of Kickboxing trainers and referees in terms of their jobs indicates the need for political skills.

Political skill has a positive relationship with behavioral processes and more specifically with job productivity according to Munyon et al. (2015). Extroverted salespeople showed lower sales performance if their political skill was low in a study in which Blickle et al. (2010) examined and demonstrated the relationship between political skill and job performance. Kimura et al. (2019), in their study on the role of political skill and intrinsic motivation in the performance prediction of adaptive selling behavior, they concluded that sales performance is positively affected if political skill and intrinsic motivation are high.

It is seen that the perceptions of the subordinates regarding the political skill of the managers have a great impact on the performance, commitment and job satisfaction (Brouer et al., 2011). Although the effect of political skill on performance in terms of workplace is generally accepted, situations where this effect is high, low or negative can be associated with people's perception levels. Kapoutsis et al. (2011) in their study on political skills and job performance; They concluded that high political skill increases job performance under low political perception conditions and political skill weakens job performance under high political perception conditions.

In this study; It was concluded that there was no statistically significant difference when the political skill levels of the participants were compared in terms of gender, age, being a coach or referee, refereeing levels, working time as a coach or referee, the number of athletes by the coaches and the number of athletes they brought to the national team ($p > .05$) (See Table 1; Table 2; Table 3; Table 4; Table 5; Table 6; Table 7; Table 8; Table 10). As a result of the analysis made according to the level of coaching, it was determined that there was a statistically significant difference in the sub-dimensions of networking ability and apparent sincerity, and general political skill levels ($p < .05$). In these dimensions, it is seen that the political skill levels of the 1st level coaches are lower than the 2nd level coaches. This situation can be associated with the process of getting used to the new duties of the 1st level coaches who have just started coaching. As it is known, experience and repetition can have positive reflections on the education and management process. In terms of kickboxing trainers, it can be said that political skill which is a tool for good communication in education and management, has an important place.

The findings obtained when the literature is scanned indicate the importance of political skill in terms of management. As a result, the presence of coaches and referees with high political skills in Kickboxing is considered a positive situation in terms of sportive environments, even in cases where no statistically significant difference can be detected. The fact that Kickboxing trainers and referees are individuals with high political skills is an important factor in terms of both the organizational climate and the peace of the athletes who train and compete with all the trainers and referees working, as well as the spread of Kickboxing and the success of the Kickboxing Federation in reaching the planned goals. In this context, it is suggested that kickboxing coaches and referees should undergo in-service training that can improve their political skills and therefore their communication skills. In addition, future studies on the determination of the political skill levels of coaches and referees working in other sports branches and studies using the meta-analysis method addressing these studies will increase the contribution to the scientific literature.

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