

The profile of the brazilian municipal sports manager El perfil del gestor deportivo municipal brasileño

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Abstract. This study aims to identify the profile of the public sports manager working at the municipal level in different Brazilian states. The Northeast, Centre-West, Southeast, and South regions were considered as the sample, through the states of Bahia, Ceará, Espírito Santo, Minas Gerais, Mato Grosso do Sul, Paraná, Rio Grande do Norte, Santa Catarina, and Sergipe, for a total of 1.955 municipalities in this research. The analysis was based on data relating to the "Human Resources" axis of the Sports Management in States and Municipalities (GEEM) instrument. The results showed a predominance of males, differences in Race; Age; Schooling; Level of School; Remuneration, both for each state and each region of the country. The conclusion is that there is a need for the academic and professional training for public managers in the field of physical education, combined with sports management, in order to make public policies more effective, as well as the continuation of public service programmes independent of the region.

Keywords: Management, Sport Management, Public Policy, Sports Manager, Profile Manager.

Resumen. El presente estudio tuvo como objetivo identificar el perfil del gestor deportivo público que trabaja a nivel municipal en diferentes estados brasileños. Se consideraron como muestra las regiones Nordeste, Centro-Oeste, Sudeste y Sur, a través de los estados de Bahia, Ceará, Espírito Santo, Minas Gerais, Mato Grosso do Sul, Paraná, Rio Grande do Norte, Santa Catarina y Sergipe, para un total de 1.955 municipios en esta investigación. El análisis se basó en los datos relativos al eje "Recursos Humanos" del instrumento Gestión del Deporte en Estados y Municipios (GEEM). Los resultados mostraron predominio masculino, diferencias en Raza; Edad; Escolaridad; Nivel de escolaridad; y Remuneración; tanto para cada estado como para cada región del país. Se concluye que es necesaria la formación académica y profesional de gestores públicos en el área de la educación física, combinada con la gestión deportiva, para que las políticas públicas sean más eficaces, así como la continuidad de los programas de servicio público independientemente de la región.

Palabra clave: Gestión, Gestión Deportiva, Política Pública, Gestor Deportivo, Perfiles de Gestor.

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Introduction

With the promulgation of the 1988 Federal Constitution, the sport was elevated to the category of a social right in Brazil, imposing on the federal entities - the Union, states, and municipalities - the task of promoting it (Brasil, 1988). This responsibility is closely linked to the management of sport and the ability of entities to organize and use their resources (i.e. human, financial, and material) in order to achieve their objectives with society (Mezzadri et al., 2021, p. 20; O'Boyle, 2017).

Faced with this scenario, two categories of managers stand out: public and private. The private sector is closely linked to the business, entertainment, and spectacle sectors, with a professional and commercial model (Digel, 1995; Mazzei & Rocco Junior, 2017). The public environment, in turn, is connected to social policies, which consequently manifest themselves in the form of leisure, participation, the educational environment, and top-level sport (Brasil, 1998; Mazzei & Bastos, 2012). In both contexts, sports managers play a crucial role in the strategic development of actions and play an essential role in formulating and executing strategies aimed at achieving results that affect both the specific organizations and the sports sector as a whole (Bastos & Mazzei, 2020).

The aim of the analysis in this study is for public managers working at the municipal level. These professionals are in charge of planning and implementing public policies for

sport and leisure, acting decisively in the political field and being able to influence or modify existing structures and programmes (Bernabé & Starepravo, 2021; Micaliski et al., 2024; Starepravo et al., 2015). Their work is crucial at the various federal levels, each with its specificities and goals (Zardo et al., 2018). At the federal level, for example, the concern is with policies that involve the global context of sport, while at the state and municipal levels, actions are more focused on the regional and local reality, respectively (Brasil, 2023).

It is important to emphasize the importance of municipal action in sports management. According to de Sá Nunes and Caffé Filho (2019), the municipality is the space where public policies materialize and where services are effectively delivered to the population. In addition, municipal managers are also responsible for applying management principles and theories to various areas of sport, to reach as many citizens as possible (Mazzei et al., 2013), as well as increasing access to sports for less favored populations (Carvalho et al., 2023; de Sá Nunes & Caffé Filho, 2019; Duclos-Bastías et al., 2023).

However, there are significant gaps in the actions of these managers, especially when it comes to adapting policies to local needs and democratizing access to sport. Barriers are often identified, such as a lack of specific training in public management, poor information integration, and political interference (Amaral & Bastos, 2015; Ávila et al., 2021; Minuzzi de Souza, Astra van Amstel, & Marchi

Júnior, 2024; Mocsányi & Bastos, 2009; Santos, Batista, & Carvalho, 2022). It is therefore necessary to identify the profile of the municipal public sports manager in Brazil in order to understand the challenges and potential of this field. In this context, this study aims to identify the profile of the public sports manager who works at the municipal level in the different Brazilian states. The results can provide both theoretical and practical implications. In the theoretical dimension, it is hoped to contribute to a mapping of the state of the art of sports management in the country. In the practical dimension, the aim is to provide subsidies for the qualification of managers and the implementation of more efficient public policies.

Method

This research is attributed to an exploratory descriptive quantitative analysis approach, as it exposes the characteristics of a given population (Vergara, 2016). To carry out this study, non-probabilistic and intentional sampling was used, which means, non-random subjects who were selected from a specific part of the population, purposively and with criteria, where the researcher is interested in the knowledge and practices of certain elements of the population (Lakatos & Marconi, 2010).

Participants and Research Context

Brazil has 26 states and the Federal District with 5.570 municipalities, divided into five regions: South, Southeast, Centre-West, Northeast, and North. In the case of Brazilian municipalities, the participants in this study are municipal public managers, namely, managers who work in secretariats, departments, autarchies, foundations, or other offices in their municipalities. For the purposes of this study, we analysed the profile of the managers who are registered in the system developed by the Sports Intelligence Research Institute (IPIE), specifically the managers who took part in the tool on Sports Management in States and Municipalities (GEEM) (Mezzadri et al., 2020).

Thus, the sample was made up of the states with more than 50% of their municipalities filled out in the system by June 2023. Since this research is still in progress, we made a cut for the presentation of the data, see table 1. The IPIE is an institute with aim to contribute to the development of sport in the country, providing knowledge to help structure, management, and policies of sport in Brazil. It's based on science, technology, production, and innovation, through the principles of interdisciplinarity and intersectionality at national and international levels (Mezzadri et al., 2023, p. 53). The GEEM is a research instrument, an initiative from IPIE. The instrument aims to collect data on sports management in the states and municipalities, to build a network that will help in the process of structuring and consolidation of public policies at the three points of service "Sports Training"; "Sports Excellence"; and

"Sport for All" in Brazil (Mezzadri et al., 2020; Mezzadri et al., 2023, p. 53). The sample totals 1.955 municipalities, representing 35.10% of Brazilian municipalities, comprising seven states from four regions of the country (South, Southeast, Centre-West, and Northeast), with data collected from March 2021 to June 2023.

Table 1.

Brazilian states and percentage of municipalities with completed forms

States	Region	Total number of cities	Percentage of cities filled out (n)
Paraná (PR)	South	399	100% (399)
Mato Grosso do Sul (MS)	Centre-West	79	100% (79)
Sergipe (SE)	Northeast	75	94,67% (71)
Ceará (CE)	Northeast	184	91,03% (168)
Espírito Santo (ES)	Southeast	78	83,33% (65)
Bahia (BA)	Northeast	417	73,86% (308)
Minas Gerais (MG)	Southeast	853	68,93% (588)
Rio Grande do Norte (RN)	Northeast	167	63,47% (106)
Santa Catarina (SC)	South	295	57,97% (171)

Procedures, Collecting Data and Analysis

The GEEM instrument consists of seven dimensions: (1) Nature of the entity (data related to organisational structure); (2) Governance (related to indicators of good governance, i.e. transparency, accountability, equity and democracy developed in the institution); (3) Human resources (dealing with the employees who work with sport in the municipality); (4) Public policies (comprises aspects linked to legislation, financial resources, management and political articulation); (5) Sports facilities (related to the municipality's infrastructure, identifying the quantity and quality); (6) Sports culture (aimed at identifying which sports are most offered in the municipality); (7) Socio-demographic data (aims to characterize the geographical, demographic and social characteristics of the states/municipalities) (Mezzadri et al., 2020). To get a better understanding of the complete instrument, check out Mezzadri et al. (2020), in addition, the data for all dimensions is public and available on the IPIE website¹. A focus group was performed to validate the instrument aggregating the psychometric properties with a specialist group (academic professors, managers of the cities, managers of different states) (Mezzadri et al., 2020).

The object of this study is the data relating to (3) "Human Resources" of the GEEM instrument, specifically the data of the main manager of each municipal organization that responded to the instrument as Mezzadri et al. (2020, p. 13) point out:

"The questions in (3) "Human Resources" are aimed at identifying the profile of the managers as well as the employees who work in the organization. To this end, questions are asked about the academic background, professional experience, salary range, and training of managers and professionals. In addition, the team working in the organization is characterized in terms of the type of relationship, the role it performs, and the number of employees." (Mezzadri et al., 2020, p. 13). This descriptive exploratory study presents data on these managers, highlighting the profile of municipal sports managers in Brazil. The

¹ Website: <http://www.inteligenciaesportiva.ufpr.br/site/bi-geem/>

characteristics of the managers to be described, according to the GEEM instrument, are Sex; Race; Age; Level of School/Education; and Remuneration. Finally, after obtaining the data through the instrument on the IPIE platform, the data was catalogued in an *excel* spreadsheet in order to facilitate interpretation. The n and absolute percentages of responses are presented.

The GEEM instrument was selected as the data source because of its comprehensiveness and the amount of information collected. This information is collected through a partnership between the IPIE and the state sports administration organizations, as a way of reaching the municipal level. The municipal managers are trained by IPIE researchers, and they complete the GEEM, which contains approximately 270 questions (six dimensions), using a specific system developed by IPIE.

Some of the questions in the instrument are conditional or the answers were not obligatory, that it only become available depending on the answer given by the manager or questions were not answered, which means that some of the questions have a high number of answers indicated as "no data".

Results

This chapter will provide a representation of the data collected in this research and seeks to offer a broad view of the particularities of sports management in Brazil, especially regarding the profile of the public manager working in Brazilian municipalities. The information represents a quantitative overview of the responses, providing information on the characteristics and trends of Brazilian municipalities.

The first items of data are presented in Table 2, which is related to the sex of the managers. Concerning the sex of the managers, the predominance of males was expected, corroborating other studies on managers from different professional contexts (public, private, and third sector)

(Amaral & Bastos, 2016; Miranda et al., 2017). For example, in a previous study carried out by the Brazilian Institute of Geography and Statistics (IBGE) in 2016, of the 5.411 Brazilian municipalities with a municipal sports management body, 69% were managed by men and 31% by women. Also, according to this study, the higher the population size class, the lower the percentage of municipalities with female managers (IBGE, 2017).

In our study, the predominance of men remained the same. The sample consisted of 1.802 municipal managers, of whom 1.479 were male, representing 75.65%, and 322 were female, totalling 16.47% (Table 2).

Table 2.
Data on managers by state - Sex

State	Female	Male	Other	(no data)
BA	31 (10,06%)	227 (73,7%)	(0%)	50 (16,23%)
CE	34 (20,24%)	126 (75%)	1 (0,6%)	7 (4,17%)
ES	6 (9,23%)	50 (76,92%)	(0%)	9 (13,85%)
MG	120 (20,41%)	440 (74,83%)	(0%)	28 (4,76%)
MS	9 (11,39%)	70 (88,61%)	(0%)	(0%)
PR	78 (19,55%)	320 (80,2%)	(0%)	1 (0,25%)
RN	14 (13,21%)	77 (72,64%)	(0%)	15 (14,15%)
SC	25 (14,62%)	111 (64,91%)	(0%)	35 (20,47%)
SE	5 (7,04%)	58 (81,69%)	(0%)	8 (11,27%)
TOTAL	322 (16,47%)	1479 (75,65%)	1 (0,05%)	153 (7,83%)

In the states analysed, there was a diversity in the racial characteristics of managers, Table 3. However, in each region, there is a predominant racial characteristic. For example, in Paraná and Santa Catarina, more than 50% of managers identify themselves as white, while in Bahia and Ceará individuals define themselves as brown prevail. It is important to note that Brazil, due to its continental dimensions and rich history of colonisation, has different racial compositions in its regions.

The race of managers, as shown in Table 3, of the 910 respondents, 46.55% define themselves as white, 36.73% (718 managers) as brown, 7.83% (153 managers) as black, 0.56% (11 managers) as yellow and 0.46% (9 managers) identify themselves as indigenous.

Table 3.
Data on managers by state - Race

State	Yellow	White	Indigenous	Brown	Black	(no data)
BA	0 (0%)	46 (14,94%)	2 (0,65%)	165 (53,57%)	44 (14,29%)	51 (16,56%)
CE	2 (1,19%)	54 (32,14%)	2 (1,19%)	97 (57,74%)	6 (3,57%)	7 (4,17%)
ES	0 (0%)	30 (46,15%)	1 (1,54%)	22 (33,85%)	3 (4,62%)	9 (13,85%)
MG	3 (0,51%)	279 (47,45%)	1 (0,17%)	220 (37,41%)	57 (9,69%)	28 (4,76%)
MS	2 (2,53%)	36 (45,57%)	2 (2,53%)	34 (43,04%)	5 (6,33%)	0 (0%)
PR	2 (0,5%)	294 (73,68%)	0 (0%)	84 (21,05%)	18 (4,51%)	1 (0,25%)
RN	1 (0,94%)	38 (35,85%)	0 (0%)	47 (44,34%)	4 (3,77%)	16 (15,09%)
SC	1 (0,58%)	119 (69,59%)	1 (0,58%)	13 (7,6%)	3 (1,75%)	34 (19,88%)
SE	0 (0%)	14 (19,72%)	0 (0%)	36 (50,7%)	13 (18,31%)	8 (11,27%)
TOTAL	11 (0,56%)	910 (46,55%)	9 (0,46%)	718 (36,73%)	153 (7,83%)	154 (7,88%)

Regarding the age of the managers, as shown in Table 4, the average is 43 years old, ranging from 19 to 79 years old. The majority of managers are between the ages of 31 and 50 years old. This data is in line with previous studies, which also identify the prevalence of managers in this age

group (Ávila et al., 2021; Miranda et al., 2017; Zanatta et al., 2018). It is therefore possible to understand that professionals working in this area are at the peak of their professional productivity.

Table 4.
Data on managers by state - Age group

State	20years old or less	21-30	31-40	41-50	51-60	61-70	71years old or more	(no data)
BA	0 (0%)	14 (4,55%)	73 (23,7%)	88 (28,57%)	60 (19,48%)	14 (4,55%)	1 (0,32%)	58 (18,83%)
CE	0 (0%)	12 (7,14%)	48 (28,57%)	62 (36,9%)	25 (14,88%)	7 (4,17%)	2 (1,19%)	12 (7,14%)
ES	0 (0%)	3 (4,62%)	17 (26,15%)	19 (29,23%)	11 (16,92%)	4 (6,15%)	0 (0%)	11 (16,92%)
MG	0 (0%)	54 (9,18%)	184 (31,29%)	162 (27,55%)	118 (20,07%)	33 (5,61%)	1 (0,17%)	36 (6,12%)
MS	0 (0%)	5 (6,33%)	21 (26,58%)	24 (30,38%)	22 (27,85%)	5 (6,33%)	0 (0%)	2 (2,53%)
PR	1 (0,25%)	34 (8,52%)	134 (33,58%)	115 (28,82%)	85 (21,3%)	23 (5,76%)	4 (1%)	3 (0,75%)
RN	0 (0%)	10 (9,43%)	35 (33,02%)	26 (24,53%)	11 (10,38%)	1 (0,94%)	1 (0,94%)	22 (20,75%)
SC	0 (0%)	9 (5,26%)	46 (26,9%)	41 (23,98%)	28 (16,37%)	10 (5,85%)	0 (0%)	37 (21,64%)
SE	0 (0%)	6 (8,45%)	18 (25,35%)	18 (25,35%)	11 (15,49%)	4 (5,63%)	1 (1,41%)	13 (18,31%)
TOTAL	1 (0,05%)	147 (7,52%)	576 (29,46%)	555 (28,39%)	371 (18,98%)	101 (5,17%)	10 (0,51%)	194 (9,92%)

The data through education is shown in Table 5, we can see that 18.93% of managers have completed high school. In contrast, 27.26% have completed higher education and 27.16% have completed some kind of postgraduate course. It is worth mentioning that the instrument did not ask or record the area of concentration of these postgraduate programs. When we add up the managers who only have secondary or primary education, we find a percentage of 21.44%, Table 5.

This data points to the continued predominance of managers with higher education in Brazil. This is because, in 2003, data from the IBGE indicated that the majority of managers at the time 42.2% had completed high school (IBGE, 2006). In 2016, data from the same Institute showed an increase in the percentage of managers with more schooling, with 60.2% of managers having completed higher education, 24% with postgraduate qualifications. In our study, 1.106 managers 55.7% had completed higher education, 27.16% of whom had postgraduate qualifications.

The predominance of higher education, however, did not occur in all states. We note that, particularly in the Northeast, the states have higher percentages of managers with complete primary and secondary education. To illustrate: BA with 27.93%, CE with 27.97%, RN with 24.52%, and SE with 33.80%. When assessing the academic background of managers in the Brazilian scenario,

individuals are prevalent without higher education or completed postgraduate studies.

Concerning salaries/remuneration, Table 6, it was noted that managers in the Northeast are paid less than those in the South. About the monthly salary range, 18.47% receive from R\$ 2.000,00 (395,00 USD) to R\$ 2.999,00 (592,32 USD). The study in question indicated that in the states BA (18,18%), MG (24,15%), RN (27,36%), SE (18,31%), had a higher percentage of managers in the salary bracket of R\$ 2.000,00 (395,00 USD) to R\$ 2.999,99 reais (592,32 USD), while, PR has demonstrated 20,30% in the salary range of R\$ 3.000,00 (592,52 USD) to R\$ 3.999,99 reais (789,83 USD), and SC 16,96% in the salary range of R\$ 4.000,00 (790 USD) to R\$ 4.999,99 reais (978,34 USD). In the highest salary range, above R\$ 10.000,00 reais (1.975,07 USD), the MS shows 5.06%, the highest figure among the states.

Throughout this chapter, sociodemographic characteristics such as sex, race and age were presented, as well as specific characteristics such as education, level of educational specialisation, and remuneration of Brazilian municipal sports managers.

The aim was to draw up a detailed profile of these managers. The presentation of this information sought to offer a comprehensive view of the current sports management scenario in the country and to subsidise the analysis of this study.

Table 5.
Data on managers by state – Level of School/Education

Schooling	BA	CE	ES	MG	MS	PR	RN	SC	SE	TOTAL
Complete primary education	10 (3,25%)	6 (3,57%)	2 (3,08%)	13 (2,21%)	3 (3,8%)	7 (1,75%)	1 (0,94%)	2 (1,17%)	5 (7,04%)	49 (2,51%)
Incomplete primary education	9 (2,92%)	0 (0%)	0 (0%)	11 (1,87%)	2 (2,53%)	5 (1,25%)	1 (0,94%)	1 (0,58%)	0 (0%)	29 (1,48%)
High school complete	76 (24,68%)	41 (24,4%)	13 (20%)	111 (18,88%)	12 (15,19%)	53 (13,28%)	25 (23,58%)	20 (11,7%)	19 (26,76%)	370 (18,93%)
High school incomplete	6 (1,95%)	3 (1,79%)	1 (1,54%)	14 (2,38%)	1 (1,27%)	7 (1,75%)	3 (2,83%)	(0%)	3 (4,23%)	38 (1,94%)
Higher education complete	68 (22,08%)	55 (32,74%)	15 (23,08%)	189 (32,14%)	21 (26,58%)	110 (27,57%)	27 (25,47%)	34 (19,88%)	14 (19,72%)	533 (27,26%)
Incomplete higher education	32 (10,39%)	18 (10,71%)	12 (18,46%)	75 (12,76%)	9 (11,39%)	32 (8,02%)	8 (7,55%)	10 (5,85%)	9 (12,68%)	205 (10,49%)
Postgraduate degree complete	48 (15,58%)	34 (20,24%)	13 (20%)	131 (22,28%)	29 (36,71%)	179 (44,86%)	21 (19,81%)	66 (38,6%)	10 (14,08%)	531 (27,16%)
Postgraduate incomplete	7 (2,27%)	3 (1,79%)	(0%)	16 (2,72%)	2 (2,53%)	5 (1,25%)	3 (2,83%)	3 (1,75%)	3 (4,23%)	42 (2,15%)
(no data)	52 (16,88%)	8 (4,76%)	9 (13,85%)	28 (4,76%)	0 (0%)	1 (0,25%)	17 (16,04%)	35 (20,47%)	8 (11,27%)	158 (8,08%)

Table 6.
Data on managers by state - Remuneration

Remuneration	BA	CE	ES	MG	MS	PR	RN	SC	SE	TOTAL
Above R\$ 10.000,00 reais	12 (3,9%)	6 (3,57%)	3 (4,62%)	13 (2,21%)	4 (5,06%)	17 (4,26%)	1 (0,94%)	4 (2,34%)	2 (2,82%)	62 (3,17%)
From R\$ 1.000,00 to R\$ 1.999,99 reais	53 (17,21%)	20 (11,9%)	1 (1,54%)	75 (12,76%)	2 (2,53%)	18 (4,51%)	18 (16,98%)	8 (4,68%)	6 (8,45%)	201 (10,28%)
From R\$ 2.000,00 to R\$ 2.999,99 reais	56 (18,18%)	19 (11,31%)	5 (7,69%)	142 (24,15%)	10 (12,66%)	67 (16,79%)	29 (27,36%)	20 (11,7%)	13 (18,31%)	361 (18,47%)
From R\$ 3.000,00 to R\$ 3.999,99 reais	26 (8,44%)	12 (7,14%)	5 (7,69%)	112 (19,05%)	10 (12,66%)	81 (20,3%)	11 (10,38%)	21 (12,28%)	8 (11,27%)	286 (14,63%)
From R\$ 4.000,00 to R\$ 4.999,99 reais	24 (7,79%)	43 (25,6%)	17 (26,15%)	63 (10,71%)	7 (8,86%)	73 (18,3%)	12 (11,32%)	29 (16,96%)	8 (11,27%)	276 (14,12%)
From R\$ 5.000,00 to R\$ 5.999,99 reais	15 (4,87%)	22 (13,1%)	5 (7,69%)	35 (5,95%)	8 (10,13%)	44 (11,03%)	3 (2,83%)	16 (9,36%)	6 (8,45%)	154 (7,88%)
From R\$ 6.000,00 to R\$ 6.999,99 reais	14 (4,55%)	9 (5,36%)	7 (10,77%)	20 (3,4%)	8 (10,13%)	25 (6,27%)	4 (3,77%)	9 (5,26%)	7 (9,86%)	103 (5,27%)
From R\$ 7.000,00 to R\$ 7.999,99 reais	8 (2,6%)	8 (4,76%)	2 (3,08%)	17 (2,89%)	10 (12,66%)	13 (3,26%)	1 (0,94%)	8 (4,68%)	2 (2,82%)	69 (3,53%)
From R\$ 8.000,00 to R\$ 8.999,99 reais	4 (1,3%)	4 (2,38%)	3 (4,62%)	11 (1,87%)	4 (5,06%)	11 (2,76%)	0 (0%)	3 (1,75%)	1 (1,41%)	41 (2,1%)
From R\$ 9.000,00 to R\$ 9.999,99 reais	5 (1,62%)	4 (2,38%)	2 (3,08%)	4 (0,68%)	6 (7,59%)	5 (1,25%)	0 (0%)	1 (0,58%)	1 (1,41%)	28 (1,43%)
Less than R\$ 1.000,00 reais	3 (0,97%)	1 (0,6%)	0 (0%)	2 (0,34%)	0 (0%)	0 (0%)	1 (0,94%)	0 (0%)	0 (0%)	7 (0,36%)
I prefer not to answer (no data)	33 (10,71%)	10 (5,95%)	5 (7,69%)	64 (10,88%)	10 (12,66%)	42 (10,53%)	9 (8,49%)	15 (8,77%)	9 (12,68%)	197 (10,08%)
	55 (17,86%)	10 (5,95%)	10 (15,38%)	30 (5,1%)	0 (0%)	3 (0,75%)	17 (16,04%)	37 (21,64%)	8 (11,27%)	170 (8,7%)

Discussion

Analysing the data is fundamental to understanding the interrelationship and impact of the issues presented on the effectiveness of sports management. This discussion is crucial in the context of sports policy and management debates. On this basis, it is possible to reflect on the panorama of the public management of sport in Brazil and to outline strategies aimed at the formulation and effective management of public policies for sport.

Effective sports management is a crucial issue for the development and quality of sports in Brazil and around the world. Particularly in Brazil, sports management faces challenges arising from a complex social, cultural, and geographical context. One of these aspects is sex bias, which reflects one of the widest social inequalities in Brazilian sports. As you can see, the profile of the municipal sports manager in Brazil is mostly male (75%). According to Zanatta et al. (2018) and Ávila et al. (2021) the male gender ends up being predominant in this public management environment, and some measures are needed to occupy women in public management positions.

The scientific literature has addressed the issue of sex in sports management positions in a comprehensive manner. Silva and Rodrigues (2022), emphasize that in recent decades Brazil has made progress toward balancing sex representation, but the speed of this change varies according to the context. This speed may even reflect the reality of each state and municipality since each one has different cultural and social contexts.

On the global stage, it is possible to observe the existence of confrontation and the search for balance and sex equality in management positions (Duflo, 2012). The justifications for this are based on the understanding that sex diversity in leadership and management positions can bring diverse perspectives to the organisation, which can enrich the management process and lead to more comprehensive and effective solutions (Joecks et al., 2013).

The presence of women in the sporting context can bring more inclusive approaches, with policies aimed at

meeting the specific needs of female athletes and promoting a more egalitarian sporting environment. In addition, female managers tend to be more sensitive to sex issues, which can result in the formulation of policies that effectively address challenges such as the pay gap between male and female athletes, and harassment in sport, among others (Nielsen & Huse, 2010). Women leaders in sport can play a significant role in empowering other women in sport, setting role models, and inspiring young athletes to enter sporting careers. In any case, female under-representation can diminish the diversity of approaches in decision-making and perpetuate stereotypes that affect access and inclusion in sports (Micaliski et al., 2024).

Inclusion is directly related to another topic addressed by this study, racial diversity, and these are aspects that cannot be neglected in the discussion of sports management in Brazil. The country's social and historical reality is marked by profound racial inequalities, which have a direct impact on access to sport and, by extension, access to positions of management and power. The sports system, materialised as a social structure, can reproduce existing inequalities, especially when it comes to providing leadership positions (Carrington, 2010).

Although black and brown professionals represent a considerable proportion of the Brazilian population and athletes, they are still under-represented in leadership positions in sport. This scenario tends to limit the variety of perspectives and experiences that could be offered to the community. The lack of racial representation in decision-making positions can affect the reach and effectiveness of sports policies aimed at marginalised communities, perpetuating a cycle of exclusion, limiting cultural enrichment and inclusion in sport (Carrington, 2010; Long & Spracklen, 2011).

The racial discussion becomes even more relevant when we remember that racial disparities in Brazil are distributed geographically, with a greater concentration of brown or black people in specific regions, especially in the Northeast of the country (IBGE, 2022). This implies that sports management must be adapted to both regional and racial differences to make sports provision inclusive and effective.

According to the studies of Ávila et al., (2021); Miranda et al., (2017), and Zanatta et al., (2018), the managers in the age group found are similar. Our results are near the Duclos-Bastías et al. (2023) which found managers between 30 and 59 years old, also been the majority of males.

This scenario of inequality is intertwined with another aspect: the level of school/education of Brazilian managers. As observed in Table 5, although there is a predominance of professionals with completed university degrees, the data demonstrates that around 1/3 of managers don't even have an undergraduate degree. This data corroborates other studies on corporate management in Brazil, which point out that a significant proportion of organizations still do not perceive the influence of educational level on managerial capacity (Carrão et al., 2007; Fraga et al., 2017; Lima et al., 2015; Micaliski et al., 2024).

Authors Uhl-Bien and Arena (2017) emphasize the importance of practical skills and experience for efficient management. It should be noted, that linking technical training to organizational management optimizes skills and experiences. To Ostrom (2009), a higher level of education among managers is associated with a better ability to implement effective, high-quality public policies.

The data showed a significant variation between the country's states in terms of the level of academic training of managers, especially concerning undergraduate degrees. These discrepancies may be related to Brazil's geographical and social diversities, which reflect directly on the sports structure and, consequently, on sports management. The level of education of managers represents an important addition to the complicating factors for sports management. This is because, as well as the regional and social complexity, managers with academic qualifications and specializations in areas unrelated to sport tend to find it difficult to deal with methods that are to the generation of results for sport (Pedersen & Thibault, 2022).

Cárdenas et al. (2023) point out that many public managers have insufficient training in public policy or administration, and even less the strictu-sensu, which requires a deeper and more specialized knowledge of a given context. Many of these managers may had previous experience in the world of sport and recreation, either as former athletes or enthusiasts, however, such experiences, even when combined with some academic or professional training, do not in themselves guarantee the necessary competence to act effectively in favor of public sport policies, as pointed out by Ávila et al. (2021) and Cárdenas et al. (2023). According to Duclos-Bastías et al., (2023) there is a necessity of preparation and capacitation of the managers to work in management public sport.

When addressing the issue of academic qualifications in management positions, the scientific literature highlights a range of advantages. Academic training can be crucial in the quest for effectiveness in implementing policies and managing financial resources (Nutley et al., 2007), can increase the credibility and transparency of management (Bouckaert & Halligan, 2007), can help reduce unethical and non-

transparent practices (Ricucci, 2010), can subsidize the development of interdisciplinary actions, where it is necessary to associate sports policies with areas such as health and education (Osborne, 2010) and contribute to an empowered and involved management with responsibility for conducting ongoing evaluations of the services offered (Moynihan et al., 2012). In Santos et al., (2022), it is possible to see the diversity of academic areas where the managers have your education and competencies.

On the sports scene, the need for qualified managers is even more pressing. Over the last few years, sport has been considered an instrument that, through social policies, can be used to promote health, well-being, and even economic development (Bergsgard et al., 2007; Carvalho et al., 2023). The presence of professionals with specific academic training in the field of sports management and policy can therefore be crucial. These professionals bring with them the technical knowledge to deal with complex issues such as developing athletes, organising large-scale sporting events, and promoting physical activity as a public health tool. Therefore, when considering the need for effective management, it is essential that the manager has a broad knowledge of sport (Bernabé & Starepravo, 2021).

The question of education brings us to the salary profile of managers. Uncompetitive salaries can make it difficult to attract qualified managers to operate sport in the country. This could have an impact on the management of sport, reducing the effectiveness of administration and facilitating cases of corruption in sport. In a country with huge economic and social inequalities like Brazil, this has direct implications for the quality and sustainability of sport management. In this sense, the authors Souza Minuzzi de Souza et al., (2024) observed in a municipality in the south region of Brazil that its public sports management is centered on sports funding as a source of expansion.

Among the many aspects that make up the profile of the municipal sports manager in Brazil, remuneration emerges as a relevant indicator, not only in terms of valuing the professional but also in terms of the disparity in salaries between managers in different states. The data collected reflects a diverse scenario among managers: a) a small proportion of managers (3,17%) earn above R\$ 10.000,00 (1.975,07 USD); b) a considerable number of managers (31,10%) receive between R\$ 2.000,00 (395,00 USD) to R\$ 3.999,99 reais (789,83 USD). It is important to emphasize, however, that this data reaffirms the maintenance of characteristics previously found by Miranda et al. (2017).

These salary variations surveyed raise relevant possible causes. As already mentioned, educational level can be considered one of the main differentiating factors. Data obtained from the OCDE (2023) and previously highlighted by scientific research (Wang & Liu, 2016), point out that individuals with higher levels of education tend to have access to better-paid positions. Regions with a higher level of education could provide better opportunities and, consequently, better salaries for qualified managers.

Other issues can be raised for the discrepancies in

salaries in the context of public sports management in Brazil. Firstly, the Gross Domestic Product (GDP) of each state. This is because, regions with a higher GDP often have more profitable companies and are therefore better able to remunerate their managers (Tang et al., 2018). Secondly, there is a regional cost of living, which tends to put upward pressure on salaries, enabling favorable conditions of access to basic living services (Moretti, 2012). There are also issues related to legislation. Salary policies can limit the flexibility of remuneration in public positions, as pointed by Nakamura and Vaz (2020). The level of industrialisation can also be cited, since regions with higher levels of industry may require more refined management, which would justify higher salaries (Nath et al., 2020).

Places with greater social inequalities tend to have greater wage inequalities, which could have a direct impact on the ability to attract and retain qualified managers in certain regions (Polacko, 2021). Although all the arguments mentioned above may influence the disparity in the salaries of public sports managers in Brazil, the data on social inequalities seems to be easily suited to the justification. This is because, according to the IBGE (2023), the Northeast states have the highest rates of social inequality in Brazil. You can observe in Table 6, that: a) Brazil's Southeast, Centre-West states pay the best salaries to public sports managers. On the other hand, the Northeast states pay the worst salaries, especially RN and BA. Salary discrepancies may arise due to political appointments rather than technical merit. This practice, as well as being detrimental to administrative efficiency, can result in pay disparities since remuneration can be more a question of political connections than actual qualifications (Cobb, 2016; Meyer-Sahling et al., 2018).

Finally, it should be noted that administrative actions in Brazil have a strong cultural characteristic, which influences the way organizations work. Although there have been organizational and legislative advances in the country, there are still traces of nepotism, which distort organizational objectives in favor of political interests (da Motta & Gomes, 2022). Therefore, in a context marked by social imbalances, the balance between these two aspects must be carefully analyzed, seeking to ensure that the manager has, in addition to the political skills necessary for the smooth running of management, the technical skills to manage actions.

Conclusion

Given the data presented, it can be concluded that the profile of the municipal sports manager in the states in the sample is predominantly male, with white people making up more than 50% of the sample and the highest salary range being between R\$2,000.00 (US\$395.00) and R\$2,999.99 (US\$592.32). From the point of view of education, it was possible to see a clear difference between managers in the Northeast and the South and Southeast, with a higher level of education in the Centre-West and Southeast, where there is also a higher salary range.

As a result, it is possible to infer that there is a gap in the education and training of managers, especially in the North-east, but not exclusively in this region. It is understood that there is a need to fill this gap in the improvement of sports managers, with greater exchange between the knowledge acquired in academia and the practice gained in the day-to-day work of managers. It is important that there are more training opportunities for managers, primarily in management and public policies, which can be carried out by specific physical education courses, also with interaction with other areas of knowledge that can contribute to national sport.

Given the study's limitations, it is suggested that further studies could be carried out into managers' areas of research in postgraduate studies, sporting and professional careers, which would lead to an in-depth profile being drawn up, as well as the possibility of looking into the specific and cultural characteristics of each state, with the prospect that there may be different profiles between the five Brazilian regions. In addition to expanding to new states researched by the GEEM.

Practical implications

Having knowledge about the profile of municipal sports managers brings benefits for improving management in organizations, considering that evidence-based decision-making is an important aspect for the modernization and innovation of these entities (Furtado et al., 2022; Lefebvre et al., 2023). With the data collected by the GEEM research, a comprehensive overview of Brazilian sports managers is created, enabling the addressing of issues identified in the research, especially concerning racial salary disparities and the underrepresentation of women in management positions.

The issue of managers' education can also be highlighted as a priority in improving sports management in the country, particularly in regions where a deficiency in the level of qualification was identified. Such aspects can be considered by the federal government to be addressed through training programs and federal guidelines.

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