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Master's thesis

HUMAN RESOURCES MANAGEMENT IN SPORTS ORGANIZATIONS

Management človeških virov v športnih organizacijah

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"I've missed more than 9000 shots in my career. I've lost almost 300 games. 26 times, I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed!"

- Michael Jordan

ZAHVALA

Rada bi se zahvalila svoji mentorici dr. Sonji Treven, za strokovno svetovanje, vodenje, potrpežljivost, prijazno pomoč in spodbudo pri nastajanju magistrskega dela.

Hvala tudi vama, draga ati in mami ki me sprejemata takšno kot sem. V vseh mojih vzponih in padcih sta verjela vame, mi stala ob strani, me optimistično spodbujala, podpirala ter mi nesebično pomagala.

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ABSTRACT

Human resources in sport organizations is a challenging task in the context of changing technologies, workforce composition and work patterns, community expectations, employee expectations, employment legislation, and the increasing impact of global competition. This master's thesis took a brief look at different approaches to human resource management that can help sport organizations respond to these challenges. We attempted to locate these approaches within various theoretical and regulatory contexts. We explored the activities of front line managers and supervisors in hiring, motivating, rewarding, and retaining both employees and volunteers.

Human resources management is about the overall process of managing people in organizations, so that they are motivated and able to perform to their potential and thus maximize the overall effectiveness of the organization in meeting its goals. It provides an integrated framework for making decisions about the people in an organization, who to appoint, how to reward good performance, what motivates people to perform to their full capacity, how to determine training and development needs, and when to let people go. We tried to explore the basics of human resources management in sports organizations and how the human resources approach conceptualizes the fundamentals of hiring, performance appraisal, compensation systems, and other human resources functions in sports organizations.

We discussed the contemporary sport organization and how a human resources perspective can help it to attain its goals. In parallel with this, it considers today's people management challenges and opportunities and the effective management of individuals who come to work and volunteer in sport organizations, by addressing such aspects as their competencies, personality, needs, values, and beliefs. The nature and attributes of workgroups in which individuals find themselves are also considered as this is a fundamental part of the context of human resources in sport organizations.

However, some sports organizations have had paid employees, often coaches, for years. Increasingly, sport is employing a variety of resource people to support and extend the work of club volunteers – these include operating staff, managers and coaches. They are becoming more and more important to the smooth operation of the club, league or association.

At the same time, human resource management has become more complex and can make a significant impact on employee productivity and the bottom line. More organizations need to pay attention to human resources by ensuring their business planning process includes human resource issues. Whether you're implementing new technology, reducing costs, expanding, or experiencing a major change within your organization – all of these impact your human resources and should be addressed in your strategic plan.

Key words: human resources management, sport, sport management, sports organizations, non-profit organizations, volunteers.

POVZETEK

V okviru spreminjajočih se tehnologij, sestave delovne sile in delovnih vzorcev, pričakovanj skupnosti in zaposlenih, delovne zakonodaje in povečanja vpliva globalne konkurence, je management človeških virov zelo zahtevna naloga. V tem magistrskem delu smo skušali na kratko pogledati različne pristope k upravljanju človeških virov, ki pomagajo športnim organizacijam pri odzivu na različne izzive. Poskušali smo raziskati različne teoretične in zakonske okvirje. Raziskovali smo dejavnost prve bojne linije managerjev in nadzornikov pri motiviranju, nagrajevanju, in ohranjanju zaposlenih in prostovoljcev.

Management človeških virov je celoten proces upravljanja ljudi v organizaciji, kjer morajo ljudje biti motivirani in sposobni opravljati dela, hkrati pa mora njihov potencial povečati splošno učinkovitost organizacije pri doseganju njenih ciljev. Zagotavlja celovit okvir za odločanje o ljudeh v organizaciji, koga zaposliti, kako jih nagraditi za dobro opravljeno delo in rezultate, kaj jih motivira, da dobro opravljajo delo in kako doseči njihovo polno zmogljivost, hkrati pa kako se določajo potrebe po usposabljanju in razvoju. Skušali smo raziskati osnove upravljanja s človeškimi viri v športnih organizacijah, kako pristop človeških virov konceptualizira osnove zaposlovanja, oceno uspešnosti in drugih sistemov in funkcij človeških virov v športnih organizacijah.

Razpravljali smo o sodobni športni organizaciji in kako se lahko dosežejo cilji s perspektive managementa človeških virov. Vzporedno s tem smo v magistrskem delu skušali na znanje vzeti današnje upravljanje s človeškimi viri, priložnostmi, izzivi in učinkovitim managementom posameznikov, ki prihajajo na delo v športno organizacijo kot polno zaposleni, pogodbeni sodelavci ali prostovoljci . Obravnavani so z vidika njihovih sposobnosti, osebnosti, potreb, vrednot in prepričanj. Narava in lastnosti teh delovnih skupin, v katerih se posamezniki znajdejo je tudi zelo pomembna, saj so vse to temeljni del managementa človeških virov v športnih organizacijah.

Ne glede na to, da imajo nekatere športne organizacije vrsto let iste plačane zaposlene – npr. trenerje, je vse več zaposlovanja različnega spektra kadrov v športnih organizacijah, npr. prostovoljcev. Ti postajajo vse bolj pomembni za lažje delovanje športne organizacije.

Hkrati je management človeških virov postal bolj kompleksen in ima pomemben vpliv na produktivnost. Vse več organizacij mora paziti na človeške vire tako da, v svoje poslovno načrtovanje vključijo problem managementa človeških virov. Ne glede na to, ali je je namen organizacije izvajanje nove tehnologije, zmanjšanje stroškov, doživljanje velike spremembe ali karkoli drugega – je pomembno, da se zavedamo, da vse to vpliva na človeške vire in jih je treba obravnavati v strateškem planu.

Ključne besede: management človeških virov, šport, športni management, športne organizacije, neprofitne organizacije, prostovoljstvo.

PREAFACE

Usually sport remains a formal activity which is made under school pressure, which leaves the young adult with the mission to practice sports rarely in their free time without making it an everyday priority.

The fact that there has been a decline in the active part of the population regarding sports should be an alarm signaled by the upper bodies, which deal with managing sports on a country level. Throw this context the role of all sports organizations will become a major one in continuing to obtain sport performance, but also in a bigger sanogenetic mission.

Management presents sports as a component of social modern life evolution, with its own national and international structure; with organization based on systems, laws, principles which built and improve the biological and spiritual state of all the participants. Also accomplishing some goals regarding the sport performance from a resource efficiency point of view.

Sports, as well as physical education or tourism is a category of the field which has created its own national and international organizational structure, a material based feature, specialized personnel (coaches, referees, researchers, managers) systems, principles and regulations that ensure its well-established system, generalization, improvement and control.

Sport Management is the art and science of leadership and management of non-profit organizations involved in sport to maintain general interest objectives accepting all economic implications. Sports activity management can be applied to both sports organization and government institution or to non-governmental ones.

Sports management exists in two different forms and is relative as mutual influence, in a professional aria in which we find a variety of managerial careers linked to sport and to the sport domains in general and in a professional academic training aria which is found in universities.

The curricular sport management concept was made known by James J. Mason- physical education teacher at the University of Miami-Florida and also by Walter O'Malley owner of the soccer American team - The Brooklyn Doggers, after a discussion between the two in 1957.

Sports management as a scientific discipline first appeared in USA, in the Physical and Sport Education of the Ohio State University in 1966. At first there was confusion between this and the manager's activity of running a sports formation with a working purpose in the Sports Industry.

Human resource management is made from the complex of activities oriented towards the efficient use of the organization's personnel, with the purpose of achieving its goals and satisfying the employees' needs. This work treats notions of general interest regarding sport, sport management and the human resource management within the sport organizations.

Located in a complex, uncertain and highly competitive environment the sport organization remains competitive only if it develops their own collective intelligence and has a specific management which suits the current management requirements.

Under these conditions, sports organizations are put in a position to redefine their culture through organizational redesign processes and changes in strategy. This is why we talk about the strategic role that it plays in the new configuration, which we call human resources management. How an organization will manage human resources will determine its success in the future.

Component of general management, human resource management is a major conceptual evolution developed after 1980 to replace the term personnel management. Human resources are present in any training activity, exercising and practicing the various branches and sporting events, as a competitive activity.

Human resource management within the sport domain is firstly defined by the influence made to the personnel involved in this activity. Personnel that can be: a volunteer, an employee or an athlete of the sport organization.

If anything, the managers' positions, represents the process of influencing and determining the personnel to act on its own with free will, with enthusiasm and responsibility to accomplish some clear objectives, as well as results, and planned sport performance.

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1 INTRODUCTION

1.1 Defining the scope and description of the research problem

Phenomena, which is generally called sports, sports activities, sports culture, steams from a human being. Is the most important biotic and social need, which is marked by its own by every era.

Nowadays sport is becoming increasingly important social, economic and cultural phenomenon that enriches quality of life of the individual.

Sports today is a very broad global social phenomenon. With globalization, its diversity and importance has increased. Its image is mostly viewed and reflected through various sports activities – most often as the competition through economic links (tourism and leisure, production and trade of sports equipment, healthy food and a variety of other service activities related to a healthy lifestyle. However, it is also becoming an increasingly important factor in national economies. In Slovenia, the sport generates 2,33% of GDP. This proportion is similar to highly developed countries, where they record the continuous growth, where they found out that the fastest growing part of the industry is – spare time.

Another, equally important economic impacts of sport are less visible, because they are much more difficult to measure. But we can conclude that engaging people to sports affects their better physical and mental readiness, which results in lower costs for medical services, raising productivity of people and their quality of life.

People are doing sports on a voluntary basis, unorganized, or they merge in sports organizations.

Sports organizations are defined as predominantly voluntary or mainly professional. For the greater contribution of sports, they are typically non-profit. This applies to sports clubs and societies, which are established on the basis of the "Act about associations and institutions". Societies are mainly managed by volunteers, for administrative and organizational parts, they usually hire professionals or part-time workers.

Broadly speaking, with staff we think of people who are in any way participating in an organized form of human labor, which are – therefore working in an organization. They are the most important element of any organization. Together with other elements, such as assets and forms of organizational links, they are forming a whole. In Slovenian sports organizations, based on human recourses management, we could divide the work to voluntary, professional and part-time (honorary) workers. But according to the European classification of occupations, we could divide them in professional worker and workers who work associated with sport. Employees, who are engaged in professional works, represent trainers, teachers, coaches, referees and athletes.

Workers of jobs related to sport, represent work in medicine, managers, technical staff, administrative staff, etc.

The most important production sources of any organization are people. People create new values with the available resources. Efficiency and effectiveness of organizations depend on their resources (i.e. knowledge, skills, experience, ability, creativity and orientation). Human resources management and management of sports organizations and their programs are the basics for the very existence of sports as a social phenomenon. The greatest potential recruits to the sports represent volunteers.

Advantages that volunteers bring to sports organizations are numerous. For volunteers typically have a lot of self-motivation, and their work does not require payment, so the price is very favorable. Sports organizations do not have nearly any problems with administration, taxes and health insurance.

Successful sport manager must, according to the organization's policy take advantage of the potential, given from the members. Manager must choose employees, who have – regarding to the workplace and work, appropriate skills, knowledge and behavioral patterns.

1.2   Purpose ad master thesis objectives

Sports and with it – sports organizations, make a huge contribution in many areas, both in social, health, political as well as in the educational sphere of life. All organizations, including sports, have different goals and interests. By this, we mean: "what", "where", "how", "who" and "why" will organizations invest their time, energy and money.

Parts of every organization are the people who work there. The scene varies depending on education and employment – employed, part-time or volunteer worker. Many of organizations that operate on a small scale, and do not require a lot of professional staff, need volunteers for the smooth functioning.

Sports organizations are and will be socially important as a whole, and this will only increase. Each person can found something positive in every side of sports and integrate himself in it. However, since the financial terms of sporting organizations are not in enviable situation, human resources management in organization is even more important.

So connected with this thought, here by, we present our purposes, objectives and hypotheses.

Most important purposes of this master's thesis are:

- Examining the characteristics and peculiarities of human resource management in sports organization, with help of domestic and foreign professional literature
- Integrating general theory of human resource management with human resource management in sports organizations
- Present the structure of human resources management in sports organization "XYZ"
- Submit our observations and opinions about the human resources management on the basis of our findings

Most important objectives of this master's thesis are:

- Getting to know the characteristics of sports organization and their human resources establishment and structure
- Compare the number of paid employees, members and volunteers in sports organizations
- Review of the relevant literature in the field of human resources in sports organizations
- Analysis of human resource management in sport organization and making a division about this field
- Determination of the fact, about how important are volunteers in sports organization
- Examining the particularities of human resource management in sport organizations
- Obtaining the theoretical data of human resource management, which would help us with analysis of the situation in later presented sports organization

Master's thesis hypotheses that we will try to confirm or disapprove are:

H_1: Human resources management function in sports organization, differs from human resources function in other organizations.

H_2: In sports organization, volunteers need to be managed differently from paid employees, because they are more likely to leave organization abruptly, if they become dissatisfied.

H_3: In relation to volunteers in sports organization, more attention is paid to their training and less attention to recruiting and selecting when compared to practices for paid staff.

1.3 Anticipated methods and sources

This master's thesis is primarily based on theoretical part. The introduction in which the objectives are presented, is followed by a theoretical part, which is taken from domestic – Slovenian and foreign professional literature.

 Theoretical part will expand our understanding of human resources management in sports, with using qualitative methods. In thesis, we used the descriptive methods. Within this approach, we will combine a variety of methods, such as:

- Description method: since is a method of describing facts, processes and phenomena in economy and their empirical certification relations and ties, but without scientific interpretation and clarification.
- Comparative method: with which we will identify similarities or differences between human resource management and human resources management in sports organization
- The method of compilation: will help us with summarizing observations, findings and conclusions.
- Classification method: will help us in defining concepts
- Historical method: based on variety of literature, we will get to know how human resources management developed
- Case study: it will afford an opportunity, to explore or describe a phenomenon in context of using variety of data sources. It will allow us to explore organization, simple through complex interventions, relationships, communities or programs.

Data will be acquired from books, articles, internet, newspaper, scientific manuals and journals. On the basis of already known theories and explanations, we will use deductive method and based on the obtained data, we will make our own summaries and provide our own opinion.

Master's thesis consists of 4 parts:

1) We defined human resource management in general and present its basics functions
2) We addressed the characteristics of management in sports organizations and presented them
3) We presented the particularities of human resource management in sports organizations
4) Presentation of structure of human resources management in the case of sports organization "XYZ"

1.4 Presumptions and limitations

General restriction on the research lies in the fact, that data which could better explain certain situations are traded as business secret in presented sport organization. We shall limit ourselves to the presentation of only one sports organization, but we have to protect the business information, by naming it with: "XYZ"

It is expected, that represented sport organization will give us all the necessary information and data, so we will have enough knowledge to analyze the human resources situation. We also assume that the obtained data are objective and accurate.

2   HUMAN RESOURCES MANAGEMENT IN ORGANIZATIONS

2.1   Person and his abilities

Many authors from the human resources management field argue that people and their capabilities have a decisive role in organizations (companies). Human beings are basically the driving force of any organization. Of course, people vary in their capabilities. A human ability is to relate to different areas of his life. In this context we mean psychological, physiological and physical abilities. In connection with his work in various organizations, under the notion of human ability we understand his knowledge, personality; mindset and the motivation that this person needs to successfully carry out their work. Every person is a personality on their own, which in the end determines his temperament, character and ability. In Figure 1, we parse the person and his abilities.
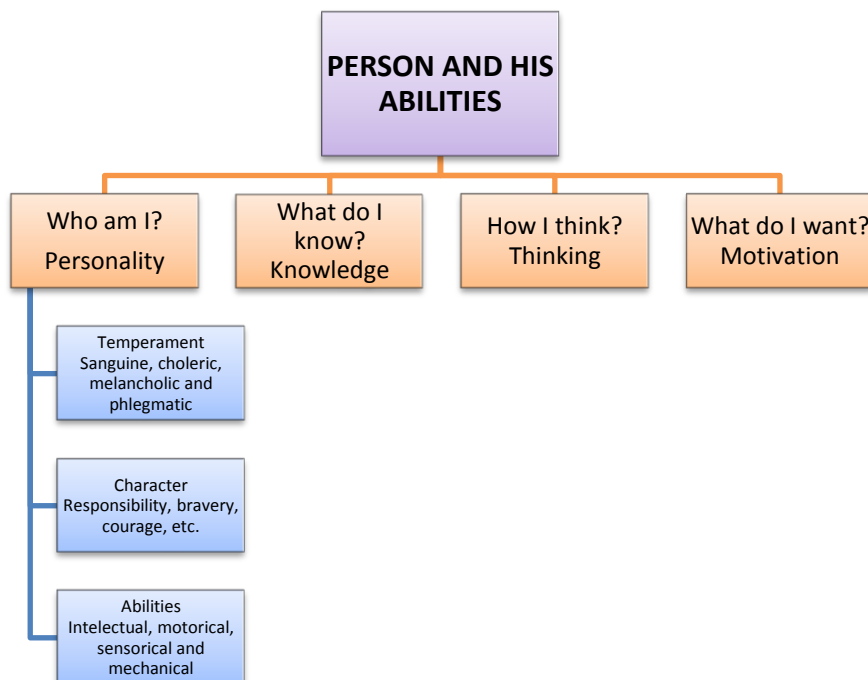
Figure 1: Person and his abilities

Source: Adapted from Lipičnik, 1998, p. 27.

Temperament as a component of human personality is evident in the innate emotional way a person responds to the events in their lives. It is therefore a method formed of individual behavior and reactions. Temperament is associated with human emotions, which is deduced through his behavior. The doctrine of the four temperaments has been known since ancient times (Lamovec et al., 1975, p. 17).

After Hippocrates and Gallen we can distinguish four types of temperament:

1. Choleric – main features of his behavior are intensity, swiftness, excitement, activity, strife and dissatisfaction
2. Phlegmatic – main features of his behavior are weak and slow responses, dispassionate, calm, slow speed and stability
3. Sanguine – main features of his behavior are swiftness, liveliness, responsiveness, cheerfulness, mood swings and entrepreneurial spirit
4. Melancholic – main features of his behavior are slowness, lasting and profound reactions (Musek, 1977, p. 147)

Factors of environment and a man's own activity affect a person's character. Individuals distinguish between different character traits, such as: courage, determination, honesty, responsibility, conscientiousness, accuracy, perseverance etc. People have good and bad qualities that are reflected outwardly in our behavior and the actions of others. Character is formed under the influence of the environment, education as well as individual activities of every person on their own.

Skills are an extremely important component of human personality, since they enable us to be extremely successful in some areas. Some people are gifted artistically or musically, others are masters of numbering world, etc. Abilities are divided into:

- Intellectual
- Motor
- Sensory
- Mechanical

Intellectual abilities are measured by intelligence quotient (IQ), and represent the human ability to understand, learn, to think rationally, solve problems and apply learned lessons in practice. Motor skills are linked to various movements: head, eyes, body, limbs, etc. Sensory abilities associated with our senses: vision, hearing, sense of smell, type, balance, etc. The mechanical abilities are considered an understanding of the mechanical relations, technical forms, etc. (Krištof, Martinčič and Vrčko, 2009, p. 46)

Knowledge allows humans to solve known problems. By learning and acquiring new knowledge, a person improves their skills and abilities. We learn before performing any new work, but also learn to work (from ourselves and others). Knowledge can be defined as the knowledge that you gained from experience (Collison and Parcell, 2002, p. 31). Knowledge represents more than a collection of data or information.

Motivation is a human life force, which is expressed in the form of a will to work. Motivation starts as an activity in humans. Without proper motivation, one would not mobilize their energies and direct them towards achieving some object or goal. Many various factors affect the motivation of employees, because people also differ in their needs, values, interests and attitudes.

No human activity is driven only by one motivation factor. Someone may be motivated by the diversity of work, when someone else cherish more a greater autonomy at work, a third may value flexible working hours, etc.

Many authors (Lipičnik, Musek, Pečjak) considered personality as a whole, mental, behavioral and physical characteristic by which an individual differs from the others. The underlying factors of personality are divided into three groups:

- Biological
- Environmental impact
- Autonomic activities

Among the biological factors we consider heredity and neurophysiologic bases of personality. Heredity represents the dispositions and potential with which man is born. Our inherited design provides frameworks (volume and width) within which potential variations of human characteristics are developed. The neurophysiologic-based nervous and hormonal systems represent the biological, physiological and material foundations of personality. They allow humans their own specific activities. However, all personality traits of people are not suitable for all kinds of jobs. Brown (in Treven, 1998, p. 72) has developed a model of six groups of personalities and the most appropriate job for each group, which is presented in table 1.

GROUP OF PERSONALITIES		TYPE OF EMPLOYMENT
Realistic	Is characterized by aggressive behavior, and physical activities, that require strength and coordination	forestry, agriculture
Investigative	Performs activities that require the ability to think, skills in organization and understanding different situations; less significant are emotions and sensitivity	biology, mathematics, journalism
Sociable	Distinguished by interpersonal relations, rather than intellectual or physical activities	diplomacy, social work, clinical psychology
Conventional	Performs activities that require functioning under regulations and rules, is able to subordinate his personal needs to the need of business and leadership, or management	accounting, finance, management
Enterprising	Is distinguished by verbal abilities	law, public relations
Artistically talented	Expressing personality through art	art, music

Table 1: Group of Personalities and adequate employment

Source: Brown (in Treven, 1998, p. 72)

The environment has a major impact on the development of personality. We distinguish between the impact of the narrow and wider environment. Persons who represent the narrow environment are parents, family members, friends, and peers. The wider environment is represented by social systems, class, cultural and economic impacts. A human and his personality is also affected by its own (autonomous) activity and is largely determined by biological factors and the environment in which he lives, but he also has a free will to decide how he will achieve its self-realization, or what he will do to make it happen.

2.2   Managing human resources

Organizations exploit different available sources in their function:

-    Material (buildings, equipment)
-    Financial (money that is in their budget)
-    Human (employees of organization)
-    Intangible (corporate image of organization, trademarks, patents, etc.)

The success of businesses and other organizations depends on their maximum wealth, i.e. human resources. Professionals of different profiles, managers and other workers are not easy to obtain, especially if the work requires specific qualifications, knowledge and skills.

Managers should ensure adequate training for employees in companies. The activity, in which this management is engaged in, is known as human resources management. HRM models originate in America and are approximately 50 years old (Dimovski et al., 2003, p. 171). There is no universal model; however there are various HRM activities that are aimed at achieving the efficiency and competitiveness of enterprises. Competitiveness relates primarily to the company's ability to obtain and maintain its market share. Management of human resources affects the competitiveness of businesses in different ways: by selecting appropriate workers, their training and education, and the incentive structures for employees' work. One task of the manager is, inter alia, to identify the interests of employees and successfully motivate and reward them for their quality work.

Management/human resources management is a set of various activities, related to recruitment, selection, remuneration, development and the management of staff. All these activities take place in conjunction with the internal and external environment of the company. Key activities are shown in Figure2:
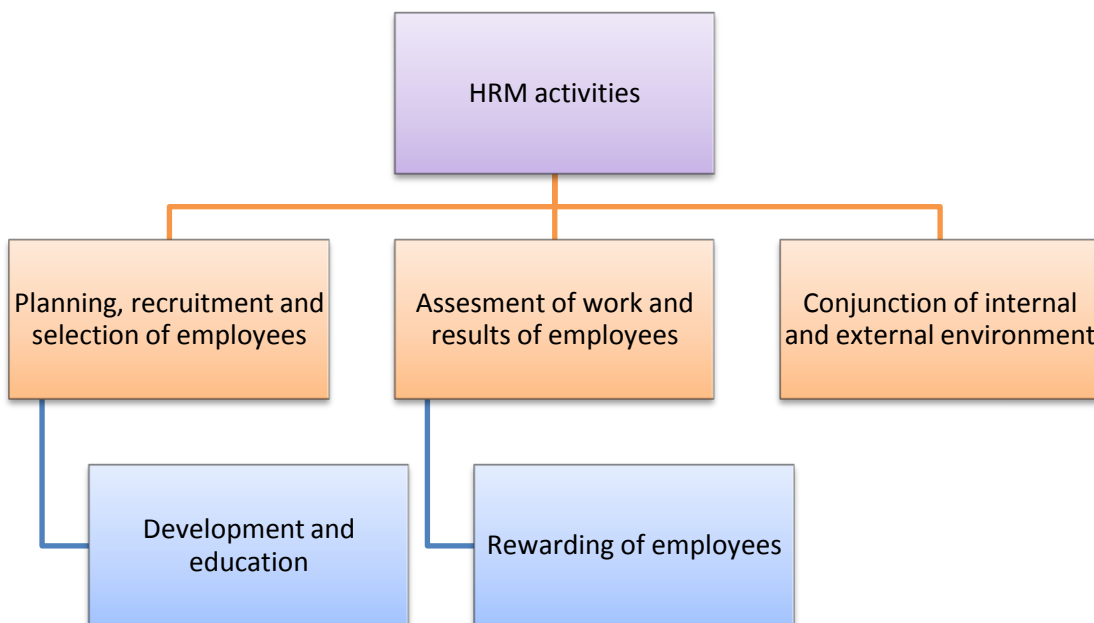
Figure 2: Key activities of human resources management

Source: (Krištof, Martinčič & Vrčko, 2009, p. 48)

2.2.1 Planning and recruiting employees

The process of planning employees in a company starts with the assessment of the current situation and the assessment of the need of employees in the future. By doing so, we are guided by primarily answering the following questions:

- Does the number and qualification of employees meet the current work needs? (Company/organization is trying to determine which human capabilities it needs – how many and what kind?)?
- Do employees in the company optimally utilize their skills?
- How is this in the future? Do we know the future employee needs of the company?
- How can new employees be obtained or existing employees trained for the future needs of the organization?

Planning employees, their selection and recruitment is one of the most important management functions, since they provide the necessary number and quality of employees in the organization (Treven, 1998, p. 27). Organizations attract candidates for employment through a variety of ways: through advertisements in media, with help from the intervention of human agencies, providing scholarships, etc. Employers are looking for best staff. Belčič (2002, p. 76) gives great importance to the selection process of candidates. The selection criteria may include: education, professional qualifications, work experience, specific knowledge, personality traits, etc.

The most common tool for selecting appropriate candidates for specific work is interviews. Florjančič and Vukovič (1998, p. 62) indicate several types of interviews: structured, semi-structured, unstructured and stress. In structured interviews, the examiner prepares a set of questions (in advance), from which he later does not change. A structured interview is easy and does not require preparation by the examiner. Its disadvantage is the poor interaction between the interviewer and the candidate, and the inflexibility for candidates. In a semi-structured interview, only the most important issues are prepared in advance. The examiner may raise additional questions during the interview that may be tied to the candidate's specific characteristics. Their disadvantage lays in the fact that they are very difficult to repeat. The advantage is reflected in the examiners greater freedom. In case of a non-structural interview, the examiner prepares only indicative subjects. The interview can be freely discussed and moves from one subject to another. Stress interviews are rarely used. They are based on unusual issues that should confuse the candidates. They are used when there is a need to expose stress in the workplace.

2.2.2 Development and education

Companies expect that its employees have the necessary capabilities to effectively help and carry out their work. The modern HR profession has introduced the concept of "competencies". It defines the abilities, skills, knowledge, attributes, behaviors and practices that are needed for successfully carrying out the work and tasks in a given business environment.

The need for acquiring and enhancing knowledge is a basic need of every organization that wants to achieve good working results. The need for training and professional and personal development is the basic need of every employee.

The development of modern organizations is extremely closely linked with the development of their employees. Among others, manager's function of managers in the development of HR is:

- Ensuring all employees have the necessary skills to perform their work
- Giving employees the necessary instructions relating to their work
- Familiarizing employees with the promotion system
- Promoting individual career planning
- Providing awards for the quality performance of work
- Developing the skills of employees
- Mobilizing all the human capacity to achieve the business goals of the company

HRM is responsible for ensuring the ability of employees needed in the present, and that the business will need in the future.

2.2.3   Work and result assessment

Identifying and assessing employees' performance is a systematic process of evaluating the quality and quantity of the performed work. Organizations want to know what results have been achieved at work. In determining effectiveness, organizations collect data on the scope and quality of work performed, workers' behavior in the immediate and wider work environment and their inventiveness and creativity.

By identifying performance, we get feedback on what our choice of employees as one of the sources in organization. These data are also needed for promotions or transfers of employees to other job positions. Assessing the work and results is used for:

- Determining the amount of salary and various bonuses for employees
- Promotion or transfers to another job position
- Determination of training needs, education policy
- Employee development
- Planning needs for employees
- Examining the effectiveness of the process of employee selection

2.2.4   Employee rewarding

A reward system in an organization means coordinated policy, processes and practices applied by the company to reward its employees in accordance with their contribution (Lipičnik, 1998, p. 245). In this, the amount of wage is only one of the represented award instruments. In addition to the financial rewards, there are many companies that use non-financial instruments as the form of rewarding – such as commendations, opportunities for personal development, etc. Organizations may, for example, offer other benefits, such as:

- The possibility of professional training and education
- Participation in international symposia
- Supplementary health insurance, life insurance, managerial health checks
- Use of a company car, possibility of holiday vacation homes from the organization at a better price, etc.

This poses the question of what effects does the system of rewarding have on employees. Rewarding is strongly associated with motivation at work, which is of paramount importance.

3   MANAGEMENT IN SPORTS ORGANIZATION

Despite major progress in the field of sports management in recent years (see Chelladurai, 2002, p. 3-17), not a single comprehensible and clear definition of this field was made. Our closest overview is the following definition from Chelladurai (1994, p. 15): "Sports management can be defined as an area of management that is interested in co-ordination of limited human and material resources in sports, appropriate technologies and opportunities in the current circumstances, to achieve efficient production and trade sports services".

The central role of such conception of sport management is harmonization – coordination (Figure 3), through which the sports manager affects the production of sports services and their marketing. All managers' tasks are in coordination. Because such a definition of sport management is not limited to a specific organizational environment, different types of organizations may be involved in the various stages of production and marketing of one or more sports service (Chelladurai, 2002, p. 46).
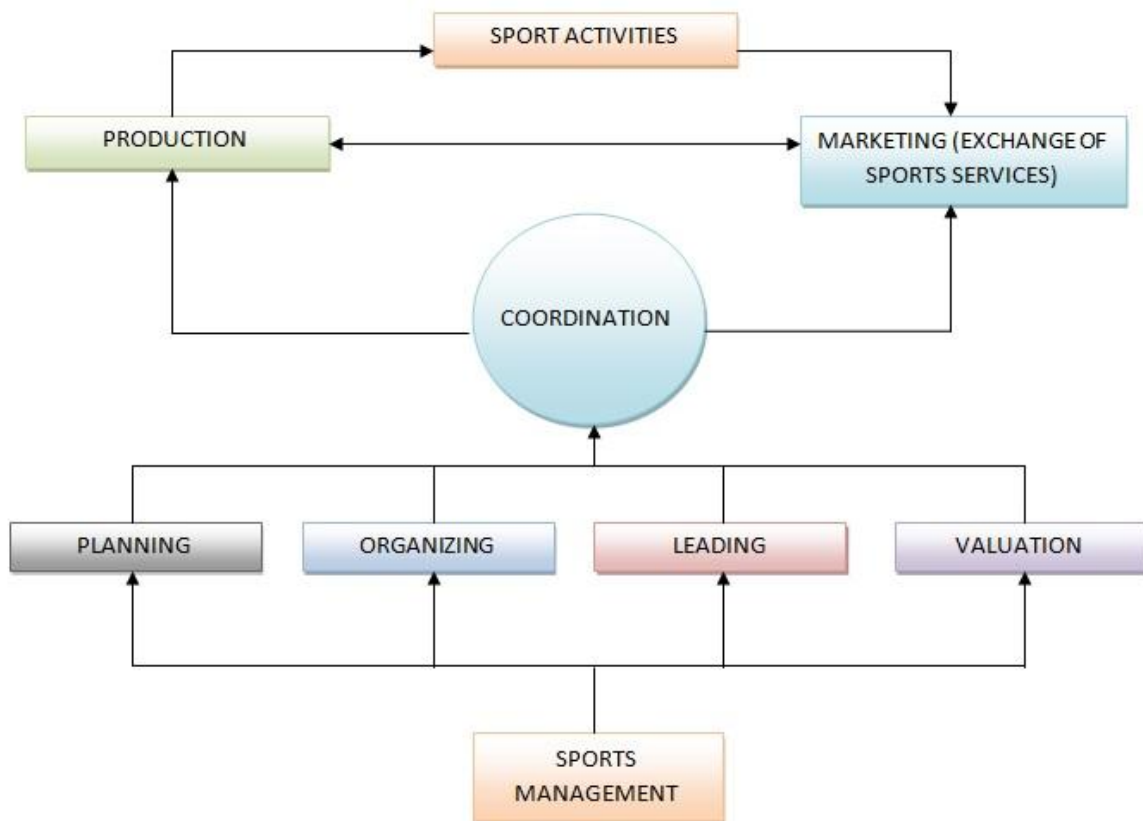
Figure 3: Sports management as coordination

Source: Adapted from Chelladurai, 2001, p. 46

We can distinguish four groups of elements, coordinated by sports management (Chelladurai, 2002, p. 42-45).

- Human resources are the most important factor of coordination. They represent people who are involved in the production of sports services. These people are the consumers of service[1], paid employees and volunteers.
- Technologies[2] are the systematic use of scientific or other organized knowledge for the production of sports service. They may contain new ideas, inventions, techniques, methods, protocols and materials. They are sourced from disciplines that are related to the production of sports services such as: sports psychology, sports medicine, pedagogy, theory of training, nutrition, etc.
- Support units simulate the production of sports services. They deal with: management of sports facilities, management of sport events, human resources management, financial management, public relations, law, etc., that are related to sports. The production and marketing of each sports service can not be effective without coordination of activities of supporting units.
- An important aspect of sports management is the coordination of the elements in business environment. In this case, a sports manager is responsible for coordinating production and the marketing process of sports services to external factors, which include: inter-organizational networks (e.g. national sports association), market forces and administrative arrangements, cultural norms and societal expectations.

3.1 Sport services

For the environment, the most visible elements of sports management are sports services (Chelladurai, 2002, p. 31-41), identifies five groups of service sports management.

1.) Services of sports participants[3] are usually certain sporting activities that sports organizations provide for their participation in sport. According to the aspects of the services and motives of the customer, there are 6 types of these services defined:
   a. Consumer-entertainment services[4] represent a sports facility lease and / or equipment, for users who play sport primarily for pleasure (e.g. hire a tennis court). This type of service includes the organizing and management of various types of sports competitions.
   b. Consumer health services include leasing a sports facility and / or equipment, to meet the wishes of the users to maintain their fitness and health (e.g. fitness centers).
   c. Services of sport skills, relate to professional teaching of various sports and sporting activities (e.g. ski course).

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[1] These include: athletes and spectators in competitive sports and the ones that exercise in programs with interest in children's sport, youth and sport recreation

[2] The concept of coordination of technologies is related to the coordination of the activities of individuals and groups, who use this technology in the manufacture of sports services. A sports manager is not necessarily an expert in all technologies, but must have a basic knowledge of them so that he can successfully coordinate activities of professionals.

[3] Bednarik (1998, p. 7), claims that these services are designated as services arising from motives of active participants.

[4] Such services may also be more comprehensive, so that they represent an organized exercise program in leased sports facility.

d. Excellence services provide expert guidance and the training of users, with the aim of achieving excellence in a selected sport (eg. football training).

e. Services of maintenance are guided programs of sports training, organized by fitness professionals. The aim of these kinds of exercise is to maintain fitness standby at the appropriate level (e.g. aerobic exercise programs).

f. Rehabilitation services include designing sports training programs with the purpose of rehabilitating physical, medical or mental defects (e.g. reduction of subcutaneous fat, cardiac rehabilitation, relaxation, stress reduction).

2.) The second group of services that sports organization offer is for so called passive participants. Services for viewers are related with entertainment for passive users. Sports have a different degree of entertainment value, which is dependent on several factors. Densely, spectator sport is determined by the content itself (performances of athletes, competition, and the unpredictability of the outcome, loyalty to a particular sport, clubs, and athletes), the scene (spectacle) and the experience of the so called "third place". [5]

3.) Sponsorship services present the possibility of communication from a particular sponsor with a specific market through sporting events or sport scores, or linking the images of the sponsor with these sporting services. Sponsorship is one of the fastest growing and richest areas within sports management, but Slovenia has limited opportunities due to market characteristics, in relation to the rest of the developed part of the world (Bednarik et al, 1998a, p. 5-18; Bednarik et al., 2001a, p. 11-17).

4.) Donor services are sources of psychological benefits that we can suggest as a substitute to the donor. Such psychological benefits may be altruistic in nature (a good feeling), or kind of self-serving in nature (public thanks).

5.) Services for meeting social objectives constitute the promotion of social goals such as fitness, a healthy lifestyle, effective use of free time, etc. through the integration of services for participants in sport.

Bednarik (1998, p. 13-16) also defines services that are switched within sport. These are defined as services for viewers of sport can activate passive participants into active participants in sport, and vice versa. Therefore, we can get the exchange services within one and other area of sports management (market active participants and passive participants in the market).

3.2 Basic processes in sport management

Basic tasks for sport managers, his managerial skills and managerial roles are the same as for other managers (Chelladurai, 2002, p. 108-110). Sports management also consists of planning, organizing, managing and valuation (Chelladurai, 2002, p. 107). These tasks require conceptual, interpersonal, technical and communication skills (Možina, 1994b, p. 26-28). In performance of those tasks, managers must undertake various interpersonal roles, IT roles and decision-making roles. The intertwining of managerial functions, skills and roles are presented in Table 2.

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[5] Individuals are looking to meet their social needs in less personal ways. Places where sociability takes place, in contrast with home and workplace are called "third places". These places offer opportunities for everyday encounters with strangers.

MANAGERIAL TASK	MANAGERIAL SKILLS		MANAGERIAL ROLE
Planning	Conceptual skills	Communication skills	Reviewing role, mediatory role, entrepreneurial role
Organizing			Solving problem role, dividing role, negotiating role
Managing	Interpersonal skills		Leadership role
Valuation	Technical skills		Representative role, linking role, agent role

Table 2: The intertwining of managerial functions, skills and roles

Source: Adapted from Chelladurai (2002, p. 107)

3.3 Organization of sports in Slovenia

Providers of sports programs in Slovenia can be divided according to different criteria (Šugman, 1998, p. 38-62; Šugman, Bednarik, Kolarič, 2002, p. 43-50). Depending on the distribution of Chelladurai's criteria (1994, p. 7-21), volunteers are active in non-profit sports organizations, in the private sector – where there is civil expressed interest (associations, federations and some institutes) – and in sports organizations in the third sector (institutions established by civilian and public interest).

By comparing the results on individual parts of Slovenian sport, with relevant international studies, we can conclude that the organization of sports in Slovenia (despite some specificity) has many contact points with the organization of sports in Western Europe. The same applies to the situation of civil and sporting sphere with volunteers working in it.

The organization of Slovenian sport is decentralized (Strel et al., 1997). Three main groups of sport performers are state and local communities (public interest), association sphere (civil interest) and private (private interest). Public financing takes place at local and central levels.

In comparison with the organization of sport elsewhere in Europe (Strel et al., 1997, p. 143-145; Šugman, 1998, p. 118-144) our sport organization is not ethatized, but regulated in certain parts where the country recognizes the public interest.

The act of sports (1998) takes into account the overall accessibility of activities in sport, voluntary participation in sport and the participation of the profession and the professional public in the formulation of sports policy (Strel et al, 1997, p. 142). It defines the public interest of the country, which is managed and administrated by state and local communities, rather than civil interest, which is represented lead and managed by legal persons.

The largest extent of sports programs in Slovenia is carried out in the educational system (66 %). The largest provider of sports programs are primary schools (45 % of total programs), followed by civil sports organizations. Associations and federations are by number the most massive sports provider in Slovenia; they carry out about 28 % of organized sports activities (Strel et al., 1997, p. 24-25). The scope of compulsory sports programs is in the top of the European summit (Hardman, 2002, p. 20-47), as is the quality of curricular and extracurricular programs (Jurak et al, 2003, p. 9-22; Strel, Kovač, and Jurak, 2004, p. 23-25).

The percentage of Slovenes active in sports (at least once a week) is about 37.7 % (Kovač et al, 2004, p. 113). This is comparable to western European countries and it is higher than in some more developed European countries (Portugal, Greece, Italy and Spain). For civil sport organizations in the field of sport recreation we can notice a significant trend in organized sport. However, only 8.5 % of people are regularly involved in sports programs several times a week.

While it is almost impossible to measure the effect of civilian sports organizations on the population active in sports, we can better describe their contribution in the field of competitive sport. In this area, the organizations within the substrate, which create the educational system and the development and material support to the public sector, are the only contractors.

Slovenian sports organizations are mainly financed through their own activities (Bednarik, Kovač, Jurak, 2001b, p. 48-60). The relationship between private and public sources varies in proportions around 80:20 (Kolar, 2005, p. 34). Financing, in which private sources account for around 70 %, is typical for Western Europe (Andreff, 1994), but not for the former socialist countries, where there is tension from the significant amount of public resources (Bednarik et al, 2001b, p. 50). Bednarik et al. (2001, pp. 83-88) note that the share of public expenditure on sport in GDP in Slovenia is at the same level as it is in the countries of the European Union, and the share of private expenditure is even higher.

The economic power of Slovenian sport – in terms of public and private expenditure on sport, is between 2.2 % and 2.3 % of GDP (Bednarik et al., 2001, p. 86), which is similar to the proportion in developed countries (Watt, 2003, p. 16-17; Bartoluci 2004, p. 56-60). According to calculations, volunteering in sport represents about 4.4 % of the economic power of Slovenian sport, or 0.102 % of GDP (Kolenc, 1998, p. 65-66). It should be noted that 40.7 % of the total work in sports organizations is carried out by volunteers (Bednarik et al, 1998b, p. 49-53).

The estimated contribution of volunteering to the revenue of sports organizations is almost 15 % (Bednarik et al, 2000, p. 78; Bednarik et al, 2001, p. 86).

According to the indicators of volunteering, Slovenia ranks among the countries with an average level of concern and below-average volume of voluntary work (Schröder, 2001). We have a significant number of volunteers, but we carry a smaller amount of work than in developed European countries.

The regulatory framework for sport in Slovenia is comparable to arrangements elsewhere in Europe (Strel et al., 1997, p. 143-145) and is in line with the European charter of sport (1992). Sport is not mentioned in the constitution, as in some other countries, but the public interest is defined through the national sports program, which is an implementing regulation of the Act of Sports.

The National program, as one of the most important foundations of Slovenian sports, highlights volunteering. On the basis of the national program and other sectoral laws in various areas of sport, the derivative type system is measured at the state and local level (Kovač, 1999, p. 7-140; Kolar, 2005, p. 32). Among these, there are no tax reliefs for voluntary work, like they solve this problem elsewhere in Europe (Verovnik, 1997, p. 1-15).

3.4   People in sport management

The content of managerial functions are decision-making and coordination, which run through functions of planning, organizing, managing and controlling. The work of managers is affected by the internal and external environment and general social policies (Hočevar, Jaklič, 1999, p. 11).

The Manager is a person that directs human and material resources, and leads the individual work of the department or organization. He differs from other workers in subject, in that he is evaluated by how effectively he carries out work by others and how set goals are achieved. Managers must establish plans of action in order to most effectively and efficiently achieve the objectives of the organization. He helps himself by obtaining co-workers qualified for special tasks (Kolarič, 2000, p. 35).

Sports managers are professionals in sport, which combine two fundamentally distinct areas. By this we mean sporting activity with its diverse nature and business side, which shows the legality of economic science (Šugman, Bednarik, Kolarič, 2002, p. 215). Physical activities are not unified. Depending on its diversity, we can divide sports managers into managers that can operate in a sports organization, sports facility managers, managers who represent an athlete or sports club, etc. According to their role in sport management and based on the opinion of many workers in the field, sport managers are necessary for the operation of sports activities. They are designed for specific skills which they need to manage sports management (Šugman, Bednarik, Kolarič, 2002, p. 218).

A sport manager must be determined and must trust his abilities and the correctness of his behavior. It helps him to act on this basis. He must be fully adapted to the needs of athletes and the needs of the organization he leads, and of course, the limits of his own abilities and skills that he has mastered. Therefore, tasks that should be performed by a sport manager can shrink or expand.

In addition to the professional knowledge and skills that he must undoubtedly master, his personality is also very important. His features, character and temperament are reflected mainly in communication with others, himself and his work.

In all of this, he must pay attention to proper ethical and moral behavior and his decision making. He must work at his best abilities and rules, and in healthy sport spirit.

3.4.1 Tasks and role of managers

The concept of managers is already known, and so are the tasks they perform. Managers engaged in sports have similar tasks, but in the field which is related to sports. This is usually specialized in particular subject area (marketing events, club management, editing license fees for athletes, etc.). The work of managers is actually a process of management within the organization, or it comes to management of sports as a special type of management.

Often individual athletes conclude a cooperation agreement with managers, who advise them and perform certain business functions for them that are necessary for the "professional athlete business". The manager provides invitations to prominent competitions, takes care of contractual obligations with suppliers and gives advice on investing money received by awards, as well as being responsible for public relations, etc. Managers usually agree on a commission for their work, which is an outcome as a percentage of income from the athlete. Data on the levels of fees are almost always carefully protected. Projections indicate that the range is between 10 and 30 per cent (Goltes, 2003, p. 31).

Managers act as an interface between physical activity and the business world. This is a process of coordinating the effects of sports activities through knowledge of economic legality. One of the main effects of sports activities are sports scores, which are basically the products in the process of sports management. This has a meaningful exchange value, which sports managers use and manage, when they strive for the goal (Šugman, Bednarik, Kolarič, 2002 p. 19-21).

The cornerstone of a successful manager's work is the appropriate human resources management. They must know and use the advantage of human resources in their favor. However, exploiting and realizing goals depends on the manager's knowledge, his skills and personality. Therefore all managers in organization do not perform the same demanding work.

A manager must be aware of his good and bad qualities. Nobody is perfect, and he is not, either. The difference is that people with managerial profiles must control negative features and put emphasis on the positive. In many sports, this also means risk – where it is extremely important that to be prepared to be self-reliant and independent in decision-making.

A successful manager is an active leader, who creates a positive working environment in which athletes receive opportunities and incentives for high performance and development. This is illustrated in Figure 4.

Figure 4: Key elements of a successful manager
Source: Možina, 1994, p. 30

It should be noted, that the performance of individual functions (planning, organizing, leading and controlling) represent only one aspect of the work of managers. The tasks are interrelated, and they overlap, but they must be understood so we can understand the content and methods of the manager's work.

Some examples of the most common tasks performed by managers in the context of sport management are (Goltes, 2003, p. 67):

- Negotiation on transfers of athletes
- Governing the contractual relations between athlete and clubs
- Negotiations on payments for athlete's work
- Advising on premiums
- Arranging the necessary licenses to compete in competitions
- Lobbying for participation in elite competitions for athlete
- Sale of advertising space on the athletes' clothing
- Public relations
- Tax advice, etc.

Depending on the extent of sport as an activity, managers in sport appear in different roles. Bertoluci (2003, p. 156), states that most occur as:

- Main managers – directors
- Sports directors
- Directors of various sectors of sport organizations
- Directors of entertainment
- Directors of sport schools
- Secretaries
- Executive secretaries
- Coaches and managers
- Public workers in sport

In reality, the representation of athletes attracts more and more lawyers. Often an athlete hires an agent, who actually then hires a lawyer, which means someone that will take care of legal documents, which in turn ensures the athlete is successfully . However, the question is who actually represents these lawyers and their duty or exceed the preparation and counseling for sponsorship contracts, for which they are hired.

Lawyers must ensure that the athlete reads the documentation that determines the amount of agents' commission, and must not be silent about it because of loyalty to the agent who hired him. Similarly, the lawyer must respond, if he believes – on the basis of their knowledge of the market – that the net amount from commercial transaction that an athlete will get after deducting agent's commissions will be insufficient or inadequate in comparison to other players (Fatur, 2004, p. 61-62). The relation between participants is illustrated in Figure 5.
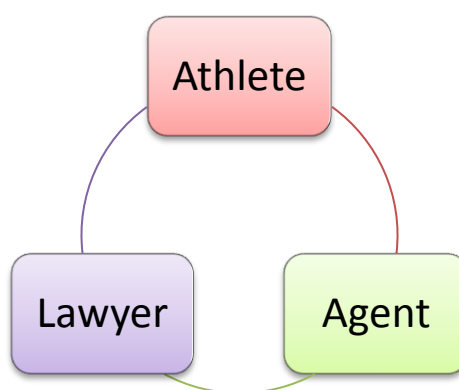
Figure 5: Relation between an athlete, agent and lawyer

Source: Senica, 2005, p. 19

3.4.2   Characteristics of managers in sport

Helping guides to a manager's road to success are his personality traits. That means that everyone has to shape his personality in such a way that he/she is successful in their work. As an expert, a manager collaborates with other professionals because in the modern world only teamwork brings success.

Musek (1997) defines personality in real staying in its authenticity – physical and psychological, biological and social, historical and synchronic, single whole. Qualities and skills that make up the whole are what we define as personality traits, composed character, temperament and other skills.

Otherwise, we define the character of a person as his attitude towards himself, other people, work, activities, and it stands out as a product of heredity, environment and self-activity.

It may appear as a firm or willful person (good character) or as rude, boastful, sparse, cautious and egoistic (bad character). Otherwise, people have temperament, too, and contrary to nature, temperament is inherited and results in a net of four types: choleric, phlegmatic, sanguine and melancholic (briefly represented in Chapter 2).

Personality traits are virtues that reflect in a person's reactions. Here types of abilities are not so important, but the thing that is important are the manager's capabilities – what he can do and what he wants to do (Lipičnik, 1997).

A sports manager must first get to know himself, so he can then oversee his properties. It is important that he tries to correct the negative attributes and prioritize the positive, as in business there is no room for error.

A group of people who worked in the field of sports business was asked what they would highlight as important qualities in a sport manager. The results are interesting and have brought a significant list of personal qualities of sports managers. The list of things people that were asked exposed that they would like to see in their manager involves a range of skills and personal qualities, such as (Watt, 2003):

- Organization	- Complexity
- Regularly achieving good results	- Listening and good functioning
- Patience	- Soundness, but justice
- Availability	- Accuracy
- Determination	- Confidence
- Desirability	- Good motivator
- Enthusiasm	

Although this list is probably not and will never be complete for all sports situations, it is useful. Managers should check if they are able to achieve the things that were mentioned by employees.

Characteristics that staff would not want to see in their manager are (Watt, 2003):

- Infatuated with himself	- Arrogant
- Moody	- No sense for details
- Defamatory	- Lack of feedback
- Dictatorial	- Shy and nervous
- Daunting	- Does not appreciate his employees
- Uncomprehendingly	

This is another interesting list for managers and for their honest self-assessment. It is only indicative, of course, but it may be something that managers can use when they think about their work – how to actually achieve personal qualities that their employees assess to be positive and negative, concerning their aspects of work.

3.4.3 Ethics and morality of managers in sport

Each civilization has its own rules, values, standards, criteria, which shall be followed. The purpose of this is a balance that enables a normal life, including the way of communication, behavior and perceptions of each other. Each community has its own rules, which must be taken into account if it wants to operate successfully. As we define this community, we mean the different areas of human activity, including in management. If we want to have a system whereby we work, we must have rules which should be based on honesty, integrity, positive energy, compliance, etc. And when we talk about this, we are talking about ethics[6] and morality[7].

In management, according to Andersen (1993), ethics is the philosophy of morality, otherwise, according to science; ethics is something that deals with the principles of good and bad and with norms for decision-making and behavior in management, according to these principles. Morality of management comprises the rules for decision-making and behavior of management in accordance with ethics. This means that the ethics of a particular case is defined as good or bad, depending on what kind of impact and consequences it brings.

Thus, the world of work and rules of ethical and moral decisions are a matter of the individual organization, company or community. It is an agreement which should be respected by all parties involved. Due to the different areas of work, different personalities and yet other things, we cannot talk about strict written rules that should be respected by all. This task only law can define.

Therefore, they are written in codecs, but there are only certain principles written, in general, but specific and they should be taken into account by those who are acting under this code. In our case the code of sports managers. If someone does not comply with these principles he may obtain success in the short term, but in the long run it is not worth it move too fast and fraudulently obtain benefits. People quickly realize something like this and they eliminate the person from the game. For example in athletic competitions, everyone has to compete based on certain rules, otherwise they can be excluded.

Managers, like every honest person, would like to decide and act right, fair, well and nice. He would like to avoid incorrect decisions or the ones that are bad. In short – he would like to behave ethically and morally. But in practice, again and again mangers find themselves in doubt and difficulty. What is ethical and moral is not so easy, especially since the morality of management is in critical attention lately. The accusations and criticism of managers are never a good sign, because this reflects on those who put them in their place, too (Možina et al., 1994).

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[6] Ethics is a philosophical discipline that deals with criteria of human desires and behavior about good and evil (the principles of good and evil). Consideration of moral principles, rules of conduct in a particular occupation (SSKJ, 2000).
[7] Morality is something that evaluates and directs the mutual relations of people as a result of good and evil, as well as recognizing the fulfillment of what is valued as a direct interpersonal relationship (SSKJ, 2000).

Decision-making is at the forefront of all four fundamental tasks of managers. It means choosing between alternatives, different orientations of the current situation or current case – opportunities, problem (Možina et al, 1994). Managers must make professionally and ethically correct decisions. An expert decision already requires a lot of knowledge and years of experience, so it gives a moral decision an even more challenging aspect. This is because he has to take participants into account, which judge his decisions according to their own aims, objectives and values. He also has to take time into account, which can sometimes be very short.

Decision-making is carried out at three levels. Routine (automatic) decisions are simpler; solutions are known and are not critical in nature. Analytical decisions occur with more complex rules and already involve risk. Intuitive decisions, however, occur when we do not know all the possible decisions and risks, when there is insufficient time to analyze, or we do not have the ability to decide according to our subconscious, experience and values. But decision-making on these levels is never strictly separated. Most levels are linked and depend primarily on the level at which the pyramidal hierarchy of the organization is held (Možina et al, 1994).

Ethics and morality are indispensable in every area of human life and also in the marketplace, where you cannot be successful in the long term if you operate more or less immorally. Organizations which are immoral to internal and external participants cannot succeed. Particularly in business relationships, trust and honesty are irreplaceable virtues (Možina et al, 1994).

Managers in sport are constantly exposed to the eyes of the public within the working area. They need to be careful about how they act in certain situations. If they manage to offend their colleagues or competition, they can quickly be banished. In the long term it is necessary to act in accordance with the established principles and values of the business. But this is the only way to achieve maximum business and personal success.

3.4.4   Time management

Each day has 24 hours, but how an individual consumes it and to what purposes he uses it, is solely up to him. So what is time? Time is the most valuable commodity; it is more valuable than money. Our mission in life is to better utilize time, because time represents and gives us valuable capital. The optimal exploitation of time means good time management and thus work. We have to take time. Whether for work, play, thinking or anything else. It just has to be something we want (Seiwert, 1992).

Every manager feels stress at working operations due to a severe lack of time. In the case of sports industry it comes to this mainly due to the fact that it is necessary to simultaneously deal with many conflicting requirements of people who are in most cases very enthusiastic. These people represent different positions and have different requirements, but they expect that managers will take them into account to the greatest possible extent.

For this reason, sports managers can expect that they will have to carry out their work outside of normal working hours, which represents an additional pressure, since such a tempo affects other activities in life, especially their private or family lives.

It is therefore extremely important to use time efficiently. Time that is lost between 9 am and 5 pm is very difficult to replace. If manager wants to find more time, he needs to determine for what he will use it, how will it be used and determine steps to improve its use. When he sets targets, he must create an action plan for how he will achieve them.

It is important that we replace the inefficient consumption of time with effective consumption. The inefficient consumption of time includes (Watt, 2003):

- Stress and strain
- Crisis management
- Procrastination and hesitation
- Incorrect setting of priorities
- "I will do everything myself"
- Long telephone conversations and meetings

- Conflicts
- Poor communication
- Lack of preparation
- Bringing work home
- Paying too much attention to easier tasks and too little to main responsibilities

We must learn the most effective methods for using time so we can avoid the inefficient use of time which is so common in daily business. It is necessary to (Watt, 2003):

- Set priorities
- Establish appropriate deadlines
- Set realistic schedules
- Say "no", when necessary
- Delegate appropriate tasks (with guidance, authority, power and providing support)
- Set clear goals
- Determine the better working procedures in terms of efficiency
- Eliminate indecisiveness
- Effective management of meetings
- Give priority to important telephone conversations
- Weekly savings on appropriate amount of time that is considered for project work
- Leave some time on the calendar for unexpected assignments
- Clearly define time spent on employees
- Use IT

Time management is an important area which every manager in sports needs to conquer, as there is such strong pressure for effectively using his time. A Sport manager is particularly characterized by unregulated working hours. His clients tend to meet with him outside of normal working hours. In most sports, the working day is not from Monday to Friday between 9 am and 5 pm.

Sport managers must ensure that the largest possible share of tasks (working with suppliers, sponsors and other routine operating organizations) is carried out within the normal workday. However, he has to be prepared that there will remain quite a few of such indebtedness, which he will have to carry out in the evening or on weekends.

Seiwert (1992) believes that the practice has shown that it is necessary to plan the day with one "quiet hour", which represents time that is reserved only for ourselves and should be not disturbed by anyone. "Quiet" or "silent" hours can be incorporated into the manager's daily schedule and it can be shown as an interview or something else. He can protect it with the help of his secretary, a locked door or some other way. It is important that this hour is considered the same as any other important matter, because business "runs on", even though we are not there.

If a sports manager wants to be very effective, it is essential that he knows how to set priorities and effectively manage his time; he needs to complete his work. Otherwise, it can easily happen that work becomes arduous or the pressure from all sides becomes unsustainable, and consequently the manager is no longer able to perform his duties within the normal time frames.

Success depends on persona ideas, thoughts, feelings and moods. With positive thinking and behavior, success can be appropriately influenced. This is even more effective if we get to do something with which we are very satisfied or if we get rewarded. Delegation[8] is also one of the ways to gain time and is some kind of self-relief, and is an opportunity for employees to develop some needed skills (motivation). But it is necessary that we take care of what, who, how and when something has to be done.

Successful managers are successful managers of their time. They arrange activities in that way that they have the time to carry out essential matters. Strict time management has a significant impact on improving transparency, planning and controlling, while it also relieves stress, time pressures, and contributes to positive optimistic live-being (Seiwert, 1992).

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[8]Empowering

4 SPORTS ORGANIZATIONS

4.1 Non-profit organizations

4.1.1 Definition of non-profit organizations

According to Rus, a non-profit organization is a collective term for public administration, social activities and voluntary organizations that operate without profit or with it, and the aim of their operations is not profit. If there is profit, it is not actually freely available but it has to be invested back in the business and serves as an asset to expand their activity or to raise the quality of service (Rus, 1994, p. 959).

The essence of non-profit organizations is their intent to act and serve as guardians of the heart, mind and soul of the civilization, support and develop the highest values of each civilization: knowledge, art, charity and freedom. It is also the essence of the distinction between profit and non-profit organizations, whether they make a profit or not, that non-profit organizations should not pay their owners with the profit. It has to remain in the organization for its development and the development of its activities.

Non-profit organizations are like any other organizations (Trunk-Širca, Tavčar, 1998, p. 2):

- Meant to achieve objectives of founders or owners
- Switchyard of interests of the participants – all those who have important interests in the state and functioning of the organization

The Criterion by which we recognize non-profit organizations is the purpose or the objective for which they are created. Non-profit organizations act in the public interest, and their purpose is to provide permanent services and goods which are a prerequisite for the successful functioning of society as one, its subsystems and each person. They are not created to make a profit.

The basic objective of their functioning is not an economic result, but these organizations also have to define a measure of performance-driven conduct of their activity. Goals are non-profit, and are usually not directly measurable in money.

Trunk-Širca and Tavčar (1998, p. 9) indicate the most important differences between profit and non-profit organizations:

- Mission and objectives: profit organizations operate for profit, while non-profit organizations operate for a better quality of life of their clients; any profit gets invested in their own business.
- Strategy: they are different due to different missions and aims; the strategy of non-profit organizations is shorter-termed.

- Budget (financial planning): budgets are an instrument of planning and controlling profit in organizations, non-profit organizations only monitor it, while profit organizations have to save funds, non-profit organizations have to consume the whole amount, otherwise the next time they receive less.
- Volunteering: In many non-profit organizations (except in most state institutions) there are volunteers working, but this also brings problems (managing volunteers and paid staff, responsibility of volunteers, reliability and quality of work, cooperation between volunteers and paid stuff, etc.).
- Selecting managers: interests play a greater role in non-profit organizations; many are guided by experts who are not qualified for management.

4.1.2   Importance of non-profit organizations

The main essence of non-profit organizations is functioning in the general interest or acting for general social benefit.

Nowadays, the trend is to satisfy not only the basic human material needs, but also higher spiritual needs of a human person in his self-realization (Kolarič, Črnak-Meglič, Vojnovič, 2002, p. 10-13). The mission of non-profit organizations is about giving answers to the question of unmet human needs, which the organization will meet when doing its activity.

The mission should therefore be that the organization makes "society different" in the sense that it increases the quality of social life and standard of living of citizens in all areas (social, cultural, religious, sports, education, etc.) (Hrovatin, 2002, p. 74). Thus, non-profit organizations work to improve the quality of life of clients and invest potential profits in developing their activities or making them even better. It already features the concept of social responsibility, whereby organizations in their operations and interactions with stakeholders, combine concern for society and the environment.

4.1.3   Types of non-profit organizations

The classification of non-profit organizations is largely dependent on the width of understanding of the concept and distinguishing criteria. In literature, we find different ways of classifying. We will focus on the classification of profit and non-profit organizations in accordance with Slovenian legal status arrangements.

Organizations will be classified according to the founders, i.e. those which are established by a state or local community and are public and those who set up in the private sector and they are private. There is a third group, which involves the participation of private and public sector and semi-public organizations (Trunk-Širca, Tavčar, 1998, p. 5-7). In Table 3 we present distribution of organizations according to the founders.

NON-PROFIT ORGANIZATIONS	PROFIT ORGANIZATIONS
Public organizations	
• Authorities and organizations that carry out functions of government, • Local authorities, • Public institutions: schools, hospitals, employment services, etc., • Public economic institutions: center for tourism promotion, etc.	• Public company
Semi-public organizations	
• Chamber of commerce • Chamber of crafts	• Public enterprises with the participation of private capital • Private companies under concession
Private organizations	
• Institutions • Cooperative societies • Economic interest groupings • Political parties • Societies • Institutions • Religious communities • Unions • Professional associations • Charities • Consumer organizations	• Companies • Entrepreneurs • Companies (personal, capital) • Related companies • Banks • Insurance companies

Table 3: Distribution of organizations according to the founders

Source: Trunk-Širca, Tavčar, 1998, p. 7.

Non-profit organizations can operate in the following organizational forms: as a company, institution, organization or association. No matter in what form of ownership a non-profit organization occurs, it should be noted that any profits should not be distributed among the owners of the non-profit organization, but must be used only for the purposes for which organization was established and for its operating activities.

Institutions are organizations for the provision of activities in the field of culture, sport, health, education, science, social protection, etc. and subject to the principle of non-profit organization, which means that any profit is invested in the development of the organization's activities. We differentiate institutions, public agencies and institutions, with the right of publicity.

Trusts are legal entities of private law whose purpose is generally useful, which means that they perform activities similar to institutions, but they add value to carrying out environmental protection activities, natural features, cultural heritage and religious purposes or charitable objectives, which means that institutions are ready to help those who are in need.

Societies are voluntary, independent, non-profit associations of individuals, who combine because of common interest, thus anyone can become a member. Societies can also act in the public interest if its performance exceeds the interests of its members (Dimovski, 2002, p. 698-699).

Based on the "International Classification of non-profit organizations" (ICNPO), there are 12 areas defined in which non-profit organizations operate. These 12 areas are further divided into 24 sub-sectors, in which different types of organizations operate, but at this level the classification is not standardized, because of the excessive diversity of types by individual companies.

GROUP 1: CULTURE AND RECREATION

1 100 Culture and Arts

1 200 Sports

1 300 Other Recreation and Social Clubs

GROUP 2: EDUCATION AND RESEARCH

2 100 Primary and Secondary Education

2 200 Higher Education

2 300 Other Education

2 400 Research

GROUP 3: HEALTH

3 100 Hospitals and Rehabilitation

3 200 Nursing Homes

3 300 Mental Health and Crisis Intervention

3 400 Other Health Services

GROUP 4: SOCIAL SERVICES

4 100 Social Services

4 200 Emergency and Relief

4 300 Income Support and Maintenance

GROUP 5: ENVIRONMENT

5 100 Environment

5 200 Animal Protection

GROUP 6: DEVELOPMENT AND HOUSING

6 100 Economic, Social and Community Development

6 200 Housing

6 300 Employment and Training

GROUP 7: LAW, ADVOCACY AND POLITICS

7 100 Civic and Advocacy Organizations

7 200 Law and Legal Services

7 300 Political Organizations

GROUP 8: PHILANTHROPIC INTERMEDIARIES AND VOLUNTARISM PROMOTION

GROUP 9: INTERNATIONAL

GROUP 10: RELIGION

GROUP 11: BUSINESS AND PROFESSIONAL ASSOCIATIONS, UNIONS

GROUP 12: NOT CLASSIFIED ELSEWHERE

Source: Salamon and Anheier, 1996, p. 7.

4.1.4 Non-profit organizations management

Kovač (1998, p. 6) defined management as a way of organizing, planning, management and monitoring of business activities in formal or informal institutions, where an individual or a business group most effectively achieves its mission and goals. This definition applies to all types of organizations, non-profit and profit and includes:

- Collective work and regulate relations between people (organization)
- Rational business decisions and achieving goals
- The creation of surplus value (profit-oriented) or values (non-profit orientation)

The concepts, methods and models of decision-making that are reasonably adapted to the circumstances that apply to the management of non-profit organizations. Managers are assessed for effectiveness in decision-making and performance, namely according to the results of decisions. Due to the complexity and limited resources decision-making takes place in a context of a partial information and risk. In the management of non-profit organizations it is very important to consider:

- Strategic and operational decisions – and the long-term importance of the issues at stake;
- Effective decisions, that should be accepted by the environment and their quality content;
- The decisions and choices of the individual groups, but due to the general characteristics of non-profit organizations there are more group decisions that there are in for-profit organizations.

The basic division of labor between operators, managers and providers also applies in most non-profit organizations. In this matter, managers have routing and supervising roles, often as well as the role of relationship coordinators with the factors in the environment of the non-profit organization.

Managers in non-profit organizations are faced with two obstacles. First, employees do not emphasize the financial control of operations, as they are often highly professionally dedicated to their work, so managers must attempt to do so. Secondly, non-profit organizations do not receive many signs on the success or failure of their business from the environment compared to conventional organizations. The results of operations cannot be evaluated on the basis of realized business (Dimovski, 2002, p. 705).

Most methods and models of management companies apply to the management of non-profit organizations. Peculiarities which are being considered are (Trunk-Širca, Tavčar, 1998, p. 36):

- Objectives: a multidimensional and complex system of predominantly qualitative targets;
- Legal form: diversity of legal types, criteria for selection, taxes, liability;
- Arrangement: specific structures and system, peculiar form of bureaucracy;
- Market and marketing: although the organization does not carry out services for profit, they have their customers and competitor and specific market supply;
- Employees: management of differentiated types of employees (paid, voluntary);

- Financing: non-profit organizations mostly have no commercial value (they are not in demand and supply) and therefore they have difficulties in obtaining capital in the money market; but they have a variety of other forms of financing that require management and balancing;
- Projects: non-profit organizations are characterized by a large proportion of time and the concept of completed activities; the effectiveness of suitable instruments of project management;
- Pervading matter: total quality management and efficient operation, co-existence of paid and voluntary work, long-term outlook of non-profit areas;
- Change: changes are effectively controlled by the importance of leadership and conflict management.

4.1.5 Special features in non-profit organizations

Unlike organizations which are responsible only to their owners, in non-profit organizations several interested parties may have conflicting interests, and they all have a right of veto over key decisions. Often each of them has different interests. Among the external parties that have a significant impact on the operation of non-profit organizations, the government or the country should be pointed out. Government influence is not necessarily direct; there is a frequent influence by determining the institutional environment in which the organization operates through financing, but more often governments direct the operation through regulations, by the requirement of educational qualifications, with the demand for quality and pressures that would make these organizations similar to normal commercial organizations.

Non-profit organizations note that their main activity is jeopardized due to different regulations at the local, national and European level. The reason lies in management, which is not suitable for them and applies to large bureaucratic organizations and commercial enterprises. These organizations are devoting too much time to administration and less on direct "face-to-face" contact with clients. Because of this, non-profit organizations have become increasingly commercialized, because otherwise they would not be able to survive (Hrovatin, 2002, p. 74-75).

Measurement of performance is one of the differences between for-profit and non-profit organizations. Measurement of performance in for-profit organizations is done through a number of indicators, such as return on assets, return on equity, economy, etc. In non-profit organizations many of these do not come in play. The criterion for success in the measuring of non-profit organizations should be linked to its mission, whose ultimate goal is the rule of satisfaction. Each type of organization can develop specific indicators of its performance, depending on the type of performed activities. For example, it is difficult to measure the success of educational organizations through their mission, which is providing education. They must develop a more operational measurement indicator, such as employment opportunities of graduates, ranges in earning of their graduates in relation to graduates of other comparative higher education organizations, etc.

4.1.6   Association as non-profit organization

A professional association (also called a professional body, professional organization, or professional society) is usually a non-profit organization seeking to further a particular profession, the interests of individuals engaged in that profession, and the public interest.

The roles of these professional associations have been variously defined: "A group of people in a learned occupation who are entrusted with maintaining control or oversight of the legitimate practice of the occupation" (Harvey, 2004), also a body acting "to safeguard the public interest" (Harvey, Mason, Ward, 1995), organizations which "represent the interest of the professional practitioners," and so "act to maintain their own privileged and powerful position as a controlling body" (Harvey, Mason, Ward, 1995). This, in turn, places the burden of enforcing a profession ban upon these associations as well.

Such bodies generally strive to achieve a balance between these two often conflicting mandates. Though professional bodies often act to protect the public by maintaining and enforcing standards of training and ethics in their profession, they often also act like a cartel or a labor union (trade union) for the members of the profession, though this description is commonly rejected by the body concerned. Therefore, in certain dispute situations the balance between these two aims may get tipped more in favor of protecting and defending the professionals than in protecting the public.

Many professional bodies are involved in the development and monitoring of professional educational programs, and the updating of skills, and thus perform professional certification to indicate that a person possesses qualifications in the subject area. Sometimes membership of an association is synonymous with certification, though not always. Membership of a professional body, as a legal requirement, can in some professions form the primary formal basis for gaining entry to and setting up practice within the profession.

Many professional bodies also act as learned societies for the academic disciplines underlying their professions.

As a practical matter, most professional organizations of global scope (see List of professional organizations) are located in the United States. The U.S. has often led the transformation of various occupations into professions, a process described in the academic literature as professionalization.

4.2 Sports organization

4.2.1 Definition of sports organization

Each person faces various problem situations in his life. In order to be able to fulfill his desire and satisfy his needs, he must address these situations by carrying out different tasks. However, individual tasks are too complicated to be done only by one person. It is the complexity of the tasks that are typically associated with technical progress and economic development that forces people to bring order to facilitate the management of these tasks and to achieve a common goal. This is the starting point of the following definitions, which define the essence of the newly formed organizations.

"Community consists of people with different needs, who work together to achieve a common goal, and thus more personal goals" (SSKJ, 2003).

What exactly is a sport organization and how it occurs, may be more easily understood if we try to define the concept of organization or segment, which acts on a sports field.

In organizational theory, we know a lot of definitions of an organization, while emphasis is placed on different elements of the organization, but nonetheless is still complementary. The definitions of organizations in sport are exactly like that.

The reason for this discrepancy is mainly in the fact that individual professionals wish to capture their definition of a specific group of organizations, because in their work there is most often a focus on the analysis of more or less similar organizations. The result is that the first definition is considered only to be a professional sports competing club organization, another definition is for amateur and voluntary associations, a third goes even further and takes into account a company which is engaged in the manufacturing of sports equipment, etc.

Of course it is difficult to set a limit which could separate sports organizations from other organizations, because we know that based on that we could classify sports organizations as most organizations which are weakly or strongly associated with sports. Consequently, we set out to lead to the conclusion that it actually does not make sense to put the definition of sports organization or this should only serve as an introduction to the analysis of specific areas, as these represents the boundaries that one can see elsewhere.

However, we can point out Slack's definition: "Sports organizations are socially targeted units, which are involved in sports industry, with a conscious structured activity and a clear demarcation of other" (Slack, 1997, p. 5).

We can see that the first position is equated with the concept of the organization. Structured system activity ensures that the entire operation is divided into activities carried out by a particular person. This also determines the position and formal relationship in the organization. The second part sets is very flexible, and its involvement can be interpreted in several ways.

The purpose of operation is defined and very broadly targeted. Sports is familiar with many objectives, such as gain, athletic performance, improving health, meeting needs of activities, etc.

In the end, the demarcation should be mentioned – which separates members of the organization from non-members (outsiders).

Slack's definition has some significant shortcomings, arising mainly from the fact that it does not focus on the core or the essence of the organization. What connects the organization together is not mentioned. Lipovec says that the organization is only a consequence of the results of an organization, which is defined as an assembly of inter-relationships between people. This ensures the existence and the specific characteristics, and enables the organization and the rational exercise to structure and coordinate the goals of the organization (Lipovec, 1987, p. 35).

Lipovec's definition attempts to connect different approaches to define organizations. These approaches can be divided into three main, namely technical (German) parts, resulting as a definition that stresses the technical ratio and efficiency, and says that organizations are an effective, constructive process of harmonizing and blending elements to fulfill common tasks.

Process definition offers a different definition – a French definition – which states, that the organization is a process of implementing the efficiency of implementation, a process of defining goals, planning, controlling. The third part is about establishing organizations as an organization that emphasizes people in the organization and sees the organization as a social unit, which operates in order to achieve a common goal.

It can be seen that in the first part the lime emphasis is on the definition of relationships as the essence of organization.

This is created among the employees of the company and keeps the company together. The second part is in contrast with first; it includes a static part of an organization, emphasizing the insurance of the existence and other characteristics, which is a dynamic process. The definition thus includes a structure and process that ensures the existence and provides a framework within which organizational structure develops.

4.2.2   Characteristics of sports organizations

The nature of sports organizations varies depending on their mission, openness, integration, sports activities, sports facilities which they have at their disposal, tradition, etc. Characteristics of sports organizations also vary depending on whether the sports organization deals with Olympic sports, primarily because such organizations have higher incomes and expenses, and have a higher level of professionalized employees (Šugman, Bednarik, Kolarič, 2002, p. 51-54).

According to the empirical data and practical experience, a typical sports organization in our country can be described as a limited local sports middle, which deals mainly with one sport, organized by volunteers and living from day to day through the limited contribution of membership fees, from support of local community and other contributions collected by members of organization. In terms of satisfying these goods, this middle provides satisfying private goods. People are involved in these organizations mainly because of their own interests, not because of altruism, but because of the content of such a work; they still have some social benefits.

O'Berine (2004, p. 203) made an interesting list of characteristics of the two types of non-profit sport organizations. The first type of them is called "kitchen table" and the other is called "executive office", their characteristics are following:

a) "Kitchen table"
   - The absence of central office, paid employees and strategic plans;
   - Strong support to volunteers who fulfill various roles within the organization;
   - Structure has several hierarchical levels;
   - Processes in sport organization are conducted with little formal rule, definition of roles and tasks of volunteers is little;
   - Decision-making is concentrated with a few volunteers.

b) "Executive office"
   - Organizational form is determined by structures and systems;
   - Larger number of professional employees with defined roles;
   - Role of volunteers are defined;
   - Comprehensive plans, policies and programs;
   - Structure of decision-making is shared among professional employees with limited interference from volunteers.

In the light of above stated description, most of our sports organizations belong to the "kitchen table" group, but they are slowly moving into the "executive office" group, where appropriate management is more important.

One of the characteristics of sports organizations is also their mission. Their mission refers to the long-term vision of the organization, in terms of what it wants to be and to who wants to serve. With the mission, organizations distinguish themselves from other organizations and remain visible externally, but internally it allows members of the organization to identify the basic and main objective of its operation.

Based on their mission of doing non-profit business, most sports organizations have one fact in common. According to modern interpretations of the existence and operation of non-profit organizations (Kolarič, 2002, pp. 29-44) it means that maximizing the profitability of capital is not the main goal of organization and that this process can not be the function of the individual interest of owners. In line with these explanations is the main reason of organizations to function for the common benefit of the members of the organization; this is often socially beneficial.

The content of mission of non-profit organizations is focused on the market and the participants and it identifies desired areas of activity that are vital for work and existence of organization and its key participants (Dimovski, 2002, p. 715): incoming participants (e.g. Donors, public funders, sponsors), internal stakeholders (e.g. Management, employees, volunteers), intermediate participants (e.g. Parental sports organizations, retailers, marketers) and final participants (e.g. Exercising members, fans, local communities).

Šugman and colleagues (2002, p. 51) concluded that the purpose of the functioning of sports organizations has two aspects: (a) to carry out sports activities in order to maintain and improve the health of individuals, acceleration of recovery processes, pleasant leisure time and (b) implementing excellent recreational activity.

4.2.3   Types of sports organizations

Sports organizations are divided according to various criteria (Bednarik, 1999, p. 65):

- By service users of sports organizations;
- In relation to the profit-sharing;
- According to the founder of sports organization.

Users of sports organizations can be divided into passive and active. Passive users represent viewers of sporting events and television broadcasts, who enjoy the services and achievements of top athletes. Active users of sports organizations are consumers of sports services or products that have a motive to actively spend time. Organizations that provide services to active participants are oriented to the widest range of services.

Based on the second criterion, it comes to the division of for-profit and non-profit sports organizations. For-profit organizations are those which perform their activities in business services and products to generate profit that can be used and channeled into other investment that are not necessarily directly related to the core business of the organization. Non-profit organizations with a surplus of revenue over expenses apply it to the activity for which the sports organization is registered.

Based on the founders of each sports organization, we can divide them into public, private and mixed. The first are a set of national and local authorities and are financed mainly from the budgets of the government and local communities. These are the so called governmental sports authorities and public institutions (they are showing public interest). Private organizations should be established by physical persons – individuals and non-governmental organizations (private interest is recognized). They are dependent on private capital. Mixed organizations are those which are set up by organizations from the public and private sectors. It is typical for them to be funded primarily from the public sector, while private sector contributes the content and management (Bednarik, 1999, p. 66).

5   HUMAN RESOURCES MANAGEMENT IN SPORTS ORGANIZATIONS

Depending on the employment relationship, we can divide human resources in sport organizations in Slovenia to unpaid (volunteers) and paid (part-time and professional workers). According to the type of work carried out by the European Classification of Occupations and Careers, we divide sports professions into:

- Sports professions (legal assistant, sports assistant, sports referee, sports trainer, athlete, instructor, etc.);
- Sport-related professions (secretary of the society, the lender of sports equipment, security guard, manufacturer of textile items, civil engineer, architect, etc.).

Professional sports work in Slovenia can be divided into:

- Professional sports work in educational field (instructor, teacher, coach and as a professional organizational work (measurer, referee, organizer of sports recreation). We include athletes here, too;
- Professional work related to sport (managers, administrative staff, technical workers, and professionals in medicine, psychologist and others).

According to the industry, group and activities of sports organization, the most common division of labor in all forms of sports is the following:

- Instructor
- Teacher
- Coach
- Referee
- Medical worker
- Manager
- Administrative worker
- Organizer of competitions
- Technical worker
- Other

The qualification of professions in sport ranks trainers, teachers, coaches and referees in the group of professions and professionals in sport. This group includes athletic competitors, too. The above classification has a group of occupations associated with sport, which can be classified as medical workers, managers, administrative staff, organizers of competitions, technical workers and others.

"Other" represents professions of other economic activities in conjunction with sport by virtue of scientific fields and disciplines of psychology, sociology, catering, tourism, commerce, journalism, security, transports, construction, architecture, etc.

The Faculty of sports, as the highest scientific-research and academic institution in the field of sports in Slovenia, defines the term "acknowledged expert" as anyone who has completed post-secondary, college or university study of sports science or other recognized professional qualification in a particular field of sports activities (sport, elite sport, sports for person with disabilities, sports recreation, etc.), and someone under whose leadership athletes achieve internationally valued sports scores or are under the expert guidance of significant results when working with different groups and has suitable professional references in this area (Bednarik, Kolenc et al. 1998). We have a tradition of education and training of professional staff in Slovenia. The Faculty of Sport has taught many professional sports educated workers in recent years (Kolenc, 2005).

As work in the sports field is frequently conducted with a variety of other experts, we connect specialists with appropriate professional qualifications and references under term of "acknowledged expert", too, such as sports psychologists, sports doctors, etc. (Bednarik, Kolenc et al, 1998).

5.1   Definition of staffing characteristics in sports organization

The growing commercialization of financing requires that managers in non-profit organizations have a similar knowledge of business and organizational science as their counterparts in the private sector. This knowledge is very important in obtaining alternative sources of finance.

Commercialization of financing demands that organizations employ internal professionals – managers – since the functioning of organization cannot be based solely on the advice and assistance of external members (students of economy, volunteers from the ranks of business moguls, members of supervisory board, etc.). When non-profit organizations recruit qualified professional staff that comes from the economy, conflicts in culture and remuneration of managers can emerge, which may result in tensions between volunteers and employees and this may lead to an increase in costs. People with business knowledge are replacing existing employees who have worked on a more amateur and less professional basis.

Some organizations believe that this is right, while others think that is harder to integrate new users and people from local community in the implementation of activities because of new trends. But growing demands innovation, flexibility and diversification and it is necessary to abandon old bureaucratic habits of work and management (Hrovatin, 2002, p. 85-87).

5.1.1   Human resources organization

The biggest difference between for-profit and non-profit organizations is reflected in the conduct of employees. Managers in profit oriented organizations have realized that payment and promotion is not sufficient for employees, but personal satisfaction is also an important factor.

And sometimes this is the only thing that employees have in non-profit organizations; however the majority of managers never meet with this in the economy (Drucker, 1997, p. 143-144).

Not long ago, it was considered that the leading people in sport and recreation were "less" educated employees; today this is no longer the case. Managers in the field of sport should be therefore multilateral, and at the same time specialists. Their job is more difficult every day, and therefore they should also be educating themselves as widely as possible and more in-depth. Non-profit organizations need employees that have the widest possible experiences and those who have developed social skills, those who are emotionally stable and those which are motivated with so-called higher, and especially non-monetary, social motives (Hrovatin, 2002, p. 95).

As mentioned before, according to the work they do in Slovenian sports organizations employees could be divided into voluntary employees, part-time employees and professional employees. And according to the European Classification of Occupations on: practitioners and professionals, related to sports. Characteristics of employees in sports organizations are presented in Table 4.

	VOLUNTARY	PART-TIME	PROFESSIONAL
ATTITUDE TOWARDS WORK	Voluntarily performed work	Working under contract, there is no regular employment	Regular employment
PAYMENT FOR WORK	No monetary compensation; receiving compensation for costs incurred at work	Money payment for performed work	Money payment for performed work

Table 4: Characteristics of employees in sports organizations relating to their staff function

Source: Bednarik, 1999, p. 80.

Volunteers work in many non-profit organizations (except in most state institutions). Volunteering allows the operation of many non-profit organizations, but it also brings problems, such as managing volunteers and paid employees, volunteers' responsibility, actual competences of voluntary management entities, the reliability and quality of volunteer work, co-operation between volunteers and paid employees, etc. (Trunk-Širca, Tavčar, 1998, p. 9).

Experience shows that volunteers operate mainly in private non-profit sports organizations or in mixed non-profit organizations. In public non-profit organizations and profit organizations, private profit organizations and in mixed profit organizations, where a high degree of professionalism is characterized, it is expected that professional and part-time employees dominate. Volunteers have a number of advantages, but the employment of professional and skilled workers in sport organizations is inevitable.

Particular qualification or professional competence means investing in education and time. The development of sport and sports science itself requires a certain degree of professionalization of work, so it is inevitable that a certain level of professionalization of work in sport is indispensable (Šugman, Bednarik, Kolarič, 2002, p. 126).

There are two different types of conduct in sport:

- Technocratic is based on the belief that experts are the ones who should design programs and lead the organization. Volunteers must not significantly contribute to the formulation of programs (as board members) or to the implementation of these programs. The more technocratic-oriented management is, the less it encourages cooperation of volunteers in implementing the activities of the organization.
- In a democratic type, the relationship between professionals and volunteers is seen as partnership, in which the first and the second (each to his own) enrich the process of programming and implementation of programs. In the context of this ideology, an important task of the managers is to attract volunteers to the implementation of organization's activities.

The more democratic method of management is, the greater the scope for attracting volunteers to the implementation of the organization's activities is (Kolarič, Črnak-Meglič, Vojnovič, 2002, p. 160).

5.1.2 Volunteering

Volunteering or voluntary work is one of the fundamental characteristics of non-profit organizations. People choose to volunteer in a greater or lesser extent due to very different reasons; this means that diverse interests lead to this work, which must be at least sufficiently covered with incentives by a non-profit organization (Trunk-Širca, Tavčar, 1998, p. 100).

Volunteering in Slovenian sports terminology is denoted as voluntary and usually unpaid. A volunteer is someone who freely decided to apply for performing a particular job and based on this decision he performs this voluntary work.

The definition of volunteering has four characteristics:

- Activity: these can be all forms of work in sport: technical staff (coach, teacher), competition personnel (referees, athletes), sport-medical staff and administration, which are the most numerously managed and implemented by volunteers
- Organization: means to work in sports organization which are established under the laws, but on the other hand means disorganization – working in their own home environment (local community, neighborhood, family)
- It is not forced: each volunteer may voluntarily decide to work in a particular sport organization. Practices show that a person who chooses to work voluntarily feels a moral responsibility and obligation to work that they perform.
- It is not paid

The criterion is that volunteers do not receive payment. This does not include reimbursement of expenses incurred in the performance of a certain work (Bednarik, 1999, p. 88-89).

Roughly speaking, there are two types of voluntary work:

- Volunteer work performed in combination with a professional or paid employment is called "step-down"
- Volunteer work performed in combination with housework is called "step-up"

A person who performs work on a voluntary basis usually hopes for subsequent regular or professional employment. This affects the satisfaction of the volunteer or the content of the voluntary work. This may create a new quality of work, which can be compared with professional work. The limit in terms of quality between paid professional and volunteer work has disappeared. In practice, voluntary work can not be identified with the content of work. All this can be attributed or qualified to "step-up" volunteers who work as professionals.

The advantages brought by voluntary workers are numerous. It is characteristic for them to have a strong inner motivation which may originate from different moral and ethical assumptions. Volunteers do not require payment for their work and they are very favorable. Usually they are content with being able to perform the work and thus prove loyalty to the organization, while others opt for voluntary work because at the end of the work they have done they receive moral recognition or just reimbursement of the cost of performed work plus maybe some various other intangible rewards, etc. Disadvantages of voluntary work are that their professional job often takes too much time, so they cannot find the time to perform their work in sports, so their tasks are not carried out, or they are poorly done. The employer of volunteers cannot claim either quality or quantity, he can cater only to the extent that work will be done when it will be done and if it will be done. If he is not satisfied, he can dismiss the volunteer.

It is more or less common to all western countries that parental sports organizations, federations or clubs take care of the voluntary education for sports leaders, teacher, coaches and others who work in the lower difficulty levels. . Sports organizations are giving standards of knowledge, which volunteers via training courses. For the highest level of education of trainers, coaches and others, sports organization usually work with associations and with higher educational institutions of sports. All countries in transition are characterized by a crisis in the field of voluntarism, due to poor economic conditions and due to preoccupations of people who often have multiple jobs due to low standards of living. All this affects the mentality of people who believe that work cannot be left unpaid, not even voluntary work in sports (Šugman, Bednarik, Kolarič, 2002, p. 114-125).

Income from voluntary work in budgets of sports organizations is practically unknown. For sports organizations this means that a direct income from a financial point of view is not easily quantifiable. Financial value is defined by the product of the number of volunteers and their scope of work or in number of hours. The contribution of volunteers in Slovenian non-profit organizations is relatively large, as volunteers perform half as much as work as employees do in organizations (Kolarič, Črnak-Meglič, Vojnovič, 2002, p. 175).

Volunteering is the functioning of people without any expectations of material benefits in return. Volunteers freely decide to help other and enter in their lives, and in doing so add new values in their lives. It is a modern form of personal solidarity and also has countless public organizational forms (Ramovš, 2002). Volunteering is becoming a very special value of each society, because in this way it seeks and finds solutions to overcome the hardships of individuals or groups. It may be done alone or it can be associated with professional services with which they want to enter the innovations to extend and complement or support their operation.

 It is performed by each person according to their abilities and interest in different areas, mostly in the fields of social activity, culture or other environmental initiatives. Slovenia has a long tradition of volunteering and represents an indispensable activity to help those in need, and thereby strengthen the development and quality of social activity.

Volunteering is not only useful for those who need help, but also for individuals who do this work. Volunteers gain important life experiences that help them learn about other people's problems. Even more, it is recognition that giving the best of their abilities means not only obligations, but also the joy and satisfaction of people's happiness when they see that they are being helped.

Volunteering is an important form of educational work with young people, because it enables them to personally mature and thus is good preparation for life. An effective educational power and also practical value is not good only for the volunteers and their residents, but also for their immediate and wider social environment. The values of voluntary work are transmitted to their families, among friends and peers, as well as in their schools or institutions.

The European act defines volunteering as volunteer work which must have the following elements:

- Activity should be in the interest of other people or companies
- Activity should take place in a more or less organized local or national context
- Activity should not have financial interests
- Selection of activities should be voluntary
- Mode of action should be peaceful

Voluntary work is organized and professionally managed, so in order to participate experts should undertake recruiting, management, training of volunteers and represent it to public, which basically means its promotion. Due to increased promotion and placement into programs in education (primary as well as secondary schools and universities) projects that include voluntary work require more people.

Volunteers contribute their share to the implementation of programs and thereby reduce the cost of implementation of projects and also improve the quality of services. Volunteering is now also an economic category, as its value to the community can be calculated into hours of work and in monetary value of the work.

M.S. Knowles sets voluntary work at the level of needs for security, belonging and self-affirmation. Thus there is a need of the highest order.

He has developed an interpretation in which he assumes that individuals will do voluntary action only when they have met needs of lower order and when they develop their wider ego-system of thinking, when they will see the volunteer sector as an area that offers rich choice between different options, and when they have relations with voluntary organizations and their customers they will develop a relationship of mutual exchange and cooperation and finally, see the voluntary activity as a process of self-realization and personal development (Čandek, 2004). Individualization, which is nowadays more and more prominent, can mean social insulation, which in turn leads to a search for meaning in intangible matters. This is one of the reasons that people decide to volunteer, because it provides them with different kind of satisfaction.

Volunteering can be separated into intermittent and continuous, which means that the first occasionally participate in organizations and the second permanently operate within the organization and usually have a greater responsibility because they invest much more time in their work. The work of volunteers depends on the size of organization too; large organizations define an exact position for volunteers, while smaller organizations can operate only on voluntary basis.

5.1.2.2 Volunteers

The word "volunteer" comes from the Latin word "voluntaries - voluntas", and it means choice, free will, desire. This word may denote all persons who donate their time, energy, knowledge and skills and good will to benefit their environment.

Volunteers should have a basic knowledge of the field in which they work. It is required that they have personal qualities such as emotional warmth, intuition, authenticity, genuineness, the ability of empathy, and they should not be possessive. It is important that they have some knowledge in humanistic sciences so they have mastered communication skills (listening, speaking, responding, and thinking) and that they attend adequate education and training.

Volunteers have their rights in the organization that they work. Organizations must respect and implement these rights:

- The right to information about their work and organization
- The right to induction to work
- The right to support, which is moral, psychosocial and professional
- The opportunity to learn and progress in their work
- The possibility to impose their own opinions on volunteer activities in which they are involved, and co-design activities
- The right to establish their own organizational structure for their group or association, when working within professional institutions
- The right to reimbursement in respect of voluntary work
- The right to insurance

However, volunteers do not expect that they will be exploited, but rather they expect to be appreciated and respected for the contribution and value of their work. Volunteers must adhere to certain agreements and work, and assume the duties.

Although they decided to work on a voluntary basis, volunteering has many forms and content of work, including a variety of activities to assist to individuals or groups, self-help, advocacy and various campaigns.

5.1.2.3   Code of ethical principles of voluntary work

For the organization and volunteers, a code of ethical rules and a pact which is concluded between them is very important. The code of rules and behavior must be mutually agreed between the volunteer and the organization with which it participates. In agreement roles, obligations and benefits (both moral and material) that arise from volunteering should be clearly defined.

The code of ethics is binding on all volunteers, organizations and institutions in which volunteers operate. Each volunteer has to sign it before he starts cooperating with the organization or institution that encourages voluntary work. However, organizations undertake to act in accordance with the code of ethics of volunteering, but they must ensure the availability of the code to all the volunteers.

The code of ethics of volunteering is based on the Universal Declaration of Volunteering, adopted by the International Association of Volunteers in Paris from 1990, the Universal Declaration of Human rules of the United Nations from 1948 and the European Convention for Protection of Human Rights and Fundamental Freedoms act from 1950. Moral responsibility for violations of this Code of Ethics is observed from a voluntary commission which is composed of various organizations and institutions (Kalčina, 2004).

The structure of code of ethics is structured:

a) Code of ethics
   - Voluntary work is an exploitative activity
   - Voluntary work is based on the value of respect for the work ethic
   - All volunteering activities must ensure the safety of volunteers
   - The agreement must be clear before the start of voluntary activities
   - Volunteers develop their competence within the areas in which they operate

b) Ethics of practical work
   - Contains values and ethical principles that arise in practice of volunteering
   - The responsibility of volunteers towards themselves, to the people to whom they dedicate voluntary work and others
   - Volunteer assumes all responsibility that the recipient of volunteer services will not be affected both physically and mentally

5.1.3   Professional and part-time employment

In all former socialist societies non-profit organizations existed as voluntary societies and associations. These organizations were hardly professionalized; their activities were carried out mainly by volunteers/members and were funded through membership fees, government grants and corporate sponsorship funds. In the mid-nineties, the level of professionalism in non-profit organizations in all former socialist societies was very low (due to the low level of economic development of these companies). Membership fees were an important source of revenue for those organizations everywhere (Kolarič, Črnak-Meglič, Vojnovič, 2002, p. 66).

In global distribution the largest share of Slovenian sports organizations represent groups of workers engaged in professional work in sports, which can be classified as trainers, teachers, coaches and referees. This share amounts to 54.7 %, while the overall share of jobs related to sports is 45.3 %.

The extent of work of employee structure is reflected by time; time spent on some specific work is defined by the amount of hours per week. The extent of work by the professionals (trainers, teacher, coaches and referees) is 53 %; the remaining 47 % represents a group of occupations associated with sport.

 The proportion of work by professionals is slightly smaller than employee structure of them. The ratio of volume of work between professionals and professional occupations related to sports depends on the voluntary, part-time and professional work. The proportion of professionals among a group of volunteers is 51.2 %. In the group of part-time professional employees the share is 59.8 % and is much larger than the number of part-time workers. The proportion of the volume of work carried out by professional practitioners is amounted to 50.3 % (Bednarik, 1999, p. 92).

The proportion of voluntary workers throughout the employee structure stands at 80.6 % and the extent of voluntary work is up to 40.7 %. Among workers associated with sport, volunteers dominate because voluntary work is the most comprehensive, particularly in small and medium-sized sports clubs and associations. Depending on the estimated volume of hours worked by volunteers in sports clubs, and in relation to the average wage in public sector, it is estimated that the financial value of volunteer work expands to more than EUR 10 million per year.

The proportion of part-time employees throughout the employee structure is 16.3 %; the extent of work under contract is 25.2 %. The most numerous part-time employees are professionals who work primarily in medium-sized organizations for team sports, and are principally engaged in competitive activity.

The proportion of professional workers throughout the employee structure is 3.1 %; the extent of professional work is 34.1 %. We can say that among professionals, workers associated with sport prevail. (Turk, 2007, p. 31).

Most of these are employed in major sports organizations and are engaged in the promotion of sport by organizing competitions and the maintenance of sports facilities (sports associations at the local level, institutions and agencies of sports) (Šugman, Bednarik, Kolarič, 2002, p. 127-131).

At least 85 % of non-profit organizations in Slovenia do not have even one employee. Employment growth in the last five years has increased at a modest 2.5 % per annum (Šporar, 2002, p. 316).

The method of obtaining volunteers is different from the way in which professionals are obtained. Volunteers need to be reckoned with, especially their social motives, which can be motives for companionship, finding personal meaning and gaining experience. As a way of obtaining volunteers to the forefront, non-profit organizations need to focus on cooperation with schools and associations (Svetlik, 2002, p. 98).

5.1.4 Relations between volunteers and paid employees in sports organization

Different values and expectations of voluntary and paid workers in sport develop controversial relationships between them. Therefore, disputes and friction are usually not personal but structural or organizational in nature.

Volunteers have a lot of inner motivation (Watt, 2003, p. 63; Farell, Johnoston, Beach Beacon, 1998, p. 292-299), which may originate from different starting points. It can range from the most positive to the most negative. In sports, unlike humanitarian activities, there are only a few volunteers that work for purely altruistic perspectives. Most volunteers help athletes, especially their children, manifest their talent for the price of personal sacrifice. Among highly negative motives, a desire for power can be included. Even people who perform functions in sport more for lobby than for hobby (Kolenc, Bednarik, 1999, p. 179-180) can be useful, but only if voluntary tasks are actually carried out and that they do not act as autocrats who want to have a complete monopoly over people and the organization. Volunteers can be harmful to sport if they do not perform and carry out their tasks and activities, but still try to convince the environment that they are the ones that make the opportunities for work and results, and they carry their "stick of authority" until the laws of nature take it away (Jurak et al., 2001a, p. 5-8).

The weakness of relationship between voluntary and paid workers is that sports organizations and volunteers are not in a legal or formal arrangement that prescribes the manner of performed work.

This can be an advantage, as both sports organizations and volunteers are free to make decisions about carrying out their work, but because sports organizations mostly employ only volunteers this can often lead to conflicts of competence. Volunteers in sport are often recognized specialists in their fields, so they often behave like authority figures and try to assert their opinion through the mechanism of societies and associations. This often thrives them, because management in most sports organizations is voluntary.

For many volunteers, sport is the main activity outside their regular job. Some even classify it in front of their job. Because of this commitment, volunteers sometimes have an incomprehensible attitude toward accepting paid workers (e.g. working time), and through this they forget about their relation to their job.

The opposite may also happen, i.e. volunteers cannot find the time to perform the task which organization has delegated to them, and so the tasks are poorly done or not done at all.

Due to the informal relationship of employer-volunteer, the employer cannot demand quality, nor the extent of work, so he can cater only to the extent that work will be done, when and if at all. Or he can dismiss the volunteer, which is often not as easy he would think, relating to the volunteer's informal status.

An employer cannot expect the development and continuity of work. With commercialization in certain sports additional, difficult, paradoxical circumstances appear – i.e. the dichotomy of well-paid individuals (usually athletes) and volunteers.

It is clear that there is a high potential for conflicts between voluntary and paid workers in sports organizations, because their success is largely dependent on the quality and quantity of both working in different workplaces. In sports organizations, this fact could lead to competition between paid workers and volunteers.

This is especially dangerous when volunteers are motivated by the desire for power and decision-making. It is therefore very important that managers understand the view of organizations, the attitudes and motives of volunteers and paid workers, and then predict possible controversial circumstances, impose appropriate mechanisms for the implementation of working tasks, and have knowledge to choose or define an appropriate method of keeping voluntary and paid workers in order to achieve the objectives of the sports organization.

5.2   Obtaining the appropriate employees

Once an organization has a strategy, it must ensure that it has the resources to implement it. Even if it works hard to retain its members, the effects of age and other changes in personal circumstances will cause some attrition. In addition, organizations generally require a regular increase in their human resources to ensure the organization's development.

Recruitment is therefore of vital importance for sports organizations, and this section considers how to determine recruitment needs of sports organization and design a recruitment strategy to meet those needs. It then goes on to look at recruiting procedures.

5.2.1 Recruiting human resources

Recruitment is the process of attracting suitable candidates to vacant posts. Recruitment practices in organizations vary widely and different procedures apply, often depending upon whether an organization is recruiting volunteer senior management, salaried administrative employees or volunteer technical staff. The first stage of the process requires you to carry out an HRM audit to identify where you will need to carry out recruitment in the near future.

5.2.1.1 *Evaluating Human Resources Needs*

Evaluating human resources needs in terms of volunteer and professional employees requires defining an expected quality of service and identifying the human resources necessary to meet this standard.

This evaluation must not only take into account existing needs, but also address the needs of development projects that fall within the strategic plan. It should also address the impact of the early departure of some employees.

This evaluation can be done by listing the human resources that your organization currently has available and identifying shortfalls in these resources. The organization will need to make a quantitative assessment in its audit. Evaluation provides a guide for recruitment and planning and should be carried out position by position in order to identify the necessary skills and the skills actually present, as well as development needs.

5.2.1.2 *Recruitment Strategies*

Optimal recruitment involves selecting an appropriate number of people with the necessary skills to cover the organization's current and imminent needs, and then assigning individuals to the departments that need them. Optimal recruitment is rarely achieved by sports organizations because it is often difficult to immediately find the appropriate people capable of assuming the necessary positions. However, when a vacancy occurs within a sports organization, management has three options. They can recruit someone from outside the organization, they can fill the position with someone from within the organization, or they can decide that filling the vacancy is not justified and reorganize instead (Camy, Robinson, p. 128-132).

If they choose to fill the vacancy, they need to decide whether to choose a candidate from inside or outside of the organization. Table 5 outlines the advantages and disadvantages of each solution.

However, in many sports organizations the recruitment of employees and volunteers with no prior links to the organization is extremely rare. Indeed, in many sport federations or clubs, athletes become volunteer coaches or team managers and subsequently are appointed to paid positions within the sports organization (Figure 6).

In larger sports organizations, this path to paid employment may take many years. It ensures the worker's loyalty to the culture and values of the organization; however, it also often prevents new ideas from coming into the organization. In addition, moving from one function to another assumes that the person has the skills needed for the new job, which may not always be the case. Thus, it is important to find the best compromise between loyalty and professionalism and to avoid opportunism and nepotism. In Table 5, we present advantages and disadvantages of recruitment options and in Figure 6 the process of internal recruitment.

	INTERNAL RECRUITING	EXTERNAL RECRUITING
ADVANTAGES	- Candidate's knowledge of the organization - Low cost and speed of recruitment - Motivation of employees through promotion	- Potential for greater innovation - Possible rebalancing of employees (gender, age) - Increased head count
DISADVANTAGES	- Limited choice - Reorganization to be managed - Potential for less innovation	- Longer adjustment time - Uncertainty as the recruited individuals knowledge and skills - Risk of losing existing employees

Table 5: Advantages and Disadvantages of Recruitment Options

Source: Camy, Robinson, p. 128-132.
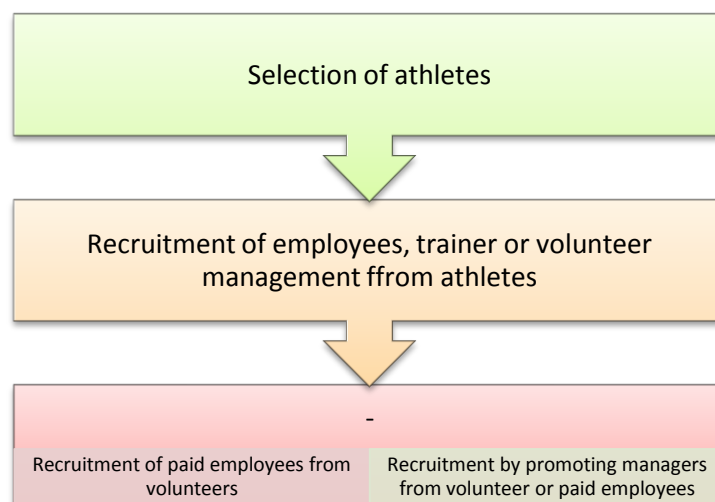
Figure 6: Process of internal recruitment in sports organizations

Recruitment is a structured process that involves the steps outlined here. If possible, this process should be followed when recruiting both paid staff and volunteers.

1. Identify needs: This should be done through an analysis of the organization in order to identify the numbers required and skills gaps in human resources.
2. Meet needs: Determine the way gaps will be filled, including internal or external recruitment or reorganization of the service. In addition, determine the procedures the sports organization intends to use.
3. Invite candidates: Communicate human resources needs internally and externally by appropriate means, such as using an informal network of employees or advertising, and ask for candidatures to be presented in a standardized format.
4. Receive and evaluate candidates: In general, a first selection is made on the basis of written documents, and the selected candidates are interviewed by the HR director, the head of the department concerned, and, in smaller sports organizations, the president or general secretary. The evaluation should be done against the skills and knowledge required for the post.
5. Choose candidate: The best candidate is selected collectively by the main stakeholders.
6. Formalize contract: According to labor law, a formal contract or assignment letter is signed by the candidate and the head of the organization.
7. Hire and integrate: During the first week or month, special treatment to facilitate the smooth integration of new recruits is required to help them to understand their job and the organization.

In the case of volunteer positions, the recruitment procedure will depend on the organization's attractiveness and reputation. For more recognized organizations, it may be possible to attract a wide range of candidates for certain volunteer positions and then use a procedure similar to that used for employees. A small local club with a low level of attractiveness will undoubtedly find it difficult to recruit a competent volunteer coach and may only have one candidate. In the case of volunteer managers who are subject to an election, the procedure is different again in that a vote takes the place of the recruiting procedure. Competition is generally lower at the local level and higher nationally (Camy, Robinson, p. 128-132).

5.3   The development and training of employees and volunteers

Sports organizations are facing increased demands of professionalism from their members and from the public or private partners that support them. Addressing these demands, whether they are internal or external, functional or ethical, requires sports organizations to invest in employee training. Training furthers the development of individuals or groups by allowing them to acquire the skills necessary for their activities and, more broadly, their continued development.

The purpose of training in sports organizations is to help individuals acquire the skills they need in order to ensure that the organization fulfill its mission and day-to-day activities.

Training employees to meet development needs provides an alternative to hiring new people who already have the skills being sought.

Training may be preferred for ethical reasons, such as to ensure the personal development of members, or for functional reasons, such as to promote internal mobility and careers within the organization, with a view to member retention.

Committing to a deliberate training process requires sports organizations to fulfill a certain number of stages. The first stage is an assessment of the needs of the organization and its human resources, as well as the level of skills demanded of its staff.

The second stage involves preparing a training plan to address identified needs in order of priority and according to a schedule. The third stage implements the required training and monitors its success, and the fourth stage evaluates the training that has been carried out and its effects on individuals and the organization.

5.3.1   Assessing Training Needs

Assessing training needs in sports organizations means identifying shortfalls in skills that impede the organization's functioning and the fulfillment of its mission and objectives.

A qualitative evaluation of the status of human resources within sports organization begins with an assessment of its global activities and its capacity to attain its goals. When carrying out this assessment, the organization must identify areas of weaknesses within the organization that might suggest a training need. This can be done by using the following questions to analyze any problems that arise (Camy, Robinson, p. 137-143).

- What does the problem consist of?
- Is it a permanent or one-time problem?
- How does the actual situation differ from the desired one?
- What are the consequences of this problem for the organization?
- What factors explain this problem?
- What role does a shortage of skills play in these factors?
- What is the nature of the skills gap to be resolved?
- Which employees and staff are affected?
- What are the reasons for the skills gap? Is it a lack of appropriate human resources or an inability to mobilize these resources?

Problems may arise from a shortfall in skills in a number of areas. For instance, they may be due to the lack of skills of a person holding a key position. This is the case if the organization lacks a person capable of designing and promoting a communication program. The skills gap may occur in a group of people associated with the organization.

In the case of paid employees, it is generally possible to ensure that employees receive training to deal with skills gaps.

This is not always true for elected members, whose full-time professional activities may leave them with little time for training, or who, having the legitimacy of being elected, do not always acknowledge their shortcomings. Sports organizations will need to convince such members of the need to address any skills gaps that are identified.

To ensure the success of any training, it is important to obtain the support of those affected. Organizations will need to promote the benefits of training, which may involve symbolic compensation, such as the satisfaction of serving the organization more effectively or of successfully performing a difficult task, thereby increasing self-esteem.

It may also involve immediate material compensation, such as a salary increase, or deferred compensation such as enhanced career prospects. Organizations must also ensure that the method of reducing the skills gap will allow training goals to be attained and is consistent with the individuals' availability.

5.3.2   Selecting the Training Procedures

Once training needs have been assessed, sports organizations can select the training procedures and choose and implement a training program.

There are two principal types of training: formal training and informal training. Formal training is organized to meet a training need, and it is often carried out with the support of a specialized professional as part of a program prepared in advance. Informal training is an apprenticeship process that relies on practical experience in the activity, with no formalized plan and no specialized personnel.

Most sports organizations restrict training to what is known as formal training, or an activity that requires the trainees to leave their jobs in order to go to a special location for a specific period of time.

However, formal training often has major weaknesses. It cannot always be used to significantly change the skills of a person whose growth is vital to the organization. Similarly, it cannot always help people acquire mastery of a tool whose use is indispensable to the organization, such as training in IT for members of a department in the process of being automated.

This is because formal training programs do not always address the specific needs of those being trained; they often ignore the skills that people already have, how much knowledge they will need to do their job and the ways that they prefer to learn. Gaining skills through formal training in these cases is difficult because the training is often general and poorly contextualized.

Consequently, sports organizations should try to incorporate the training process into the organization as much as possible. This may include some off-site training in activities that directly relate to the jobs of the individuals in question; however, most training should involve skills that are available within the organization.

For example, a management coaching relationship could be developed where an experienced and competent staff member advises guides or supervises a learner, or coachee.

Occasionally, when money is available, a consultant may lead this type of training. Other ways of providing training within the OSO may include the following:

- One-hour sessions on various topics, held every other week or every month, led by different people in the organization;
- One- or two-day intense training sessions on one topic (e.g. how to use the new computer system);
- Regular consultation, guidance or supervision by an experienced and competent staff member within the organization.

5.3.3   Choosing a Training Program

In addition to general training procedures, training is further enhanced when there is a clear description of the skills to be transferred and an accurate appraisal of the skills in advance.

In addition to a detailed training program, conditions must be defined for assessing the acquisition of these skills by the participants. The preparation of a training plan should cover the aspects described in Table 6.

If the training is aimed at improving the organization's performance in the midterm, it must not result in poor organization in the short term. A training plan must be organized in such a way as to ensure that all relevant personnel are trained. For reasons of both fairness and functionality, it is desirable for all personnel to have access to training in turn.

Of course, this does not prevent priority activities related to the organization's operations from being carried out. Framework for a training plan is presented in Table 6.

OBJECTIVES	- These need to address the training program's expected results (learn ICT techniques, master planning methods) and should be defined in terms that facilitate assessment
POPULATION TO BE TRAINED	- Should be defined in terms of demographic characteristics (gender, age, and status), motivation, and professional experience and prior training.
CHOICE OF TEACHING METHODS AND RESOURCES	- A range of appropriate methods should be identified, such as distance learning or management coaching. - Trainers should be prepared for the characteristics of the population. - Customized teaching methods are important.
ASSESSMENT CONDITIONS	- Should be customized to the objectives of the training activity, the population and the environment (feasibility)

Table 6: Framework for a Training Plan

Source: Camy, Robinson, p. 141.

5.3.4 Evaluating Training

Evaluation of training is an essential part of the process because it validates what has been carried out or shows where corrections are needed. Evaluations may be made via objective factors, such as the measurable transformation of a job, or subjective factors, such as participants' views of the training they engaged in. It may relate to the effects of the training on the individual, on the team or department, or on the organization as a whole. Three levels of evaluation may be envisioned:

- Acquired skills and knowledge: Have the trainees acquired what corresponded to the training objectives?
- Skills building: Have the trainees been able to use the acquired resources in their daily activities?
- Impact on the organization's operations: Have the acquired skills resulted in the better functioning of the OSO?

Most training programs provide for an assessment of the activity by the trainees, often carried out at the end of the program by the trainers themselves. However, it is also important that in-house training, such as an apprenticeship scheme, is also evaluated. Both types of training can be evaluated by means of a questionnaire that includes, for example, the following criteria:

- Physical and logistical conditions
- Choice of teaching methods
- Clarity of objectives
- Applicability of the acquired skills to the work situation

- Relevance of the acquired skills to training needs
- Quality of the trainers
- Maintenance of the motivation to learn
- Assistance in the transfer of skills in the work environment

In order to assess the impact of training on skills and the sports organization itself, it is possible to perform an annual assessment of an individual's training through a review interview. This is generally carried out by the immediate supervisor to measure the perceived impact on the trainee and the way the trainee sees changes occurring in daily professional activities.

5.3.5   Sports organization as Learning Organization

Learning organizations facilitate the ongoing development, mobilization, training, assessment and dissemination of the knowledge needed for their operations, and this is what sports organizations should aspire to be. Continual learning is necessary in order to successfully address changes in the environment and the requirements of key stakeholders.

Although every organization should have a stable framework and rules of operation, it is sometimes problematic when routine is the guiding force because this works against innovation and responsiveness.

Sports organizations may often be anchored in tradition and sometimes tend to reproduce their activities without necessary assessments and changes in response to the operating context. Each problem encountered should be viewed as an opportunity to develop new knowledge.

The steps towards becoming a learning organization are relatively straightforward. First, the organization's needs to identify resource persons or paid staff and volunteers with recognized skills who are prepared to share their skills with the other members of the organization. These skills then need to be formalized to ensure their lasting retention and eventual large-scale transfer. Sports organizations often give little importance to this formalization of knowledge, but one of the ways these skills may be formalized is by a collection of best practices in a standardized format. This can then be made available to all members of the organization through a system that ensures accessibility, guidance and effective communication. Learning organizations thus turn training into a process that enhances the value of the expertise developed within the organization.

5.4   Rewarding

A fundamental responsibility of human resources management is to ensure that the internal forces within a person are triggered into action, and to make the organizational context such that it encourages motivation. There are a number of ways that this can be done, making use of both extrinsic and intrinsic rewards. In a sports organization, the main factor used to enhance motivation is the rewards systems instituted with the organization.

In many cases, this system is primarily for paid staff; however, many aspects of the intrinsic reward system can be applied to volunteers. The key is to understand what motivates people and why.

The extrinsic rewards just discussed are material rewards that involve financial outlay by the organization, whilst intrinsic rewards are administered and experienced by the employees themselves. A significant feature of intrinsic rewards is that the more the intrinsic reward acts as a motivator, the more the person values the reward. That is, once employees experience achievement and a sense of growth, they want to experience it even more. In contrast, the value of monetary rewards tends to decrease with the more financial rewards you get.

Sports organizations need to place greater emphasis on intrinsic rewards, particularly for their volunteer workers. By definition, volunteer workers are not there for monetary benefits. The only way to retain volunteers is to offer them opportunities to enjoy intrinsic rewards. Of course, their altruistic orientation and the purposes of the sports organization are sources of intrinsic satisfaction. However, the organization must go beyond these basic rewards and create an environment wherein volunteers can experience other intrinsic rewards and be motivated further to work on behalf of the organization.

There are several activities that support or act as intrinsic rewards. They are not only important for volunteers, but also motivate paid employees. Intrinsic rewards can take the following forms.

- Direct feedback: Employees should receive immediate and concrete feedback when their work has been evaluated. In some cases, the feedback can be built into the job itself. For example, a volunteer worker recruiting members for the sport organization gets direct feedback every time the membership fee is collected.
- New learning: Sports organizations may provide their employees with the opportunity to gain knowledge and learn new ways of doing things. This could entail assigning progressively more challenging jobs to staff. For example, sports organization may assign a new recruit the task of keeping account of the day-to-day income and expenses. Progressively, this person may be asked to master double-entry bookkeeping and preparing a balance sheet. As these tasks are mastered, the person may be asked to become conversant with the tax laws that govern the finances of the sports organization, including donations and sponsorships.
- Control over scheduling: It is possible that sports organizations may permit some of its staff to schedule their own work within some broader limits. For example, flexible work time requires that an employee be in the office between 10 a.m. and 12 pm and then between 2 and 3 pm. This covers only three hours in a day, and the employee is permitted to schedule the rest of the time with the provision that over a period of time, such as a week, the employee must spend the minimum time required, such as 40 hours. This allows an employee to spend the stipulated minimum 3 hours in one day and spend 12 hours the next day as desired.

- Control over resources: Staff members may be given control over the material and human resources required to do their job. For example, the technical director of a sports organization may be allotted a certain amount of travel money for the year and allowed to decide on the trips to make that year.
- Direct communication authority: Employees should be allowed to communicate directly with those who provide input to their work and those who use their output. For instance, the public relations manager of the sports organization should be permitted to communicate directly with media personnel, government agencies, and regional or provincial counterparts.
- Personal accountability: Employees must feel personally responsible for the outcome of their work. This will enhance a sense of responsibility, which has a motivational impact.

To summarize, recruiting and motivating human resources are key issues for sports organizations. Without people who have the right skills and who are motivated to do their best for the organization, sports organizations will fail to meet their strategic objectives. Both aspects of management should be based on a comprehensive evaluation of the needs of the organization and expectations of the existing human resources. This requires consultation with both volunteers and paid staff to find the ways to implement these tasks efficiently.

5.5   Motivation

Following the recruitment of both paid and volunteer employees, a significant aspect of human resources management is the motivation of the human resources at an organization's disposal. Motivation refers to motivating workers in an organization to carry out assigned tasks to the best of their abilities. Pinder (1998, p. 11) has defined motivation at work as follows:

"A set of energetic forces that originates both within as well as beyond an individual's being, to initiate work-related behavior, and to determine its form, direction, intensity, and duration."

This definition emphasizes several aspects of the motivational process. First, it refers to a set of forces, suggesting that a person is motivated to engage in a task because of several reasons. Bear in mind that not all of these reasons will be obvious.

This definition underscores the fact that the motivating forces could be within the person or in the context in which the person is embedded. This distinction between internal and external forces parallels the distinction between intrinsic and extrinsic motivation. Intrinsic motivation comes from within the individual and is usually quite difficult for the sports organization to identify, whilst extrinsic motivation comes from factors related to working with the sports organization. Finally, the definition suggests that the motivational forces determine how long, how vigorously and in what activities the person will engage in. In short, if workers are not motivated in some way, they will fail to carry out their activities to the best of their ability.

5.5.1 Employee motivation

To motivate employees means to understand what drives them and what encourages their good and effective work. A leader who knows the motivation mechanisms that promote human activity, that understands the needs and motives of individuals, and the relationship between motives and behavior, can predict the behavior of employees can direct them and creates an opportunity where employees want to perform their work effectively and at their own imitative.

Motivating employees for better performance is therefore an extremely important role. Managers have to explore initiatives for their employees and encourage them to unlock their capabilities and ideas, so everyone together can achieve a creative working atmosphere. This cannot be handled by anyone but the managers. When motivating others, the manager also has to cope with his behavior, because his hasty and aggressive reactions can provoke aggression by others, too. His employees will not appreciate him if he will not trust them, and he will hardly achieve the desired reaction by workers if he does not truly wish for it, because unmotivated managers cannot influence the motivation of others.

For managers, it is important to realize what motivates employees, so they participate in the work and tasks with higher satisfaction for users and so that they are personally satisfied.

For some this motive is money. For others it is good relationships in workplace, working time, the possibility of promotion, interesting and varied work, the possibility of acquiring and applying knowledge at work, independence and responsibility so that they will get a self-certification at work as a person who can independently decide on their development.

Benefits that motivated individuals bring to work are the following:

- Work is done of higher quality and within planned frameworks;
- People like to do their work and they feel useful;
- Employees require less control than usual;
- Employees work enthusiastically because they want to do their own work;
- Awareness is high; an excellent working atmosphere is created.

What motivates managers to obtain volunteers? Jurgec (1999) says that there are certainly supporters, good company; giving young people the opportunity to socialize, new knowledge and new experiences. On the other hand, it is a good complement to professional work, but they are not paid and therefore sports organizations have no costs with them. Their work is not tied to payment and is not a prerequisite for a career.

Sports organizations reimburse costs incurred in connection with their work. Volunteers are also more affordable; they have more time and are more available for work. Working with them allows the acquisition of new ideas and ways of working and different views on work if they are from other professional fields. This is a good alternative for a non-profit sports organization.

5.5.2   Motivation of volunteers

People appreciate different things that have a certain value for them (for example: persons, objects, activities, etc.). The traits that are highly appreciated and to which someone aspires are called values. Some values are often motivators in voluntary work (kindness, honesty, partnership, self-improvement, creativity, solidarity, friendship, social inclusion, altruism, trust, etc.).

When working with volunteers trust is very important, because it is the only way for organization to retain their motivation. Managers or a person who works with volunteers must obtain the trust themselves, namely to cooperate with the volunteers, help them when they are in need and withdraw when they are no longer needed. They should be aware that volunteers want independence and creativity, as well as seeking professional assistance.

Jurgec (1999) notes that most volunteers get involved in volunteer programs in order to meet the needs of affiliation, the desire to follow someone and be as successful as he is, or because of a desire to do something pleasant together with their friends.

Many studies have been carried out to determine why people choose to work on a voluntary basis. What drives them and motivates them?

Some opt for it because they want to help someone, others because they feel sorry for the people that are deprived of something, they want to do something useful, they want to feel like a part of the community, they want to gain new experiences, due to the changes and challenges, because of the belief that doing something socially useful is a reward in and of itself, because they feel good in groups and because they laugh and have fun. In doing volunteer work they develop on a personal basis and get knowledge for their future work. These are certainly values and needs that motivate them, so they decide to set out on this path and persist. To get volunteers to work on projects is successful, creative and responsible. Organizations must be aware of their needs and provide them with conditions to satisfy them.

Volunteers will continue to work in an organization as long as they feel that their efforts are recognized, as long as they feel respected, as long as they are taken into account and as long as they are creative. But the most important thing is, they will stay as long as they will feel that they are getting something for themselves and that they have fun at work.

Managers must show interest in them, give them opportunities, and confirm and emphasize the importance of their contribution to the organization, while encouraging them effectively work individually and in groups. He has to praise and reward them. A volunteer who believes that he is useful will perform his mission and the mission of the organization. However, even a trip or a picnic from manager or leader is enough to show appreciation and to praise them.

Volunteering is therefore a good opportunity to transmit experiences, and on the other hand to learn something previously unknown. Friendship is also an important factor that must be respected if the organization wants to keep volunteers.

Namely, a friendly relationship includes an acceptance of differences and mutual respect without having a negative evaluation, where many support and desire for personal growth.

Motivation can be increased if we know the basic rules of human behavior. We must know that people are involved in volunteering to satisfy their needs and desires, and not the needs of the organization. "Personal reasons given to us by individuals appear before inclusion, tell us about their needs, desires and expectations. This is necessary to truly follow." (Jurgec, 1999). Only in this way can the organization also retain volunteers.

"For each volunteer, the largest satisfaction and the only payment and motivation for further work is when he sees that his engagement helped those affected and that he has successfully completed the entrusted task and in this way he contributed to the reputation and consolidation of the movement." (Jelenič, 2000).

5.5.3   Satisfaction at work

Every employee and volunteer is a person with many desires and needs that they are constantly trying to meet. How successful they are in this, however, significantly affects their ability and willingness to work. Success and satisfaction in the workplace are now increasingly individual categories. Many define them in different ways.

Some seek the best balance in life and more free time, some seek important professional development and opportunity for advancement because they want to be heard and respected. Happy people are more agile and creative; they feel more like equal members in achieving the goals of organization and its vision.

The essential elements that influence job satisfaction are working conditions, the organization itself, good communication links, team cooperation between all employees and volunteers, mutual respect for individuals and good relations. Due to dissatisfaction of employees in the performance of their work, there may be unintended consequences such as late arrival to work, absenteeism, theft, and minor effort doing work or even dismissal. In order to avoid the above consequences within the organization, it is necessary to constantly maintain a high level of job satisfaction.

Organizations must also pay attention to burnout among employees and volunteers. This can happen when their work becomes their passion, but they do not take care of their health. After they have worked for a long time they can run out of energy.

They identify through their work, suffer torments, lose contact with reality, and lose energy. It can seem that work is pointless, since they have the feeling that nothing can change. They can feel isolated and may give up due to the difficulty.

Therefore, it is important that volunteers are introduced to good projects and that they are not given assignments that are too heavy. Employees must be adequately prepared for the job.

But organizations also need to ensure the satisfaction of the volunteers which they keep in the organization and that will continue to pursue the objective for which they choose to participate in the first place.

Otherwise organizations can lose them. Organizations have to be careful of their eventual dissatisfaction associated with experiencing failures when their expectations and desires do not match the current situation. At that time, the role of managers and mentors can be decisive for their future work. They have to support them and encourage them in such a way that they allow them the possibility of individual growth and create the conditions for trust development.

Reasons for the departure of volunteers may be include poor leadership and the inadequate organization of projects, because some lose interest since they feel they do not get new tasks and consequently they cannot learn anything new.

The problem may also arise if their leader or coordinator of work that they should perform does not present the project well and does not explain the long-term objectives of certain projects. Thus, volunteers get the wrong idea about their work and the whole process, have greater expectations for the project, and at the end may be disappointed.

6 CASE STUDY: HUMAN RESOURCES MANAGEMENT IN THE SPORTS ORGANIZATION "XYZ"

6.1 Introduction of organization "XYZ"

The "XYZ" association is a non-profit organization which was established in 1998 in Maribor. It consists of several instructors, personal trainers, demonstrators, sports persons, and health workers and of people who are interested in the promotion and development of fitness in Slovenia and foreign countries. It is an internationally acknowledged organization, working in all fitness fields.

The organization is distinguished by three main characteristics:

- SPECIALTY – cooperation with most Slovenian fitness organizations and their experts. It is also a member of several other organizations: EAFA – European Aerobics and Fitness Alliance, Slovenian Bodybuilding and Fitness Association, Sports Association Maribor, and University Sports Association of Maribor. With their help, "XYZ" has the right to review the new things and findings within their fields of activity.
- PROFESSIONALISM – "XYZ" team is a group of medicine, fitness, aerobics and dancing experts who are successfully combining experiences with theory.
- EDUCATION – in Maribor and all across Slovenia there are well organized courses, workshops and lectures for instructors, demonstrators and other people about healthy life, nutrition, fitness, and aerobics and also about precautions against irregular workout and injuries.

The "XYZ" organization is now active in seven sports-recreational centers in Maribor: Studenci Sports Hall, MRC Fontana, Hotel City, Leon Štukelj University Sports Center, gymnasium in Šentilj and in Secondary school student hostels in Maribor. They have fitness centers in Domžale and Kamnik, too. Occasionally it also cooperates with foreign recreation centers in Austria and Croatia. Their workout programs are visited monthly by 1 000 participants and the number continues to increase through the years.

"XYZ" PROGRAM is a trade mark which presents a modern, defined, professional way of work. The workout is focused mainly on satisfying an individual person's needs and wishes. The main goal of the program is to inform people and explain to them how to improve their quality of life in a simple and correct way.

"XYZ" slogan – BE FIT - "To be fit" is a trend/fashion; nevertheless it is also urgency nowadays because with the disorder that we enter in our modern life, we distract the natural rhythm of working and resting. The sports and entertainment industries are well aware of this fact and they are inventing more and more new forms of activities, requisites, equipment and clothing. All this is attracting crowds of people into "the magic world of sport".

The "be fit" slogan has been a guiding principle for a group of enthusiasts since 1995. The idea was born in Maribor, the second biggest town in Slovenia.

Their interests have been focused on all fitness disciplines: competitive bodybuilding, recreational fitness and aerobics, principles of nutrition, training systems, preventive workout and pre-contest preparations.

Due to devotion and love for this sport, recreation, a large amount of motivation and a serious approach, a core that identifies itself in public by the mark "XYZ" PROGRAM has been created.

6.2 History of the "XYZ" organization

The president of the "XYZ" association became familiar with fitness early in life and already felt his addiction to this kind of workout. When he was 18, he started to work as an instructor in a fitness center where he preferred a more methodical approach to exercising and to better work organization. At the same time he got to know the forms of aerobics. Managing a variety of workout classes with many requisites, but nevertheless with a professional approach, served him as the inspiration for his goals, which were still unknown in our environment. He tried to put forward the new fitness scene.

In a few years, he started to cooperate with his adherents and combining their strength, they established the "XYZ" association in 1998. They have started to cooperate with large fitness centers in Slovenia and in foreign countries. They have also gained much knowledge on reputable educational courses. The president of the organization represents the main power on all projects, which are each very successful. His life aim regarding fitness is to represent our country and to assure him a place in the international fitness, bodybuilding and aerobics scene.

In the last few years there had been several international conventions organized under the influence of the "XYZ" organization, which have strongly popularized Maribor and Slovenia in the European aerobics and fitness scene. "XYZ" conventions represent a window through which they look out in the world and they are also the means through which the world looks in on them, so they are constantly in movement and preparing new projects. In the following years they would like to become a well-known international center for fitness and aerobics and to cooperate with similar organizations worldwide.

6.3 Human resources management in organization "XYZ"

Finally, we will look at the issues involved in managing human resources effectively in the sport organization "XYZ". We begin with a discussion of how they organized human resources and how the coped with need to design and implement a human resources strategy.

Sports organizations in general need to design a general human resources policy that fits with future goals and is realistic in terms of the organization's present circumstances. There is also the need to recruit new human resources. Sports organizations also need to retain and motivate existing human resources, and this, too, is discussed.

The fourth section considers the factors involved in developing human resources through training in order to allow people to adapt to changes in the environment and acquire the skills needed to address these changes. The final section looks at the personal skills necessary to lead and manage the sports organization "XYZ" effectively.

Sport organizations that are representative/parent bodies of sport activity have been traditionally managed by sport enthusiasts with a passion for the sport, wherein measures of success are related to on-field success and participant numbers rather than to operational effectiveness.

The management of these enterprises has perpetuated these distinctions by drawing heavily on a committed volunteer workforce. However, this is not the case in the sports organization "XYZ". Even though they have volunteers, they represent only 5 people out of 25 employed in the organization. There are 10 fully employed people who mostly work at the most important roles in the organization, such as the president, assistant to the president, professional managers, head of receptionists, main marketers, etc. Full-time employees mostly work in administrative jobs, whereas the 10 part-time employees (contract employees) work as sport instructors in fitness or group exercise or aerobics.

Therefore, current pressures to formalize management practices are juxtaposed with challenges of limited human and financial resources, a reliance on volunteers, and a long tradition of informal planning, control and administrative systems.

In practice, organizations rarely adopt a single style of management for all their employee groups. Research on the successful adoption of strategic management practices has shown that organizational context is a critical component and that different practices work best in different environments (Purcell, 1999).

This contingency perspective has particular relevance for organizations that rely on both paid employees and volunteers, although there is scant research into the adoption of HRM in such organizational contexts despite calls to more strenuously pursue causes and consequences of this variability in HRM research (Boxall and Purcell, 2000).

Notwithstanding findings indicating the organizational benefits accruing from a strategic approach to HRM, many organizations still do not have clear strategies to guide their HR activities (Gratton and Truss, 2003; Hsu and Leat, 2000; Kane, Crawford and Grant, 1999; Kaye, 1999).

Additionally, the transferability of a generic set of management practices between industry sectors or countries still remains questionable, due to a dearth of empirical evidence and inadequate conceptual frameworks (Galang, 2004).

The assumption that best practice organizations always manage in accordance with their stated policies has also been questioned, as has the influence of best practice formal human resources when informal organizational processes are working in a contradictory manner (Truss, 2001).

The effectiveness of strategic human resources management approaches in non-profit sport organizations is equally tinged with ambiguity.

From study view, we will firstly examine the organizational structure of sports organization "XYZ", which is illustrated in Figure 7.
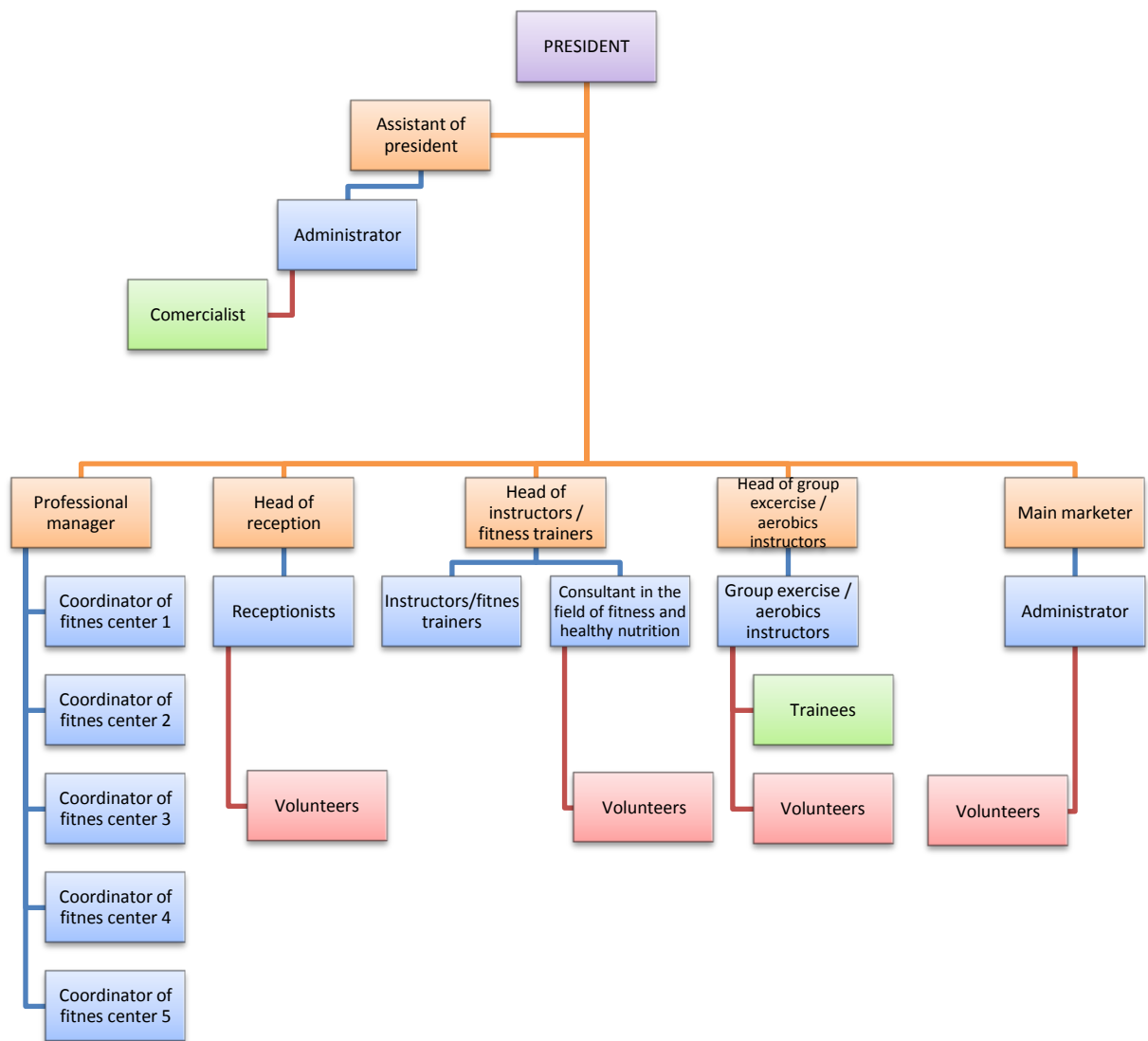

Figure 7: Organizational structure in the "XYZ" sports organization

Source: Own work

A functional structure is one of the most common organizational structures. While functional structures operate well in stable environments where business strategies are less inclined to changes or dynamism, the level of bureaucracy makes it difficult for organizations to respond to changes in the market quickly.

The "XYZ" sports organization is no different. However, with 25 people being active in the organization it is not easy to demonstrate the organizational structure. Under the functional organizational structure, we placed the organization's employees according to specialized or similar sets of roles or tasks. By placing them in special groups, each and every one of them has clearly defined tasks which we will describe later.

But first, we should take a look at the management model for the "XYZ" sports organization.

After examining the situation in the organization, we decided that the most appropriate management model for it would be a combination of permanent employees and temporary contracts.

For some organizations, it is more feasible to employ employees on a permanent basis and then in busier times, hire additional employees and even invite volunteers to work with them. The contracted employees would be used to assist the permanent employees in fulfilling the duties of the organization and to provide additional support during high demand.

This type of staff management is suitable for an organization that has a short season that is very busy – for example in the "XYZ" organization, the season is from January until June, slightly stagnating in summer months, and continuing from September until November. With this type of flexibility, additional employees can be brought in when the season is at its highest peak, and then when things slow down they can be released. A permanent employee would remain working throughout the year to plan, evaluate and modify the programs.

In the case of the "XYZ" sports organization there are situations where one employee assumes more than one role. This set-up is usually beneficial in smaller organizations when the responsibilities can be handled by one person. This helps out the organization financially because only one salary would have to be paid in order for both the administrative and technical duties to be dealt with.

The "XYZ" sports organization, however, has to put procedures in place to formalize the membership of its volunteer, elected and salaried employees. For paid employees, this usually involves an employment contract which outlines the agreement made by the signing parties. The contract usually covers

- the position of the person representing the organization at the time the contract is signed;
- the specific nature of the contract, called a "letter of commitment", which summarizes the person's status (position and level), the length of the contract (specifying the effective date and the length of the trial period), and the starting salary;

- the conditions for termination, which can be initiated by either party, and the conditions allowing the employer to break the contract and dismiss the employee; and
- Notice periods in the event of a breach of contract.

The terms of the contract are confirmed by the signatures of the parties involved.

Procedures similar to those described for salaried employees are also established for volunteer positions. The document that is used to establish the procedures – the assignment letter – also outlines the nature and length of the assignment, the responsible authority within the organization, and the resources that will be allocated, such as personnel, premises, equipment, funds and allowances. For elected volunteer members, the "XYZ" sports organization uses documents that formally outline the nature of the accepted appointment (contract terms), which are distributed when the individual takes office. In addition, the procedures covering elected members are contained in statutes and fall under the control of the ruling authorities.

Positions and responsibilities in the "XYZ" sports organization are formalized in job descriptions, and detailed job descriptions for each position within the organization are created. Table 7 presents the job description for the president of the "XYZ" sports organization. Responsibilities of the position are organized into six major categories, which is a common way to structure a job description. A general job description like this one allows for outlining basic responsibilities and can serve as a foundation for more detailed workload analysis at a subsequent point. An example of a job description in the "XYZ" sports organization is presented in Table 7.

Work position / function	Characteristics of employee	Work area	Occupation according to Standard Classification of Occupations[9]	Additional skills needed
PRESIDENT OF THE ASSOCIATION				
President / director	Fully employed	Organizing, leading and representing	Director/manager (12)	- Leadership and organizational skills - Ability to work in groups - Function knowledge - Professional knowledge
Responsibilities				
- Has full and complete authority - Organizes and coordinates the development and implementation of yearly action plans, following the guidelines of the strategic plan - Directs and coordinates the general management activities. - Divides up responsibilities amongst his colleagues and delegates them accordingly				

Table 7: Job Description for the president of the "XYZ" sports organization

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[9]Klasje Classification Server is a collection of classifications and nomenclatures for administrative data collections and for implementing tasks of national statistics of Slovenia

Every position is defined within the overall structure of the organization, and duties are identified and divided amongst the organization's members.

Relationships within the organization are formalized in an organization chart and the internal operating handbook, or employee handbook.

This handbook outlines how the organization operates as dictated by its statutes and describes the internal regulations that guide the behavior expected of employees in the professional life of the organization. It also includes all duties and rights of employees, as well as suggestions for the best way to adapt or apply these rights.

Modern forms of human resources are more concerned with the tasks accomplished than the time taken to accomplish them, especially in the case of skilled workers. It is not any different in the "XYZ" sports organization. Because of formalizing in employee contract, there is still an outline regarding the hours of work for employees. Several elements are covered:

- There is an agreement on what is to be included, excluded or partially included in the schedule. Daily working hours are established, and these can be more or less flexible depending on the needs of the employee or the organization.
- Maximum daily, weekly and sometimes annual numbers of hours are established, along with the conditions under which the hours of work may be changed.
- The conditions for working overtime or for receiving paid time off are defined.
- Leave benefits, such as paid holidays, family leave or study leave, are also established. Rules are established for each type of leave, defining the length of time off, requesting procedures and conditions for approval.

Of course, the rules established by the sport organization exist within the larger framework of the labor laws of the country in question. It is common that conditions for salaried employees within the organization are more favorable than those outlined in the national labor laws.

While the "XYZ" sports organization formalized the working hours of most of their salaried workers, this is not always done for elected members or volunteers. However, for an organization to function efficiently it is essential that an activity schedule listing dates of meetings, assemblies and sport events is defined and communicated to all members, including volunteers. This schedule is generally organized around the busiest periods and sport events that dominate the organization's activities.

Even though the management of human resources is sometimes described as finding a balance between contribution and remuneration, and it is hard to imagine an organization being able to function for long if a general feeling of inequity prevails amongst its members.

When it comes to salaried employees, the points formalized to constitute the organization's salary policy are as follows:

- A general remuneration scale for every position in the organization;
- The total amount paid for each position;
- The form of the remuneration, such as salary, bonuses and benefits in-kind;
- Definition of the rules covering changes to the remuneration, such as salary increases based on seniority or individual performance;
- The way in which human resources are paid, which may be based primarily on legal statutes, time worked or the results of this work (which can be measured quantitatively or qualitatively, using a short-term perspective, such as staging an event, or a longer-term perspective, such as a quadrennial).

Whatever components make up the remuneration policy, they are organized in a payment plan which covers the aspects outlined in Table 8.

REMURENATION	Salaried employees (fully employed)	- Base salary - Statutory bonuses - Performance-based bonuses
BENEFITS IN-KIND	Salaried employees (fully employed) and volunteers	- Moving expenses - Uniform allowance - Mobile telephone or laptop computer - Business vehicle - Business housing - Access to medical care - Educational grants - Family aid - Subscriptions or tickets for sport events - Decorations and medals
ALLOWANCES	Volunteers	- Compensation allowance, accounting for a true loss of earnings - Basic allowance
LONG-TERM SALARY	Salaried employees (fully employed)	- Retirement benefit, paid by the organization - Life insurance, paid by the organization

Table 8: Sample of payment plan

This table shows various factors that can affect remuneration and the way in which they apply to different categories of staff within the "XYZ" sport organization. It also shows that many of these factors can be used in the remuneration of elected members and volunteers, not just salaried employees.

The "XYZ" Sport organization developed a general remuneration policy for all members, including volunteers, and they are aware of the importance of non-monetary rewards for all employees, paid and unpaid.

We will discuss non-monetary rewards in more detail, but it is worth noting that the benefits in-kind outlined in Table 8 are likely as important to paid employees and volunteers, if not more important, than monetary remuneration. These non-monetary rewards help motivate staff and volunteers to perform at the highest level possible and to stay with the organization.

When it comes to recruiting new paid, full-time employees, the "XYZ" sports organization relies on traditional methods of recruiting. They use some help from job centers which are paid for by the government and are responsible for helping the unemployed find jobs or get training.

They also provide a service for businesses that need to advertise a vacancy and are generally free to use. They use job advertisements, which are the most common form of external recruitment. They are very efficient, because they can be found in many places (local and national newspapers, notice boards, recruitment fairs) and include some important information relating to the job (job title, pay package, location, job description, whether to apply by CV or application form), which helps with an early selection of a new employee.

Sometimes they use recruitment agencies, because they provide employers with details of suitable candidates for a vacancy and can sometimes be referred to as "head-hunters". But the most common method is personal recommendation (often referred to as "word of mouth") and can be a recommendation from a colleague at work. A full assessment of the candidate is still needed, however, but it potentially saves on advertising cost.

When it comes to recruiting volunteers, it is slightly different. Sports organizations have a less typical way of recruiting volunteers. They do not specifically approach individuals and ask them to volunteer. They accept only those volunteers who step forward and volunteer.

That is why this sports organization has only 5 volunteers, who asked to work in the organization, because they were either formal members or know the organization from the inside. However, the "XYZ" sports organization shows their volunteers that volunteering offers both tangible and intangible rewards.

It does not matter if the employee is a full-time, part-time or volunteer; there is a rule in the sports organization that everyone has to go through 80 hours of probationary work, which serves as training, too. Through this training (or probationary period), employee discovers and is trained about every single aspect of the "XYZ" sports organization. They get to know about everything.

They learn about fitness, group workouts, diet and nutrition, special administrative work, and even the little things that are important for organization – maintaining clean areas, the relationship to members, communication, various things concerning the work on reception, etc. When the candidate goes through probationary period, and if he sees himself working there, the organization puts him on a "verification" test, where they checks if he meets the standards and knowledge that are necessary to do the job for which he applied. After successfully passing the test/exam/verification, a new employee is ready to work in "XYZ".

However, the training does not end here. Every 3 months, the leading fitness and group workouts instructors prepare a weekend of education about new things that are happening in the fitness field. The training is obligatory for all the employees in the organization. They encourage all employees to join conventions and conferences about different topics relating to fitness and health in order to stay in touch and keep informed.

Administrative workers undergo training depending on the current situation. If there is something happening, there is a crisis or they just see that something is not right, the organization offers different seminars, invites experts willing to give talks to the employees, or reaches people from contrasting backgrounds to discuss the issues with the employees, which is more interesting – and more engaging – than traditional training.

The sports organization has to stay on the lookout for new technologies and opportunities, and arranges seminars so that their employees can explore them.

In the end, the most important thing in the "XYZ" sports organization is that they give their employees significant responsibilities, and by doing this, they allow themselves to be surprised at what they achieve; in return, they win their loyalty and commitment.

Once you have created this culture of opportunity, people see that there is scope for them to move up within the organization, because this is possible. They are more likely to strive to master their current positions so that they can be considered for promotion and further development. And what is a better motivation than this?

7   CONCLUSION

In an article reviewing the state of organizational behavior research in sport, Doherty (1998, p. 18) commented that, "it would seem that we know relatively little about organizational effectiveness, including the contribution of human resources."

However, after analyzing and reviewing the theory and making a case study, we can now devote time to our hypotheses.

H₁: *Human resources management function in sports organizations differs from human resources functions in other organizations.*

- Hypotheses is *DISPROVED*

Explanation:

Individual members of sports organizations are the main resource of the organization. Human resources are essential for the efficient operation of the organization and are necessary to obtain other resources such as money. Human resources management is therefore the means of optimizing the activities of the members, or human resources, of a sport organization so that it can achieve its mission and goals under optimal conditions. In short, it is a way of using individuals for the benefit of the organization. HRM is a component of general management, and as such it needs to serve the mission and objectives of the sports organization.

However, although there is a functional side to human resources management in sport organizations, which have a mission to promote sport as a means of individual education and development, human resources management must conform to the humanistic values that are the basis of sport itself. From this standpoint, human resources management is both a means and an end for sports organizations. If you agree that sport affords a philosophy of life, then this should be expressed in the activities that sports organization carries out. Human resources in sports organizations consist of both facilitating the education and development of individual and collective members and organizing and engaging them in activities consistent with the values of sport.

Sports organizations have a number of characteristics that make the management of human resources challenging. Most of them are small, informal organizations, as shown by the research carried out by the NOC Relations Department of the IOC in 2005 and 2006 that shows that the majority of sports organizations have fewer than 20 staff members. In addition, the human resources of most sports organizations are volunteers, with few if any paid personnel. This poses challenges for ensuring a committed, consistent and motivated staff.

Whether the staff consists of volunteers or paid employees, human resources is about matching the available human resources for organizing necessary activities (competences) with the time period within which these activities are required (availability). The challenge is for organizations to benefit from competent and available human resources.

In most sports organizations the human resources function does not necessarily correspond to a position on the organization chart. The position is often assumed by a president or secretary general, who is responsible for the strategic side of human resources management, such as overseeing recruitment, salary policy and career advancement, and by the person who manages daily personnel concerns like payroll and leave management. Sometimes this situation reduces the function to the most indispensable tasks, such as those explicitly subject to national labor law.

Despite the unique nature of sports organization, certain management activities, such as human resources management, are common to all organizations.

H$_2$: *In sports organizations, volunteers need to be managed differently from paid employees, because they are more likely to leave organization abruptly if they become dissatisfied*

- Hypotheses is <u>*CONFIRMED*</u>

Explanation:

Volunteer workers' job satisfaction may ultimately influence volunteers' intention to stay with their nonprofit sport organizations.

Nonprofit sport organizations and their managers should understand how volunteer workers) form the attitudes that affect their job satisfaction. By increasing the job satisfaction of volunteers, nonprofit sport organizations can enhance volunteer retention, and thereby save time and money otherwise spent continuously recruiting and training new volunteers (Clary, 2004).

Loyalty and contribution are not strong predictors of their overall job satisfaction due to their lesser time involvement in the organizations. Thus, the greater the level of friendship the leaders have with their volunteers, the higher the level of job satisfaction the volunteers enjoy.

Both leaders and volunteers are likely to be mutually dependent on one another for their performance in non-profit sport organizations (Hoye, 2006). The leaders' competency and professional skill might be another source of power that influences the volunteer's behavioral commitment toward their organization. Therefore, it is not surprising that the leaders' professional respect for the followers has an impact on the volunteer's intention to stay in their nonprofit sport organizations.

A psychological contract can be defined as an individual's beliefs about the terms of exchange between the individual and an organization (Morrison and Robinson, 1997), which demonstrates the volunteers' expectations that the organization will meet their needs and reward their contributions.

Clary and others (1998) indicated that volunteers' satisfaction depends on the extent to which their own motivations are met by their volunteer work, and if those motivations are being served, they continue to provide volunteer services.

Because volunteers do not get paid for services they provide to a nonprofit organization, even if they have high-quality relationships with their leaders, they may be more attracted by other job opportunities where they get monetarily compensated for their work.

Administrators or managers who want to influence the job satisfaction of volunteer members should put more emphasis on their perceived professional respect for the organization and their interpersonal attraction for it.

In this regard, managers should create an organizational climate and culture that supports the development of interpersonal relationships. Importantly, the leaders' roles appear to be more significant than those of followers in nonprofit sport organizations.

The volunteers' professional respect for their leaders can be facilitated through effective leadership. For example, providing a training program that enables them to work one-to-one would be helpful to improve their volunteers' skills and confidence.

Furthermore, leaders must initiate interactions with volunteers by actively communicating with them (Bower, 1997). Graen (1989) argued that there is a need for volunteers to be trained to improve their communication, listening, and feedback skills.

Effective communication may not only lead to friendship formation (elevating effect), but also is connected to job satisfaction. Moreover, developing trust in professional knowledge, skills, or abilities is essential to increase volunteers' commitment to the organization in terms of their intention to stay with the organization. Thus, it seems necessary to create an environment in which the organization believes that volunteers share their commitment and have the ability to effectively perform and pursue organizational goals.

A positive relationship between leaders and volunteers can influence the entire work experience in a positive manner (Gerstner and Day, 1997). Non-profit sport organizations and their managers should understand how volunteer workers form the attitudes that affect their job satisfaction.

By increasing the job satisfaction of volunteers, nonprofit sport organizations can enhance volunteer retention, and thereby save time and money otherwise spent continuously recruiting and training new volunteers (Clary, 2004). If organizations do not accomplish something to retain their volunteers, they will leave organization abruptly in pursuit of something better (adapted from Bang, 2011).

H₃: *In relation to volunteers in sports organizations, more attention is paid to their training and less attention to recruiting and selecting when compared to practices for paid staff.*

- Hypotheses is <u>CONFIRMED</u>

Explanation:

With regard to paid staff, the research findings highlight three key aspects of the way that people are managed.

First, there is a strong emphasis placed on the recruitment and selection of paid employees, but the facilitation of further employee development is not widely supported via formal systems of training.

Second, the emphasis on recruitment and selection rather than on training and development may reflect the changing nature of sport organizations' workforce requirements and the handing limitations of these organizations. As the industry professionalizes, employees are expected to be knowledgeable and passionate about the specific sport that the organization represents, and to also have relevant business and management skills and expertise. Therefore, instead of putting resources into training existing employees, sport organizations may feel that a significant personnel change is required, and may look to recruitment of new staff to meet new sport management requirements.

Third, the extra resources put into recruiting and selecting paid employees suggests that sport organizations generally believe that employing the right people will pay off in the long run.

In relation to volunteers, more attention was paid to their training and less attention to recruiting and selecting when compared to practices for paid employees. There are a number of possible reasons for this. First, in selecting volunteers, sport organizations are in many cases recruiting people without high levels of expertise to join the organization. Often they are not selecting, but rather are accepting people willing to give up their time.

Implicit in this is the notion that volunteers will receive basic training. Second, because volunteer numbers are declining, there is probably now more pressure than ever on sport organizations to take all who volunteer, even if they are not specifically skilled in the area for which they are recruited. Thus there is a need for more developmental training. Third, there are also statutory requirements to train volunteers in relation to compliance issues.

In the case of paid employees, these responsibilities may be inculcated over time and on the job and hence not be seen as specific training issues. Moreover, because of laws regulating employment, the organization is vicariously liable for the actions of paid staff and hence more able to legitimately and directly control their behaviors. On the other hand, the liability for volunteers is less clearly defined, and the responsibilities have to be more indirectly inculcated via training (adapted from Taylor and Mcgraw, 2006).

The phenomenon of the organization and relations within it is still the focus of studies in all areas of business and organizational science. If we pursue a definition that defines the organization as relationships which arise as a result of relations between members of the organization (Lipovec, 1987, p.35), we can conclude that the existence and effectiveness of an organization depends primarily on the ability of these relationships to respond to all needs and challenges of the environment, in which context the organization operates. The nature of these relationships is largely determined by the interpersonal relations between people in the context of their position in the organizational structure (adapted from Ivašković, 2002, p. 1).

The importance of human resources management processes is therefore obvious from the very definition of the organizational essence. The increased importance of human resources also emerges from the shrinking of industrial economies and the increased share of service activities in the developed economies.

In the last three decades there has been increased attention to intangible elements that determine the success of the organization.

Compared with traditional factors (such as structures, systems, technology, manufacturing processes) human resources is a factor which is by nature the most dynamic, unpredictable, and consequently the most difficult to imitate and as such the potential key to sustainable competitive advantage.

Only people are capable of learning, growth and can contribute to the improvement of other elements of the organization, which can be bought on the market (similar to Fitzenz, 1995, p. 45).

If we take into account the nature of sport products, its intangibility, heterogeneity and production indivisibility from the consummation (Buswell, 2004), huge investments and the adoption of sophisticated systems in HRM field are understandable (adapted from Ivašković, 2002, p. 1).

Over the past few decades representative/parent organizations of sporting activities have faced increasing pressure to adopt more sophisticated management systems and become more business oriented. In sport we have witnessed a gradual professionalization of sports organizations and a growing number of paid staff has been appointed to roles traditionally held by volunteers (Auld, 1997; Thibault, Slack and Hinings, 1991). This has led to changes in management issues and tensions as organizations transition from largely volunteer managed and governed approaches to a workforce that is a mixture of paid employees and volunteers (Nichols et al. 1998).

In combination with this shift, many of these sport organizations are currently facing difficulties recruiting and retaining volunteers (Burgham and Downward, 2005). The associated human resource issues highlight the pressing need for human resources management practices to effectively manage both paid and volunteer staff in sport organizations now and into the future.

In considering what HRM approaches would be most effective, the distinguishing characteristics of non-profit sport organizations should be taken into account.

Concurrently, contemporary organizational discourse has espoused the need for more effective use of human resources and strategically aligned business functions to improve business outcomes and provide competitive advantage (Barney, 1991; Becker et al., 1998; Koch and McGrath, 1996; Pfeffer, 1998).

Effective human resources practices in the areas of staff selection, training, and performance management have been identified in both the theoretical and empirical human resources management literature as crucial factors in helping organizations to achieve defined strategic outcomes (Purcell, 1999; Storey, 2001).

Theoretically, the literature is diverse and may encompass either simple integration approaches which stress alignment of HR and business strategy (e.g., Cook & Ferris, 1986); best practice or universalistic approaches which suggest a good outcome from investment in sophisticated HR systems, irrespective of context (e.g., Pfeffer,1998); or contingency based approaches whereby selective HR bundles are deployed to improve employee performance and provide competitive advantage (Storey, 2001) or improved business performance (Huselid, 1995). Whichever perspective is taken there seems to be universal agreement in the literature on the specific importance of effective systems in staff selection, development and the management of performance.

In this master's thesis we tried to outline the theoretical framework of human resources management in sports organization, and analyze the human resources management situation in the "XYZ" sports organization.

Managers of recreation, sport, and leisure services perform a variety of activities. Perhaps the most essential of these activities is the management of human resources. Every person associated with an organization, directly or indirectly, is a resource. These people might be recreation directors, event planners, sport managers, park supervisors, therapeutic recreation specialists, or outdoor leaders.

They might have full-time, part-time, seasonal, or voluntary status. It is a mistake to assume that these individuals will automatically fit together into a cohesive, coordinated team. Furthermore, it is an error to assume that people will automatically perform the appropriate tasks and perform those tasks in the most desirable manner. An effective team effort is essential to the operation of any organization, and it is the responsibility of the manager to make this happen.

But regardless of any of these facts, successful sports organizations require an approach to managing people, which ensures that each individual realizes his/her potential and one that leverages capabilities across groups and that provides a rewarding work environment.

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