

POSSESSION OF PREDISPOSITION FOR THE SAFETY OF BUSINESS MANAGEMENT IN SPORTS

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Abstract: The aim of this research is to determine the possession of predisposition for the success of doing business management in the sport. The study was conducted on a sample of 120 managers of sports clubs in Tuzla Canton and Brcko District. A sample of 20 variables is drawn from the survey "Do you have the potential to be a manager?". Survey results showed that 31 respondents possess many skills and abilities that are required for a successful manager; 63 respondents have some of the skills and abilities to successfully manage, and 26 respondents do not possess adequate skills and the ability to successfully manage others.

It is obvious that respondents who want to be successful managers need to pay attention to the managerial skills and techniques in which they feel the weakest.

It is logical that different levels of management require different levels of given skills and knowledge. At lower levels of management the need for a higher level of technical knowledge is pronounced. The fact is that –top managers, in contrast to managers at lower levels of the organization, must have a high ability of conceptual thinking based on a high degree of creation and imagination. These are the qualities and skills that cannot be acquired through the educational process.

Keywords: managers, skills, abilities, management, success.

INTRODUCTION

"The Art of Conducting by, with, or through other people."

Mary Parker Follett

The word "manager" implies professional managers, hired professionals from this field within the organization, who are authorized to lead its business and tasked to do so in a more efficient and effective way.

Many authors define management in different ways. The most widely cited definition of management is the definition of an American business theorist from the early 1930s Mary P. Follet, which defines management as "... the art of doing jobs with people's help". Without going deeper into the elaboration of the various definitions of management in this book, management is defined as (1) all business activities (managerial functions) (2) performed by managers, (3) within the appropriate business-organizational form (organization), (4) by engaging the necessary resources (5) with the tendency to ensure a proper balance between effectiveness and efficiency over a short and long term.

Sports professionalism brought a whole new philosophical and business approach to sports. Coaches, players and other active sportsmen started to work for money. This change has allowed the birth of a completely new sphere of sports in "sport management". Sport management today represents a new practical and scientific field that deals with the business side of sports (Mikić, 2013).

Sports management is a discipline that, apart from theoretical, has important practical application.

Sport management is a process of forecasting, modeling, planning, programming, organizing, managing and securing policies and controlling people, material, financial and other organizational resources of a sports organization. Sport management as part of the general management deals with specific problems of organization and

management in sports or in a particular sports organization with the rational use of limited resources. (Bartoluci, Škorić, 2009).

The task of sports management is to analyze problems in sport, determine the causes of the situation, choose various, alternative solutions in order to achieve the goals as successful as possible. The goals of management in sports are specific, and can be classified as, achieving sports goals in a certain time and achieving business goals of a sports organization. The objectives are mutually conditioned because the achievement of sports results is not possible without the achievement of business goals (organizational, material, financial). At the same time, the level of sports results directly affects the achievement of business goals such as club income, material costs, salaries, taxes, etc. Therefore, the fundamental function of sports management is related to achieving the goals of sports organizations (Mikić, 2013).

The process of managing sports organizations is a process of guiding and influencing collaborators and executives in achieving the goals of a sports organization (Mikić, 2013).

Management of organizations is significantly different today than ever before in history.

Although the majority wants to manage because of excitement, status, power and other responsibilities, managerial guidance is not something that comes with itself. Successful managerial leadership requires certain skills, competencies, competencies, as well as a desire for managerial leadership (Mikić, 2013).

The aim of this research is to determine managerial roles and predispositions for the performance of managerial tasks in sport.

METHODOLOGY OF RESEARCH

Sample respondents

The population from which the sample of respondents was drawn up were managers of sports clubs: football, basketball, volleyball, handball, tennis and karate. The sample consisted of 120 managers of sports clubs in Tuzla Canton and Brcko District.

Variables

The sample variables predicate the questions from the Questionnaire “Do you have a predisposition to be a manager” (Source: Robbins PS, De Cenzo AD, 1998, 14-15). A total of 20 variables were applied.

1. MUDRHR - I can make others do what I want to do
2. JUPSRU - I always evaluate my work assignments
3. NVDMKI - I do not like mixing into office intrigues
4. VSKZOP - I love the freedom that open-ended goals provide.
5. RNKSUM - I do the best when things are settled and calm
6. UOPVGLJ - I enjoy the oratorical presentations to large groups of people
7. SUSSOZ - I'm sure of my ability to do difficult tasks
8. NEVOPI - I do not like to write
9. VRTPRO - I like to solve difficult problems
10. JASOOS - I'm an organized person
11. TJRDDP - It's hard for me to tell others that they have made a mistake
12. VDRFSD - I like to work fixed hours every day
13. GNRPTP - I'm looking at paperwork as a trivial business
14. VPDNNS - I like helping others learn new things
15. VORASA - I like to work alone
16. VDVKZŠ - I believe that it is important who you know, not what you know
17. VRNSIV - I like to do several things at the same time
18. DSUSNO - I'm good at managing money
19. RVSPSK - I prefer to get out of the quarrel rather than let things get out of control
20. ZRANAR - I can work on my computer.

Description of research and data processing

The survey was conducted on a sample of 120 respondents - managers of sports clubs with the goal of determining whether the respondents have a managerial talent, or whether they have predispositions to be managers. The obtained results of the conducted questionnaire were processed and interpreted on the basis of the following criteria:

For questions 1,2,4,6,7,9,10,11,13,14,16,17,18 and 20 give 5 points for each KJ response, 4 points for SM, 3 points for NS, 2 points for DS, one point for PS. For other questions, score in the opposite order, which means 1 point for KJ, 2 points for SM, etc. Count points. What does the total score mean?

The maximum number of points is 100. The number of points between 80 and 100 indicates that you possess many skills that a successful manager needs. The given score indicates that you also have a strong desire to manage others. The number of points between 40 and 79 indicates that you have some of the abilities to manage successfully, but you need a little improvement. Learning new skills and experiences can serve you. The number of points below 40 indicates that your abilities are hidden and that you have low desire to manage others. Someone in this category who wants to be a manager should pay attention to the managerial skills and techniques in which he feels the weakest.

The data were processed with basic descriptive statistics and expressed through frequencies and percentages.

RESULTS AND DISCUSSION

In Table 1, an assessment of each issue of managerial talent is expressed through frequency and percentage.

Table 1. Estimation of responses expressed through frequencies and percentages

Br.	Variables	KJ	SM	NS	DS	PS	Summary
1.	MUDRHR	18 15%	76 63,3%	18 15%	8 6,6%	-	120 100 %
2.	JUPSRU	32 26,6%	54 45%	24 20%	8 6,6%	2 1,6%	120 100%
3.	NVDMKI	22 18,3%	34 28,3%	26 21,6%	18 15%	20 16,6%	120 100%
4.	VSKZOP	60 50%	31 25,8%	16 13,3%	13 10,8	-	120 100%
5.	RNKSUM	46 38,3%	28 23,3%	23 19,1%	14 11,6	7 5,8	120 100%
6.	UOPVGLJ	42 35%	36 30%	31 25,8%	7 5,8%	4 3,3	120 100%
7.	SUSSOZ	62 51,6%	27 22,5%	20 16,6%	9 7,5%	2 1,6%	120 100%
8.	NEVOPI	58 48,3%	23 19,1%	21 17,5%	15 12,5%	3 2,5%	120 100%
9.	VRTPRO	59 49,1%	18 15%	28 23,3%	10 8,3%	5 4,1%	120 100%
10	JASOOS	51 42,5%	21 17,5%	24 20%	15 12,5%	9 7,5%	120 100%
11.	TJRDDP	38 31,6%	29 24,1%	31 25,8%	16 13,3	6 5%	120 100%
12.	VDRFSD	29 24,1%	32 26,6%	28 23,3%	24 20,0%	7 5,8%	120 100%
13.	GNRPTP	53 44,1%	27 22,5%	19 15,8%	16 13,3%	5 4,1%	120 100%
14.	VPDNNS	59 49,1%	28 23,3%	27 22,5%	4 3,3%	2 1,6%	120 100%
15.	VORASA	71 59,1%	19 15,8%	22 18,3%	6 5%	2 1,6%	120 100%
16.	VDVKZŠ	68 56,6%	14 11,6%	18 15%	15 12,5%	5 4,1%	120 100%
17.	VRNSIV	49 40,8%	21 17,5%	24 20%	19 15,8%	7 5,8%	120 100%
18.	DSUSNO	46 38,3%	26 21,6%	31 25,8%	13 10,8%	4 3,3%	120 100%
19.	RVSPSK	61 50,8%	18 15%	19 15,8%	16 13,3%	6 5%	120 100%
20.	ZRANAR	108 90%	6 5%	-	6 5%	-	120 100%

Table 1 shows the frequencies and percentages for each given answer to the question asked. We will analyze only some of the answers offered. Question No. 1, which represents the first offered variable MUDRHR – I can make others do what I want to do, 76 respondents or 63.3% responded to the second alternative SIMILAR TO ME. This

means that the manager can influence 63.3% of his subordinates to do what he wants.

To the question no. 7, which represents the seventh offered variable SUSSOZ - I'm sure of my ability to do difficult tasks, 62 respondents or 51.6% answered to the first alternative, LIKE ME. This means that the manager thinks that 51.6% of his subordinates are sure of their ability to perform difficult tasks like him.

To the question no. 15, which represents the fifteen variable VORASA - I like to work alone, 71 respondents or 59.1% responded to the first alternative, which means that 59.1% of respondents have the same opinion as their superior manager.

To the question no. 16, which represents the sixteenth variable VDVKZŠ - I believe that it is important who you know, not what you know, 68 respondents or 56.6% answered to the first alternative, I. This means in concrete terms that 56.6% of respondents consider, as their superiors, that it is important who you know. It is interesting that more than 50% of respondents are of the same opinion as their superiors that it is important who you know. Such opinion is probably a reflection of the state of affairs in society, that is, the great influence in decision making is the one of party affiliation and the corruption of the decision-making structures.

Table 2. Results of a survey of managerial talent

Number of respondents	Number of points	Having managerial talent
31	80 – 100	Possessing the skills needed for a successful manager
63	40 – 79	Possessing some of the abilities to manage successfully
26	< 40	Little desire to manage others
Total: 120	-	-

In Table 2, the results of the Survey on Ownership of Managerial Talent are presented.

The results of the survey show that 31 respondents possess many skills that are needed for a successful manager. The score also indicates that these managers have a strong desire to manage others.

Analyzing further research results, it can be concluded that 63 respondents have some of the abilities to manage successfully, but they need further improvement. Learning new skills and experiences can be used to improve management.

The results indicate that in 26 respondents the abilities are hidden and they have low desire to manage others. Someone in this category of respondents who wants to be a manager should pay attention to the managerial skills and techniques in which he feels the weakest.

CONCLUSION

Successful managers must possess appropriate managerial skills, in addition to desirable managerial experience. The demand for managerial work, especially at higher organizational levels, is also reflected in the fact that managers, in addition to a high educational level, must also possess appropriate skills that cannot be acquired through the educational process itself. The presented results show that 31 respondents possess many skills and abilities that are needed for a successful manager.

The knowledge and skills that managers must possess can be classified into three categories (Katz, RL, 1974, according to Šunje 2002): technical knowledge in terms of knowing the way of doing business process, interpersonal skills in terms of communication skills with others, skills of working with others and the ability to motivate others, conceptual abilities in terms of the ability of managers to think conceptually, activating the “right side of the brain”, with a high degree of imagination and creativity.

It is logical that different levels of management require different levels of given skills and knowledge. Lower levels of management are more demanding for a higher level of technical knowledge. This study found that 63 respondents had some of their abilities and skills for successful management, but they need further advancement and acquisition of new knowledge and skills, as well as acquiring experience. The fact is that top managers, unlike managers at lower organizational levels, must have a high ability of conceptual thinking based on a high degree of creativity and imagination. These are the characteristics and skills that cannot be acquired through the educational process.

The results of this research are partly related to the possession of some skills for successful management, and are consistent with the research that has been carried out (Šunje, 2002, Biberović et al.).

It was found that 26 respondents do not possess adequate management skills. It is certain that if someone in this category of respondents has a desire to be a manager, he should pay more attention to the managerial skills and techniques in which he feels the weakest.

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POSJEDOVANJE PREDISPOZICIJA ZA USPJEŠNOST OBAVLJANJA MENADŽERSKIH POSLOVA U SPORTU

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Apstrakt: Cilj ovog istraživanja je utvrđivanje posjedovanja predispozicija za uspješnost obavljanja menadžerskih poslova u sportu. Istraživanje je provedeno na uzorku od 120 rukovodilaca sportskih klubova sa teritorije Tuzlanskog kantona i Brčko distrikta. Uzorak od 20 varijabli je izvučen iz upitnika „Imaš li predispozicije da budeš menadžer?“. Rezultati istraživanja pokazuju da 31 ispitanik posjeduje mnoge vještine i sposobnosti koje su potrebne uspješnom menadžeru, 63 ispitanika posjeduju neke od vještina i sposobnosti za uspješno upravljanje i 26 ispitanika ne posjeduju adekvatne vještine i sposobnosti za uspješno upravljanje drugima.

Očigledno je da ispitanici koji žele da uspješno upravljaju treba da obrate pažnju na menadžerske vještine i tehnike u kojima se osjećaju najslabijim.

Logično je da različiti nivoi menadžmenta imaju potrebu za različitim nivoima datih vještina i znanja. Na nižim nivoima menadžmenta izraženija je potreba za većim nivoom tehničkih znanja. Činjenica je da top – menadžeri, za razliku od menadžera na nižim organizacionim nivoima, moraju posjedovati visoku sposobnost konceptualnog promišljanja zasnovanu na visokom stepenu kreacije i imaginacije. Riječ je o osobinama i vještinama koje se ne mogu steći kroz edukacijski proces.

Ključne riječi: menadžeri, vještine, sposobnosti, upravljanje, uspješnost.