

LEADERSHIP IN NON GOVERNMENTAL SPORTS ORGANISATIONS IN SLOVENIA

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BACKGROUND: Voluntary work represents 13.5% of the economic strength of Slovenian extra curricular sport (Jurak & Bednarik, 2006). Therefore, managing such a significant source is an important task of Slovenian sports management.

OBJECTIVE: The purpose of this study was to discover the existing characteristics of the leadership of voluntary workers in Slovenian non governmental sports organisations.

METHODS: Research was carried out on a stratified sample of 190 leaders of non governmental sports organisations, who work in different segments of Slovenian sport. A questionnaire on styles of leadership, based on the Hersey-Blanchard situation model of leadership, was used in order to measure different styles of leadership.

RESULTS: The study revealed that the leaders in sports organisations most often use the selling style of leadership (42% of cases), then the participating style (37%), whereas the telling style (12%) and delegating style (9%) are used rarely. Leaders adjust the style of leadership to individual circumstances; however, they do not use suitable style of leading for the level of follower readiness and circumstances. The style of leadership does not have a direct impact on the measured indicators of the success of sports organisations. The findings lead to the conclusion that the leadership of Slovenian non governmental sports organisations is generally blind to the importance of leadership in this context.

CONCLUSIONS: Considering the above average results of the entire range of Slovenian sport, it can be assumed that the voluntary work in sports organisations represents one of the competitive advantages in our society. Thus, particular attention has to be paid to its developmental possibilities. The findings of the study lead to the suggestion of the foundation of a national strategy of voluntary work in sport.

Keywords: Sports management, volunteers, organisational successfulness, situational model of leadership.

INTRODUCTION

Leadership in sport as a part of sports management

We use the definition by Chelladurai (1994, p. 15), stating that "sports management is a field of management, interested in bringing together limited human and material resources in sport, suitable technologies and possibilities in given circumstances in order to achieve efficient production and exchange of sports services", which emphasises coordination as a central role of the term sports management. Mere understanding of "technical functions" of management (planning, organising, leading and controlling) is not sufficient for its successful realisation. Moreover, it requires effective leadership, such as influencing the coworkers, their encouragement and guiding towards desired goals, which some consider to be a social system (Gibson, Ivancevich, & Donnelly, 1994; Kotter, 1998; Schermerhorn, Hunt, & Osborn, 2004; Robbins, 2005). Realisation of management tasks requires conceptual, interpersonal, technical and communicational abilities (Možina, 1994). In their execution, a manager undertakes different interpersonal, informational and decision making roles (Mintzberg, 1989).

Souice (1994) considers leadership to be the most important managing activity of a sports manager. According to his model of the influence of individual variables on the organisational successfulness, managing leadership has a potential effect on human variables and consequently on organisational successfulness. This is particularly important in a global business environment, where organisations have nearly equal access to everything but human resources. Competition advantages can be created mostly with the choice of new coworkers, their training and a style of leadership that facilitates their creative power.

Nearly 80% of workers in Slovenian sports non governmental organisations (NGOs) are volunteers; their work represents 65% of the total work in NGOs (Bednarik et al., 1998; Jurak, Bednarik, & Kolenc, 2007). The estimated contribution of volunteer work to the income of NGOs is nearly 15% (Bednarik et al., 2000, 2001a). It is estimated that volunteer work represents 13.5% of economic strength outside the educational system, equalling to 81.2 million EUR or 0.311% of GDP (Jurak & Bednarik, 2006). The volume of volunteer work lags behind that in more developed European countries

(Jurak, 2006); nevertheless, this is expected in relation of volunteer work to the GDP.

Sport in Slovenia could not find a substitute for the loss of volunteer work, yet the importance of this resource is barely visible in its leadership. This can be seen in the quality of volunteering work, which (as a result of its characteristics) is placed somewhere between the two extreme statements: "Better a well paid professional than a seemingly cheap, yet expensive volunteer" and "There would be no sport without volunteers, particularly at lower competitive and recreational levels." Regardless of the quality of work done, volunteer work carries an importance of such magnitude that it requires a professional approach to people who are willing to work free of charge in sports organisations. Slak (2008) claimed that even in sport tourism there are managers with not enough knowledge about managing in sport.

Volunteers in sport

The European Council defines volunteer work as a non paid activity, which results in no more than the reimbursement of expenses. Working free of charge is a competitive advantage of volunteers. People who decide on volunteer work characteristically have a large internal motivation for fulfilling a specific work (Farrell, Johnston, & Twynam, 1998; Watt, 2003). According to Herzberg's (1959 in Lipičnik & Mežnar, 1998) classification of money between so called hygienists, there should be no difference in the contents and the quality of volunteer work and the leadership of volunteers should be even easier. Nevertheless, there are other factors that point to more complex relationship (Jurak, 2006). They include the limited time of volunteers, their different needs and motivation and a high degree of personal independence. These factors, in combination with a lack of payment for work done and consequently the importance of other forms of reward, require: good understanding of the characteristics of volunteers, the presence of empathy for volunteering responsibility, well defined work tasks in sports organisations, a suitable choice of these tasks according to the characteristics of a volunteer, suitable mechanisms for planning, organising and controlling of working tasks, a suitable developmental process that enables the personal development of volunteers as a result of non paid work, suitable rewarding of volunteers etc. (Watt, 2003; Brudney, 2001; Nelson, 2001; Pearce, 2001).

It can be seen that the problems of working with volunteers are not those of the volunteers, but from the organisations and their leadership. Many prerequisites for successful leadership of volunteers extend to so called administrative and organisational variables, which can be established with the organisational culture. The development of such mechanisms in sports organisations is particularly important from the aspect of findings about

the connection of organisational culture with the success of organisations (Schein, 2004).

Leadership and successfulness of sports organisation

Leadership is a subject of research in several scientific branches; as a result, it is a common topic of professional and scientific debate. Furthermore, the aspects and approaches to studying of leadership also vary. Aspects related to an individual could be called the motivational bases of leadership; aspects related to actions of a leader could be called the behavioural bases. In researching behavioural bases, various authors have attempted to simplify the subject with models that can be in general divided in four groups (Jurak, 2006): models of personal characteristics of a leader, behavioural models of a leader, situational models and modern concepts of leadership.

Recently, the biggest proportion of research studies in the field of leadership have been carried out on the hypotheses of one of the most popular modern concepts: transactional and transformational leadership (Dimovski, Škerlavaj, & Zagoršek, 2007); the same is also true in sport. Based on a review of several studies, Souice (1994) concluded that the leadership in sports organisations is relatively democratic and participative, whereas leaders in competitive sport are more orientated towards goals than interpersonal relationships. Independent variables, such as age, gender, experience etc. are inconsistent with the type of leadership. Findings by Chelladurai et al. (1987) revealed that leadership is conditioned with social culture and type of sport. Several authors (Gibson, 1995; Doherty, 1997; Öztürk, 2000) concluded that behaviour, patterns, characteristics and activities of successful leaders of sports organisations coincide with the paradigm of transformational leadership.

Findings from the research about the effect of leadership on the successfulness of sports organisations are contradictory and point mostly to the positive effect of an indirect style of leadership on the successfulness of organisation. Some authors (Prujn & Boucher, 1995; Bourner & Weese, 1995; Kent, 1995; Weese, 1996; Lim & Cromartie, 2001; Hsu, Bell, & Cheng, 2002) concluded that transformational leadership does not have an effect on the success of the organisation. The majority of these authors have also found out that this style of leadership is connected with the organisational culture, which in turn has an important effect on organisational success (Schein, 2004).

The term "organisational success" is one of the most controversial and complex concepts in management. Success can be viewed according to the input of the organisation (e.g. material; resources – sponsorship, donations, public; people – volunteers, professionals; values; expectations), internal processes (decision mak-

ing about the running of the organisation, participation of parents in the running of the organisation) or output (e.g. sports result, income of the organisation). It is particularly difficult to define the success of NGOs (Rainey, 1991, pp. 207–222), and the majority of sports organisations are of this type, as their evaluation is a matter of comparison and a multidimensional phenomenon. Researchers have, on the basis of models, developed various instruments for measuring the success of sports organisations¹; it is interesting to note that the size of an organisation in sport influences almost all dimensions of successfulness (Koski, 1995 in Watt, 2003).

Several authors (Weese, 1994; Doherty & Danylchuk, 1996; Dexter, 2002) have found positive effects of transformational style of leadership on the satisfaction of employees. Weese (1994) has also found a positive effect on productivity and organisational successfulness, whereas Hsu (2002) found direct and indirect effects (via organisational culture) of such leadership on the successfulness of sports organisation. These results have been confirmed with findings by Schein (2004), stating that this style of leadership creates conditions for the development of organisational culture, which is decisive for the success of organisation.

Contradictory findings could be clarified with the help of Soucie's explanation (1994) about the joint influence of other factors on the success of organisations. Soucie assumes that the managing style of leadership can only have potential influence on human factors and consequently on organisational successfulness, yet it does not have an effect on the so called administrative and organisational variables, such as administrative behaviour, goal setting, formation of work tasks, system of rewarding and encouragement, communication system, sources and support, monitoring strategies, formal authoritative system, nature of goals and guidelines etc. The influence of a leadership can also be smaller as a result of leadership substitution (Schermerhorn et al., 2004). Certain characteristics of tasks, performed by subordinates, and the organisation of these tasks can also assume the effects of leadership. According to findings by Schein (2004) and the origins of situational models, it can be assumed that the managing leadership also has an influence on administrative and organisational variables; nevertheless, this influence is significantly lesser than on human variables seen in Soucie's model.

It can be assumed from the stated findings and their explanation that leadership explains the success of a sports organisation to a lesser degree; therefore, significant correlations between the mentioned dimensions are not a rule. It does not mean that the correlations are not important, though. Findings of authors about positive correlation of leadership and organisational culture

reveal that leadership is one of the important factors of an organisational culture and thus indirectly influences the success of an organisation. This correlation is particularly important in view of the non private relationship in the majority of Slovenian sports organisations² and the frequent turnover of sports club leaders; in this case, the organisational culture can represent an element that will ensure the long term success of a sports organisation.

The presence of volunteers, their characteristics and effect on organisational targets and processes define the specific leadership of sports NGOs. According to Chelladurai's model of leadership (1980, 2001), the most appropriate style of leadership of volunteers is the democratic understanding style of leadership. A review of literature has not revealed studies on styles of leadership of volunteers. As people are the most unpredictable element in the model of sports management and since working with volunteers is difficult, the success of managing such an important source of Slovenian sports organisations will to a great extent rely particularly on the leadership of volunteers. The purpose of the present study is to observe the existing characteristics of the leadership of volunteers in Slovenian sports organisations. This could facilitate the formation of measures required for the development of competitive advantages of Slovenian sport and, in the light of economic possibilities, also the development of wider society.

METHODOLOGY

The present study is limited to studying the formal leadership of managers. A previously verified questionnaire on leadership, based on the Hersey-Blanchard situational model of leadership, has been adjusted for the purpose of the study and supplemented with groups of questions about the characteristics of sports organisation, the characteristics of working with volunteers within the organisation and the characteristics of a leader.

Sample of measured subjects

Sampling was used to define a sample that would, as much as possible, reflect the dispersal of sports organisations according to the type of sport. The sample included 190 leaders of sports NGOs, who work in various segments of Slovenian sport (competitive sport, sport for all), are active in 59 different sports and work on different levels (clubs, associations, national sports governing bodies). The sample represents 3.5% of the total number of leaders, calculated from the number of active sports organisations.

¹ Organizational Effectiveness Questionnaire (OEQ).

² Sport clubs are one of the most frequent providers of sport in Slovenia and they carry out approximately 28% of organised sports activities in Slovenia (Strel et al., 1997). They mainly include volunteers (Jurak & Bednarik, 2006).

Sample of measured variables

The group of variables used for measuring the style of leadership was represented with 12 circumstances which could occur in a working environment. The circumstances represented a problem in leadership for various degrees of the follower readiness/responsibility of members of that organisation. Each circumstance offered four possible answers and the measured subjects had to choose the closest one to their own response. The results of the questionnaire show the frequency of the individual style of leadership used and lead to conclusions about the dominant style of leadership. The questionnaire also measures the adaptability of the leadership style in the sense of how much a leader is capable of adapting the used style of leadership to individual circumstances. An example of a question is presented below:

You have been thinking about an organisational change that is new to the entire group. Group members have already given suggestions for execution of the change. The group is productive and has shown an ability to adapt. You will:

- A organise a change and carefully monitor its execution;
- B plan the change together with the group, but allow the group members to organise its execution themselves;
- C be ready to accept certain suggestions, but will monitor the execution of a change;
- D avoid a discussion about the question and let things go their natural way.

Measuring procedures were used to find the frequency rate of individual styles of leadership and consequently the most often used style of leadership and an adaptability of a leader when choosing a style of leadership according to circumstances (readiness of followers).

Data collection

Firstly, an internet application of the questionnaire was prepared. The measured subjects, who have been selected from the registry of sports organisations, were notified via email at the end of August 2005 about the purpose and the procedure of the research. The subjects were asked to give their consent for the use of collected data in scientific research purposes, assured that their identity would not be recognisable or detectable and were then asked to fill in an internet questionnaire. Several letters of request were required; then, on the basis of analysis of representation of sampling according to the strata criteria, a sample was created after 14 weeks of data collection.

Data analysis

Firstly, simple descriptive statistics has been calculated for all the variables. The normal distribution has been tested with a Kolmogor-Smirnov test. The reliability of the Hersey-Blanchard questionnaire was analysed with a Cronbach alpha test. According to the characteristics of selected variables, suitable correlation coefficients were used. The significance of differences between the groups of leaders with different styles of leadership was examined with discriminant analysis.

TABLE 1

Selected variables

Abbreviation	Measuring procedure
Leadership	
S1	Telling style of leadership
S2	Selling style of leadership
S3	Participating style of leadership
S4	Delegating style of leadership
STYLE	Dominant style of leadership
FLX	Adaptability of the leadership style
Follower readiness	
V_EXP	Evaluation of the leader about the expertise of volunteers
V_MOT	Evaluation of the leader about the motivation of volunteers for work
V_DIL	Evaluation of the leader about the diligence of volunteers
Successfulness of sports organisation	
INC	Income of sports organisation in 2004 (source AJ PES in EUR)
CRDN	Care density: number of volunteers per 100 members in the organisation
VV100N	Volume of weekly volunteer work per 100 members in the organisation
HT	Total weekly volume of work in sports organisation
HV_N	Weekly volume of volunteer work per member of sports organisation
HP_N	Weekly volume of paid work per member of sports organisation

RESULTS

The analysis includes only measured subjects who have provided answers to all questions on circumstances; therefore, the proportion of answers in this part of the study is perfect.

TABLE 2

Reliability of the questionnaire about the styles of leadership

Style of leadership	Cronbach Alpha
Telling (S1)	.457
Selling (S2)	.273
Participating (S3)	.374
Delegating (S4)	.371

The reliability values of the Hersey-Blanchard questionnaire about the self evaluation of leadership are relatively low for the given sample (TABLE 2). The highest reliability was revealed for the telling style of leadership (S1).

TABLE 3

Basic statistical indicators of the styles of leadership

var	N	Mean	SD	Min	Max
S1	190	1.426	1.408	0	8
S2	190	5.032	1.793	1	10
S3	190	4.442	1.867	0	9
S4	190	1.095	1.118	0	6
STYLE	190	2.447	0.568	1	4
FLX	190	13.242	9.476	-14	40
V_EXP	176	4.426	1.066	1	6
V_MOT	177	4.412	1.180	1	6
V_DIL	184	4.908	0.985	1	6
INC	190	42.067	122.546	0	1.372.321
CRDN	175	17.83	26.36	0	181.82
VV100N	177	43.68	109.35	0	1250.00
HT	190	51.78	90.84	0	933.00
HV_N	183	.37	2.16	0	28.34
HP_N	187	.05	.21	0	1.67

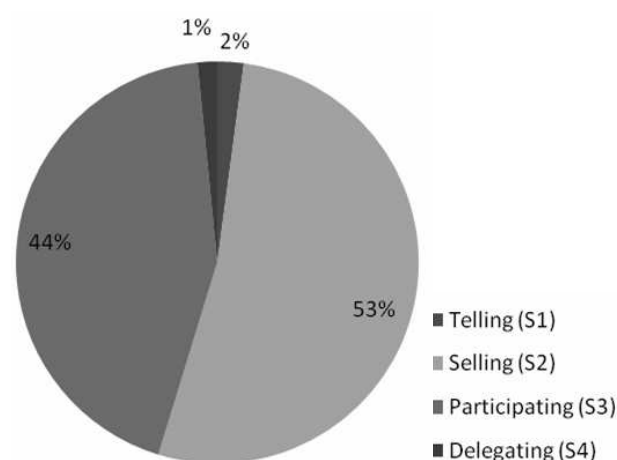
The average values show that the leaders of sports NGOs most often use the selling style of leadership (S2), according to the Hersey-Blanchard model of leadership (TABLE 3). On average, it is used in five out of twelve circumstances, which amounts to 42% of cases. It is followed by the participating style of leadership (S3), which is used in 37% of cases, whereas the telling (S1) and delegating (S4) styles of leadership are used very rarely; the former in 12% and the latter in 9% of cases. The high average value of the variable adaptability of the style of leadership (FLX) compared to the lowest and highest value shows that the leaders of sports organisa-

tion often adapt their style of leadership to individual circumstances.

Two statistically significant correlations between the choice of different styles of leadership and the follower readiness of organisation members have been revealed. A higher correlation ($r = -.243$) on the level of statistical significance .01 indicates a negative correlation between the telling style of leadership (S1) and the diligence of volunteers. A second correlation ($r = -.156$) indicates a negative correlation of motivation with the delegating style of leadership (S4).

Fig. 1

Number of leaders according to the dominant style of leadership



A dominant style of leadership (STYLE) has been attributed to individual leaders of sports organisations according to the most often used type of leadership. The selling style of leadership (S2) can be attributed to the majority of leaders. A slightly lower percentage of leaders use the participating style of leadership (S3), whereas the telling (S1) and delegating (S4) styles are used hardly ever (Fig. 1). An analysis of differences between selected indicators of the success of sports organisations according to the dominant style of leadership has not revealed any statistically significant differences according to either general terms or individual variables that define the success of sports organisations.

DISCUSSION

The reliability of the questionnaire about the style of leadership is low; therefore, all the results have to be viewed and discussed with some reservation. Highly similar reliability of the same questionnaire has also been revealed by Kajtna (2006) on a sample of the Slovenian population, whilst some other authors did not include information on reliability. Some findings (Prujn

TABLE 4

Correlations between the choice of different styles of leadership and variables of follower readiness

		S1	S2	S3	S4	V_DIL	V_MOT	V_EXP
S1	r	1.000	-.077	-.521**	-.261**	-.243**	-.066	-.139
	p	.	.293	.000	.000	.001	.382	.066
	N	190	190	190	190	184	177	176
S2	r	-.077	1.000	-.644**	-.440**	.019	.071	.039
	p	.293	.	.000	.000	.799	.345	.605
	N	190	190	190	190	184	177	176
S3	r	-.521**	-.644**	1.000	.023	.132	.074	.119
	p	.000	.000	.	.754	.075	.328	.117
	N	190	190	190	190	184	177	176
S4	r	-.261**	-.440**	.023	1.000	.053	-.156*	-.093
	p	.000	.000	.754	.	.474	.038	.220
	N	190	190	190	190	184	177	176
V_DIL	r	-.243**	.019	.132	.053	1.000	.587**	.492**
	p	.001	.799	.075	.474	.	.000	.000
	N	184	184	184	184	184	174	175
V_MOT	r	-.066	.071	.074	-.156*	.587**	1.000	.447**
	p	.382	.345	.328	.038	.000	.	.000
	N	177	177	177	177	174	177	174
V_EXP	r	-.139	.039	.119	-.093	.492**	.447**	1.000
	p	.066	.605	.117	.220	.000	.000	.
	N	176	176	176	176	175	174	176

Legend: *p < .05, ** p < .01

& Boucher, 1995) show that the characteristics of sports NGOs can cause inaccuracies in results acquired with the use of instruments that were developed for the private or public sector and are proclaimed as universal. Obviously, a questionnaire is more suitable for specific evaluation of a discrete style of leadership and, in this way, related advising activities for every leader and less for research work.

Leaders of sports NGOs most often use the so called selling, mentoring, instructing or educating-convincing style of leadership (S2), which is suitable for leading more interested co-workers, whose knowledge and abilities are on a relatively low level (Fig. 2). Leading is therefore directed more towards describing and convincing and less towards ordering. The second most often used style of leadership is the participating or supportive style of leadership (S3), which is suitable for members that have sufficiently developed knowledge and abilities; however, they do not show high enough level of interest for participation. Leaders, therefore, try in various ways to encourage members of the organisation to cooperate.

The evaluation of the follower readiness of members of sports organisation (Jurak et al., 2007) is to the greatest extent comparable with a status, described in Hersey-Blanchard's model as readiness R4 (Fig. 2). It defines co-workers who have knowledge, are motivated and confident in their work. These conditions are best

for the delegating style of leadership (S4), which in sports NGOs is used least often.

Two assumptions can be made at this point. The first one is that leaders use an inappropriate style of leadership for the follower readiness of their co-workers; the second is that leaders incorrectly evaluate the follower readiness of co-workers and use the correct style of leadership for their level of follower readiness.

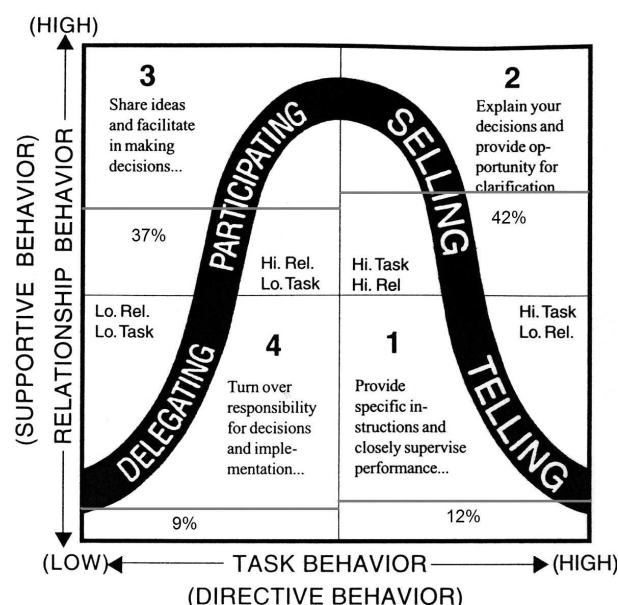
In order to evaluate how correct the leaders of sports NGOs are in using the particular style of leadership for the level of follower readiness of their co-workers, the research included a study of correlation characteristics between the style of leadership and the level of follower readiness (TABLE 4). It has been defined with following characteristics:

- knowledge and the abilities of members with the variable evaluation of a leader about the expertise of volunteers (V_EXP),
- interest for cooperation with variables evaluation of the leader about the motivation of volunteers for work (V_MOT) and evaluation of the leaders about the diligence of volunteers (V_DIL)³.

³ The variable does not directly reflect a dimension work handling and self-confidence as an element of readiness; however, the authors of the model also use a term diligence when describing this dimension (see R2). Due to this reservation, fewer significant correlations were presumed for these variables.

Fig. 2

Styles of leadership of the leaders of sports organisations according to Hersey-Blanchard model



FOLLOWER READINESS

HIGH	MODERATE		LOW
R4	R3	R2	R1
Able & Willing & Confident	Able but Unwilling or Insecure	Unable but Willing or Confident	Unable & Unwilling or Insecure

Legend:

Adapted according to our research results by Hersey (1997).

According to the model definition (see follower readiness, Fig. 1) the correlations presented in TABLE 5 were to be expected.

The general finding of the correlation analysis between the style of leadership and variables describing the readiness of members reveals that the leaders of sports NGOs most often do not use a suitable style of leadership according to the level of readiness of their co-workers. Specifically, only two statistically significant correlations have been noticed (TABLE 4). The first one shows a negative correlation between the telling

style of leadership (S1) and the diligence of volunteers. Such a correlation is in accordance with the model, which means that leaders use the telling style of leadership less often with diligent volunteers. The second correlation shows a negative correlation between motivation and delegating (S4). This correlation is not in accordance with the model and shows that leaders more often use the delegating style of leadership with workers who are less motivated. This style of action is inefficient, as it allows the decisions to be made by co-workers who have a lower degree of readiness to work and need guiding. In this case, a leader should use a supportive style of leadership less often and a monitoring style of leadership more often. This unsuitable style of leadership is even more pronounced in volunteers, as they cannot manage to carry out delegated tasks, which are therefore badly or not at all executed. As a result of their informal relationship, the employer cannot demand a quality of work done from the volunteers, or the desired volume of work done and can only wait for work to be finished; the other possibility is to dismiss a volunteer, this again is not easy due to the informality of the relationship.

Sports organisations, managed in this way, cannot expect development and continuity of work. The managing of volunteers, therefore, requires professional approach; as a result, progressively more organisations with volunteers decide to manage them professionally. This trend can also be noticed in sports organisations (Valgeirsson, 1991; Watt, 2003); nevertheless, this type of work is still in the minority. This fact points to the need for a definition of relationship between volunteers and paid workers in sports organisations; otherwise, it can even lead to competition between the volunteers and paid workers. This is particularly problematic, when volunteers (most often leaders) are motivated by the desire for power and decision making in their work. It is therefore necessary for leaders in the organisation to understand the opinions, attitudes and motivation of volunteers and paid workers, to predict potential critical circumstances and to set suitable mechanisms for the realisation of work tasks as well as to gain knowledge in order to form a suitable style of leadership of volunteers and paid workers in order to fulfil the goals of the sports organisation.

TABLE 5

Expected correlations between the style of leadership and variables level of follower readiness

Style of leadership	Level of follower readiness		
	Expertise	Motivation	Diligence
S1	Negative correlation	Negative correlation	Negative or no correlation
S2	Negative correlation	Positive correlation	Positive or no correlation
S3	Positive correlation	Negative correlation	Negative or no correlation
S4	Positive correlation	Positive correlation	Positive correlation

Findings about the unsuitable selection of styles of leadership are not surprising, particularly when considering that the majority of leaders do not have appropriate professional knowledge – over a third of volunteers are not professionally trained (Kolenc, 1998); and that they carry out work tasks regardless of their knowledge and abilities. Slovenian sport NGOs are, as a result, less competitive on the market of leisure activities (Bednarik & Jurak, 2009).

Findings from the research about the effects of leadership on the success of sports organisations indicate a mostly indirect effect of the style of leadership on organisational successfulness via the organisational culture (Bourner & Weese, 1995; Kent, 1995; Weese, 1996; Lim & Cromartie, 2001; Hsu, Bell, & Cheng, 2002) and the satisfaction of members (Weese, 1994; Doherty & Danylchuk, 1996; Dexter, 2002). As the present study used several manifest variables of success connected to volunteer work, a statistically significant correlation had been expected in at least one of them. After the findings about mostly sporadic leadership in sports NGOs, the rules of correlations with the variables of success were not expected, though. Further correlations are clouded by the fact that the majority of sports clubs in Slovenia are small and carry out activities merely to satisfy the needs of their membership (Jurak, Bole Breznik, & Bednarik, 2009). It is suggested to carry out such analyses separately according to different types of sports organisations. As Slak (2008) found out, between other the sports tourism offerers in Slovenia is represented by many sport clubs, which means the same problem is transferred in sport tourism area also. These methodological reservations about Slovenian sports organisations are similar to the authors' remarks that the style of leadership does not carry a direct influence on the success of sports organisations.

CONCLUSION

The authors suggest that the Slovenian Olympic Committee – Union of Sports Associations (SOC) as the central organisation of sports NGOs in Slovenia, together with its members, create a suitable strategy of development of volunteer work in sport on a national basis; this strategy could be called “professionalism of managing volunteers”. The SOC should, in cooperation with its members, prepare programmes of professional training for volunteers in sport and offer national sports governing bodies expert support in the formation of programmes, which should establish desired competences of volunteers on the basis of individual work tasks, which are carried out by the volunteers in individual sports circles. The programmes should, with the support of SOC, allow relative autonomy of training for individual national governing bodies according to the

characteristics of its volunteers. A particular emphasis of the programmes should be on the transfer of experience of good practices. Programmes of professional training should be carried out by sports associations (local associations and national governing bodies) in cooperation with the SOC and its regional offices. A starting point of the realisation of these programmes should be the availability of programmes, i. e. free of charge training of a volunteer in a local environment. The programmes of professional training should be upgraded with advisory programmes, which could be carried out within the system of regional SOC offices. The leaders of sports organisations due to their limited knowledge, time and other resources find it difficult to establish a more encouraging environment for volunteering work. A mobile team of advisors could be formed to satisfy the need for advising in sports circles; this team could, on the basis of understanding the limiting factors of Slovenian sports NGOs (Jurak, Bednarik, & Kovač, 2009), help in developing new services for new target groups (e.g. tourists, older people, people with health problems) and new selling paths for existing services (Bednarik & Jurak, 2009). This would indirectly lead to greater professionalism of managing of volunteers.

According to the findings on the use of unsuitable styles of leadership and (non) influence of leadership on organisational successfulness, the advising should be focused on so called administrative and organisational variables. These variables could influence the development of organisational culture and consequently the successfulness of sports organisations via the styles of leadership and other elements of management. Advising programmes should be offered to sports organisations free of charge and without any obligations. The team of experts should firstly prepare an analysis of the characteristics of volunteers in individual sports circles and define the difficulty of their work tasks; this information should be used to prepare a plan for the recruitment of the required volunteers, delegation of tasks to an individual volunteer according to his/her characteristics, suitable mechanisms of planning, realisation and controlling of work tasks, suitable developmental process, which enables personal development via volunteer work, suitable reward systems for volunteers etc. On the basis of the analysis of follower readiness, the advising would also consist of recommendations for the leader to choose styles of leadership for individual groups of members in given circumstances, as well as the starting points for changing the circumstances of leadership. According to the findings of the present study about the correlation of styles of leadership with elements of organisation of volunteer work in sports organisation, better efficiency of leadership could be expected.

On the basis of research findings about the motives of volunteers in Slovenian sport and their expectations from volunteer participation, the SOC could prepare

a programme of recruitment of volunteers. In cooperation with media partners, the SOC could prepare a national promotional project of volunteer work in sport, which should emphasise the benefits of Slovenian sport for volunteers. An internet portal for successful support of promotion and the selection of a sporting volunteer of the year could be designed as a part of the project.

In the realisation of measures, the SOC should establish links with other organisations and institutions that encourage volunteering work; joint projects should be created to raise the volume of volunteer work in sport. Together with governing representatives of the volunteering organisations from other areas, changes in legislature should be suggested with a purpose of increasing the acceleration of volunteering work. A system of continuous monitoring and evaluation of volunteer work in sport should be formed. This system could be used to evaluate the role of volunteer work in satisfying the public interest and executed measures. The SOC should identify and support pilot projects of volunteering work, which could open new developmental paths.

New understanding about the characteristics of volunteer work should be included in the programmes of professional training in sport. This would help the future professional sports workers to better understand the volunteers with whom they will have regular contact at work, as well as their tasks, importance of their work and human resource processes in sports circles.

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VŮDCOVSKÁ ROLE V NEVLÁDNÍCH SPORTOVNÍCH ORGANIZACÍCH VE SLOVINSKU (Souhrn anglického textu)

VÝCHODISKA: Dobrovolná práce představuje 13,5 % ekonomické síly slovinských mimoškolních sportovních aktivit (Jurak & Bednarik, 2006). Řízení tak významného zdroje je proto významným úkolem vedení slovinského sportu.

CÍL: Účelem této studie bylo odhalit stávající charakteristiky vůdcovské role dobrovolníků ve slovinských nevládních sportovních organizacích.

METODY: Výzkum se prováděl na stratifikovaném vzorku 190 vedoucích nevládních sportovních organizací, kteří pracují v různých segmentech slovinského sportu. Měření různých stylů vedení bylo provedeno za pomoci dotazníku o způsobech vedení, zpracovaného na základě situačního modelu vedení Herseyho a Blancharda.

VÝSLEDKY: Studie odhalila, že vedoucí sportovních organizací nejčastěji využívají koučování (selling – 42 % případů) a podporování (participating – 37 %), zatímco přikazování (telling – 12 %) a delegování (delegating – 9 %) se používá mnohem méně. Vedoucí přizpůsobují styl vedení aktuálním okolnostem; ovšem nepoužívají

vhodný styl vedení vzhledem k úrovni připravenosti svých svěřenců a okolností. Styl vedení nemá přímý dopad na měřené indikátory úspěšnosti sportovních organizací. Zjištění vedou k závěru, že vedoucí slovinských nevládních sportovních organizací obecně přehlíží význam vůdcovství v tomto kontextu.

ZÁVĚRY: Vzhledem k výše uvedeným průměrným výsledkům slovinského sportu lze vyvozovat, že dobrovolná práce ve sportovních organizacích představuje jednu z konkurenčních výhod v naší společnosti. Je proto nezbytné věnovat zvláštní pozornost jejímu rozvojovému potenciálu. Zjištění studie vedou k závěru, že by bylo vhodné ustavit národní strategii dobrovolné práce ve sportu.

Klíčová slova: sportovní management, dobrovolníci, úspěšnost organizace, situační model vedení.

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First-line publications

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