

CORRELATION OF LATENT DIMENSIONS OF OPERATIONAL MANAGERS IN SPORTS ASSOCIATIONS IN THE COUNTY OF WEST HERZEGOVINA

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Abstract

This research has the character of a transversal study with the aim of analyzing and determining the correlations of the latent dimensions of respondents who perform the functions of operational managers in sports associations from the area of West Herzegovina County. The results of this research showed that 10 isolated factors were extracted using the method of principal components for operational managers, which exhaust 90.2% of the common valid variance. In the matrix of the main organizational components in sports organizations of operational managers, the unrotated factor weights of each of the ten isolated components are presented. By analyzing the structure of the variables, we see that ten isolated factors were singled out, each of which in its own way explains and hypothetically covers certain areas that are interesting for this research. It can be seen that all ten isolated factors are dominated by variables and answers that hypothetically cover the work area and the authority of the lowest level of management, and that the main focus of the respondents is on the authority of the operational manager.

Keywords: Operational managers, sports clubs, factors

Introduction

Operational management has the task of ensuring the transformation of long-term strategic plans into operational plans, i.e. actions. The main bearers of operational activities are managers who are at a lower or middle level, which depends on the form of the organization and its size (Bartoluci, M., Škorić, S., 2009). Operational management includes a large number of different tasks, which strategic management assigns to lower levels of management, all with the aim of ensuring the realization of strategic goals. For this reason, operational management is focused on general coordination and management of operational functions within the organization. To do this successfully, operational management must plan, organize and control. Operational managers are therefore responsible for performing immediate activities and providing certain types of services. These are the persons who represent the decision makers factor for the development of the sports function, and we are talking about athletes, sports experts, coaches, etc. They are the most numerous, and practically have the least influence on the overall processes in the organization (Beech, J., & Chadwick, S., 2010).

Coaches represent a key factor in operational planning, and in some segments, they perform the work of top managers, for example player transfers (Čolakhodžić, E., Rađo, I., 2011). Origin, development and rapid changes in sports technology and business-management functions contemporary sports organizations undoubtedly represent one of the most important in today's world incentives to change sports and business functions i philosophy, and the turning of man towards his knowledge and creative potentials, such as the most important production and development resources. By getting to know the theory of sports, the theory of management and the work of coaches, a general conclusion can be drawn that coaches are the most important category of people from the management mechanism. Simply put, coaches are operational, executive managers, they finalize basic sports activities on the sports field. In some segments of their work, they are also top managers, because clear and precise organizational goals cannot be set without them. They are also the planners of the basic activity, because no one can do it better than a coach.

Management and marketing in sports represent one of the most important and at the same time the most complex activities, which ensure that sports and business functions implement as rational, economical

and efficient as possible way (Đedović, D., Popo, A., Talović, M., 2016). The subject of this research is the analysis of the latent dimensions of operational managers in sports associations in the area of West Herzegovina County.

The aim of this research is to determine the structure of the investigated area of operational managers in sports associations in the area of the West Herzegovina County. Based on this goal, management in sports organizations predicts sports development, plans general affairs in the field of sports, organizes all relevant resources, processes and functions, realizes the policy of human development resources, organizes sports and business functions, provides communication and coordination, decides on implementing the most favorable solutions, controls processes and eliminates destructive conflicts.

Methods

The internal and external organization of sports associations from the area of West Herzegovina County was analyzed on a sample of 23 respondents. Respondents who were part of this research work as operational managers within their organizations. In accordance with the problem of the research, a systematic methodical-methodological approach was realized, using appropriate logical, mathematical, statistical methods and procedures at the univariate and multivariate level. For the purposes of this work, analyzes were applied that included elementary statistical parameters and factor analysis.

Instrument

To collect data in the research, a modified questionnaire for "managers" was used (Bajraktarević, F. 2010). The selected variables are appropriate for the category of respondents, with a defined subject, problems and goal of the research. The selected variables in this research hypothetically cover the following space SWOT analysis (43 items).

Participants

The respondents are sports managers with different functional responsibilities in clubs and sports institutions. The examination will be carried out in sports clubs, sports associations, municipal sports departments and sports associations from the area of West Herzegovina County, which are in any way in the regular competition system or are part of the management structures in sports institutions, i.e. in government structures in the area of West Herzegovina

County . Operational management and a number of more experienced athletes will participate in the test.

Testing Procedure

The research that was carried out for the purposes of this research was carried out in the period from April to December 2019, and is transversal in nature. This research covers sports clubs, sports associations and municipal sports departments from the area of West Herzegovina County. The fieldwork determined the level of club management of sports organizations, i.e. their legal legislation. For the purposes of evaluating the performance of sports clubs, sports federations and municipal departments for sports, the services of sports managers were used, where through the analysis of existing documentation and field work by clubs and federations, the data needed for evaluating the success factors of sports organizations was obtained. After getting acquainted with the purpose of the research into the management of clubs and associations, the managers who participated in the survey needed about 30 minutes to fill out the questionnaire (Bajraktarević, F., 2010). It took between 1.5 and 3 hours of time to collect the data and information needed to evaluate the performance of sports clubs and sports associations.

Statistical Analysis

Given that the main goal of this research project is the analysis of organization and management in clubs and associations in the West Herzegovina County based on the analysis of the characteristics of human resources in sports clubs and sports organizations - institutions, it was necessary to choose mathematical and statistical procedures that which we found to be optimal in treating this research. Mathematical-statistical procedures were used in processing the data obtained from this research: - Factor analysis - to determine the factor structure of the applied scales, including the factorial validity of the scales, their minimum reliability and correlations of particles with common factors (rotated and unrotated solutions).

Results

On a sample of 23 respondents, the internal and external organization of sports organizations from the area of the West Herzegovina County was analyzed in terms of operational management. Using the method of principal components, 10 isolated factors were extracted for operational managers, which exhaust 90.2% of the common valid variance. The first factor exhausts the most information about the applied system of variables, 25.1%, the second factor

exhausts 16.2%, the third factor exhausts 12.8%, while the others exhaust a smaller percentage of information. The fourth factor consumes 8.6%, the fifth 7.7%, the sixth 6.0%, the seventh 4.2, the eighth 3.5, the ninth 3.1 and the tenth 2.5 of the total variance. In the Structure Matrix (table 1) of the organization in sports organizations of operational managers, the unrotated factor weights of each of the ten isolated components are presented. The values presented in the table represent the saturation of individual manifest variables with the factors marked at the top of the columns. Orthogonal projections of the vector of manifest variables onto the vectors of latent dimensions are presented. Analyzing the structure of the matrix, we see that eight variables were separated into the first factor (Our club has a clear strategic direction, Professional people are in important positions in the club, Clear goals and quality plans and programs are set in the club, Interpersonal relations in the club are bad, Quality and top results in the club are long-term goals, The culture of management and athletes is at an enviable new level, Stakeholders (interests of individuals and groups) in the club are clear enough, The goals of the club are not the same and clear to everyone). In the second isolated factor, the most variables were singled out (Our club needs reorganization, People in the management system of the club are not professional enough, In our club, great attention is paid to work with younger ages, Club policy is destructive, We have excellent communication with the environment, All appointed goals are realistic and achievable, Financial support the higher levels of the state towards the club should be better, Competent and high-quality human resources in our state association work in key positions, The relationship between businessmen and our club is at an enviable new level). In the third isolated of the factors, variables were singled out (Our State Association is a stable financial institution, Our State Association represents the basis of the development and launch of football, Our State Association functions on legal regulations and laws, Our State Association has all the necessary infrastructure for the development of sports). Variables have the highest projection in the fourth isolated factor (There is a sufficient number of sponsors for smooth operation of the club, Sufficient work is done on club promotion and marketing). Variables have the highest projection in the fifth isolated factor (The club works exclusively according to the plan and program, the plan and program provide funds for quality training of the existing staff in the club). Variables have the highest projection in the sixth isolated factor (Management policy in the club is good, Mass is our goal, There are long-term, medium-term and short-term plans and goals of the club). In the case of the seventh isolated factor, the variables were singled out (The club's

communication with schools is maximally achieved, The club's advantages are in the maximum help of city structures, Own infrastructure is a big advantage for the club). In the eighth isolated factor, the variables were singled out (For the better work of the club, a greater number of people and volunteers are needed, In our club, everyone does the work for which they are responsible, The financial assistance of the club is defined by the regulation on financing, Our state association has excellent cooperation with clubs, All government structures in the city/county have recognized the importance of top sports). In the case of the ninth isolated factor, the variables were singled out (Everyone in the club is one team and we work like that, the organization of work and tasks in the club is good). In the case of the tenth isolated factor, the variables were singled out (Communication of the club at the international level is excellent, Organization in football clubs in the area of the county is at an enviable level).

Table 1. Structure Matrix

	Component		
	1	2	3
1. Our club needs reorganization	-	-	-
			.802
2. Our club has a clear strategic direction	.900		
3. People in the management system of the club are not professional enough		-	
			.606
6. Professional people are in important positions in the club	.902		
9. In our club, great attention is paid to working with younger ages			.848
10. Clear goals and quality plans and programs were set in the club	.651		
11. The club's policy is destructive		-	
			.586
12. Interpersonal relations in the club are bad		-	
		.922	
16. Quality and top results in the club are long-term goals	.900		
17. We have excellent communication with the environment			.815
20. The culture of management and athletes is at an enviable new level	.812		
21. All set goals are realistic and achievable			.806
24. Stakeholders (interests of individuals and groups) in the club are clear enough	.769		
26. The goals of the club are not the same for everyone and are not clear to everyone		-	
			.734
29. Our state association is a stable financial institution			.667
30. Our national association represents the basis of the development and initiation of football			.794
34. Financial support from higher levels of the state towards the club should be better		.601	
35. Competent and high-quality human resources work in key positions in our state association		.629	
36. Our state association functions on legal regulations and laws			.739
38. Our national Federation has all the necessary infrastructure for the development of sports			.645
40. The relationship between businessmen and our club is on an enviable new footing			.524

Table 2. Component Correlation Matrix

Component	1	2	3	4	5	6	7	8
1	1.000	-.102	.053	-.202	-.055	-.077	.225	.234
2	-.102	1.000	-.197	.111	.230	-.064	.077	-.085
3	.053	-.197	1.000	-.012	-.076	-.124	.012	-.150
4	-.202	.111	-.012	1.000	-.041	.101	-.063	-.077
5	-.055	.230	-.076	-.041	1.000	.132	-.051	-.037
6	-.077	-.064	-.124	.101	.132	1.000	-.207	-.001
7	.225	.077	.012	-.063	-.051	-.207	1.000	.064
8	.234	-.085	-.150	-.077	-.037	-.001	.064	1.000
9	.061	.231	.025	.157	-.052	-.129	.125	-.077
10	.115	-.121	.040	.094	.032	.090	-.004	.196

The correlation of the matrix of isolated components (table 2) shows that the first factor has the highest correlation with the eighth factor (.23), which can be characterized as a weak correlation. The lowest correlation was achieved by the first factor with the fourth (-.20), which can also be characterized as a weak correlation.

Discussion

The first isolated factor into which eight variables were isolated can be defined as the factor of organization of strategic action. Another isolated factor with the most characteristic variables can be called the influence factor of the internal and external environment. The third isolated factor can be called the institutional support of sports. In the fourth isolated factor with two variables we can name marketing and promotion. Also in the fifth isolated factor, two variables are defined, and from that case the factor can be called human resource development. The sixth isolated factor, due to the isolated variables, can be called the ability and management factor. The seventh factor with three isolated variables can be called dullness in the community. In the eighth factor, because of the isolated variables, we can name it the factor of communication systems and organization's finances. Because of the isolated variables in the ninth factor, we can define it as a factor of commitment to tasks. In the tenth factor, two variables are isolated, so this factor can be called an organizational factor. (Bradarić 2021) In his work, he presents the importance of understanding the core and peculiarities of the field of sports, which sports marketing managers need to possess for the successful operation of a sports organization, and describes a concise concept of sports marketing management, which plays a very special role in today's demanding and lucrative sports market and in this research of ours, these results give

even more importance, not only because of the obtained results, but also because of the scope of the research. (Bokanović, 2020) The research comes to the conclusion that the club's main strengths are tradition, revenue from the sale of players, location in the capital and largest Croatian city, and sponsorships. While the weaknesses mainly stemmed from the non-transparency of the club's operations, which led to a bad image of the club in the domestic and European public, and in that case it is considered that similar results were achieved as in our work. Opportunities lie in the new Law on Sports, the development of football schools and the attraction of young Croats from abroad (Tomić, M., 2007). The threats stem from the new corona crisis, conflicts with fans and the strengthening of Hajduk and other clubs in relation to Dinamo.

Conclusion

As is the case in many researches, the number of factors obtained by factor analysis is usually large, which was also confirmed this time. It can be seen that all ten isolated factors are dominated by variables and answers that hypothetically cover the work space and the authority of the lowest level of management, and that the main focus of the respondents is on the authority of operational managers, that is, the lowest level of management of the organization to which they belong. For some factors, we can see that the variables and answers that hypothetically cover the area of middle and top management levels dominate, which is again to some extent expected because in many situations operational managers represent a decisive factor for the sports function (Milanović, D., Jukić, I., & Šimek, S., 2003). We can safely say that the results of this research confirm that operational managers are a decisive factor for the development of the sports function within sports organizations.

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