Original Article

External environment and organizational performance in the sport in countries in transition

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Abstract:

Research, methods of organizational performance, organizational and individual variables associated with implementation of the external environment, included a sample of 199 sports organizations from eleven cities in Serbia. The objective of the study was to determine the correlation between management and elements of changes in the external environment from social, political and economic aspects, in the transition process in Serbia and implications for the future development of this field by scientifically accepted and applied methods, techniques and procedures. Responsible persons from sports organisation provided the answers to the questionnaire: directors, general secretaries and president. Variables that discussed belong to qualitative variables. In order interpretation as they are placed in the numerical variables. Processing of data performed using the statistical analysis program SPSS 18. The results showed the factors mutually asynchronous external environment, and sports organizations, including; Large gap or gaps that appear in the system, sports the following reasons: a) slow progress in the phase upgrading of sports and politics and b) vaguely defined course of action drafted in the mission of sports, the politics of sport.

Key words: management development, administration, sport organizations.

Introduction

Sports organization in the system of sports, according to contemporary conditions, characterized by a profound link with the outside environment and to the sporting public and sports audience and social environment, i.e., political, economic and social factors facing in its operations. Through these elements of the sports and sports organizations, translate from a lower to a higher position. This means that the management of sports organizations, sports results and valorised processes and business functions, cannot have great significance if it does not know the policy and the existence of the sport in a socio-political community.

Concepts of transition of former communist regimes (Dunn, 1992; Fishkin, 1991; Huntington, 1996; Merkel, 1998; Rakic, 2003;), which is found and Serbia, with its specific characteristics, especially unfinished institutionalized framework, hampered by the strategic development of sport and sport-setting organization of business processes. State intervention in the sport must move in the public domain, to supply social needs and the needs of the individual and can not be transformed only through the voluntary sector in the commercial form of existence of the organization.

Period until the last decades of the twentieth century, Europe was interesting to develop two different concepts of economic relations. In relation to the block division, there was one that developed the rules of market economy and one, which developed as command economy. This department, according to research by various authors (e.g., Andreff 2001; El-Hodiri & Quirk, 1971; Gilbert, 1988; Hoehn & Szymanski, 1999;) had several models of financing of sports, with member countries of the Western bloc. On the other hand, most of the eastern bloc, the finansirne from one city, state, and the period of 1989, that is connected for the period collapse of the Berlin Wall, when he performed the transition process. Serbia is the next phase of centralization had an even more stages of decentralization, and collective self-management from which it started the process of transition with a delay of ten years, given the war situation in the country.

According to research Tomic, all sports organizations at the beginning of the nineties have declared themselves to organize in a system of sport as a social and sports organizations (Tomic, 2001). Given that the sport in Serbia, was funded by a loosening of ties with the city through the development phase, without adequate legal support and guidance to other sources, while the rest of Europe, was carried out to adapt and creating new

sources and financing models. This has opened the issue of networking, management and the issue with various models and sources of funding and their relationship with the policy to legal regulation of sport.

Intuitive operation and lack of experience creating and using a variety of sources where managers are used in transforming inputs into outputs are key issues in the sports sector in transition countries, which also opens the question of the level of training of human resources in business and sports organizations function. Organizations in the sport have a certain specificity that is different from organizations in the industry or service sector. First of all this specificity is reflected in the definition of "production of sports" (Tomic, 2006), sport to expert professionals and complementary professions, which at the same time represent the first-line managers. The argument for this assertion lies in the fact that job coaches, going through the same stages as the business manager or the anticipation, planning, organizing, human resource, athletes, as the fundamental structure of sports organizations, as well as control the training process. The difference is in the business functions of finance, marketing and more. Therefore, operational managers in sport organizations, coaches primarily, as a rule must have excellent professional qualifications in the field covered. However, the situation with the courts shows the twin problems facing the sport orgaizacije in Serbia in the process of transition to Jovanovic (Jovanovic, 2011):

- Insufficient number of sports experts, and
- Employed mid-career staff, coaches, in a number of organizations, is still in high school or foundation education.

Organizations in the new competitive conditions of a very dynamic environment, to achieve advantages in the market include the maximum capacity of human resources and quality, creating optimal conditions for achieving them. Creating teams in this sense means for organizations to achieve a higher degree of efficiency and thus the better positioned.

Method

Research, methods of organizational performance, organizational and individual variables associated with implementation of the external environment, included a sample of 199 sports organizations from eleven cities in Serbia: Belgrade, Kragujevac, Novi Sad, Krusevac, Cacak, Kraljevo, Vrsac, Smederevo, Jagodina, Pancevo and Ub. The objective of the study was to determine the correlation between management and elements of changes in the external environment from social, political and economic aspects, in the transition process in Serbia and implications for the future evolving of this field by scientifically accepted and applied methods, techniques and procedures.

The sample of examinees that tested in scientific research consisted of three groups of examinee. The first category constitutes sports organisations in which Serbia normally participates in the international distribution of sporting results. The composition of the second group also comprised elite clubs that by objective quality could not classified in the first group of the highest international level. The third category constitutes sports organisations with various levels of sports result in several different sports but with great pursuit to improve sports performance.

Responsible persons from sports organisation provided the answers to the questionnaire: directors, general secretaries and president. Variables that discussed belong to qualitative variables. In order interpretation as they are placed in the numerical variables. Descriptive statistics used in this research, i.e. the distribution of frequencies determined for each item. Processing of data performed using the statistical analysis program SPSS 18.

Results

According to the distribution of organizations determined the median is set for a given item that is in a position $Md = 3$ and the arithmetic mean $M = 2.96$, for variable comprehensive organisations with strategy in sport. According to grouping of organizations, determined the median is set for a given item that is in a position $Md = 5$ and the arithmetic mean $M = 5,22$, for variable comprehensive organisation with public in sport (table 1).

Table 1. Descriptive statistic of variabls of external environment

		Comprehensive organizations with strategy in sport	Comprehensive organizations with public in sport
N	Valid	199	199
	Missing	0	0
Mean		2,96	5,22
Median		3,00	5,00
Percentiles	25	2,00	5,00
	50	3,00	5,00
	75	3,00	6,00

As shown in the (table 2), medium-high level of alignment strategies with organizations in the sport was found in 13.1% of organizations. Other organizations that indicate the levels of problematic functioning in this field is, are distributed as follows: medium-low level of compliance with the strategy of the sport was found in 56.8% of organizations, the low level was found in 30.2% of organizations.

Table 3. Comprehensive organizations with public in sport

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2 Incorrect	2	1,0	1,0	1,0
	3 Slightly incorrect	16	8,0	8,0	9,0
	4 Neutral	11	5,5	5,5	14,6
	5 Slightly Correct	96	48,2	48,2	62,8
	6 Correct	56	28,1	28,1	91,0
	7 Totally correct	18	9,0	9,0	100,0
	Total	199	100,0	100,0	

For the purposes of research work has been allocated five items from the questionnaire were categorized into seven possible responses. As a neutral position in the questionnaire responses was selected fourth position. All results after the neutral position, ie, positions 1, 2, 3 indicate concrete problems and indicate it as a serious problem for organizational functioning. All items in front of the positions 4 and 5, 6, 7 are the positions that describe the problem more easily defined items. The definition: position of the median $Md = 1$, indicates a very low level, in which no specific function, but the conditions are created for him, which requires a completely new design of the model function for a given item, position of the median $Md = 2$, indicates a low level of functioning, which is essential for large, human, technical, time and resource, in order to position led to optimum performance, the position of the median $Md = 3$, indicates the mean low performance, ie, medium-weight problem, with the help of technical, financial and other resources, modify and set the optimum level, the position of the median $Md = 4$, indicates a neutral position, which is not operational because conditions for the functioning of the defined items are not designed, or unknown, the position of the median $Md = 5$, indicates the mean high-value function, which can be smaller changes, lead to the optimum position of the median $Md = 6$, indicates a high level of results of certain defined items, which contains problems which is possible during the performance make corrections and seven positions of the median set $Md = 7$, means optimum performance for a given item and defined, which does not require intervention.

One out of two items carrying five positions:

1. Coordination of the organization with the sports public, the item that applies to all consumers of sports activities were divided into groups. Since the majority of sports organizations grouped around the median of the set, $Md = 5$, the arithmetic mean, which is a slight increase over the median value, $M = 5.22$, it can be concluded that in most organizations, compliance with the sports organization and public relations the mean high-level open space in which there are certain elements, reducing the level of organizational compliance with the sports organizations public.

One out of two items worn three positions:

1. Comprehensive strategies with organizations in the sport in Serbia, the item that actually describes the association of sports organizations in the system with the politics of sport in a state. Since the majority of sports organizations grouped around the median of the set, $Md = 3$, with arithmetic mean, which is in slight decline compared to the median value, $M = 3,81$, can be concluded that the compliance strategies of the sport in most organizations, over medium low, which indicates the specific problem, with an open space where there are certain elements that significantly reduce the level of compliance strategies in sport and sports organizations in the sport. This position requires a broader intervention on several levels: at sports organization in the system of sports, which are necessary for the functioning of the organization to optimum.

Conclusions

The results showed the factors mutually asynchronous external environment, and sports organizations, including; Large gap or gaps that appear in the system, sports the following reasons: a) slow progress in the phase upgrading of sports and politics and b) vaguely defined course of action drafted in the mission of sports, the politics of sport.

Sports organizations are distinguished from each other, by the nature of work they perform in sports system. Mission of sport and sport policy mission of a state are key elements that sports organizations have must involved, in sports and business processes. In fact, the strategy of the sport should guide activities with defined sub-levels within the organization in relation to the nature of the business of sports organizations. Although the mission of the sport in

sport strategy defined, there is still a big gap organization with the mission of the strategic set of sport. It actually says that there is still unfinished because there is no strategy in sport specific connections in the system of sport concerning stvarnih sports and business activities and indicates the urgency in creating a key link in the system of sport. On the other hand the level of compliance with the purpose of the organization without an adequate system of focusing is very problematic situation for the system of sport and the organization. In this case there is no implementation of the policy system, but policies that create the organization.

Period of ten years followed the growth of the direct utilization of sports resources, and more balanced relationship between indirect and direct application of sports reursa. In practice this means otherwise create conditions not only for indirect use of resources but also the necessary conditions for its direct utilization. Growth levels of financial results compared to the growth levels of compliance with the sports public relations organization corresponds to setting quality compliance with the sports organizations and the public indicates a higher level of satisfactory financial results, ie, opening wider opportunities for indirect and direct utilization of sports resources with high significance impact. Or survival of the sports organizations related to their orientation towards the market and focus groups on the sports market.

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