

Diagnostics of Personal Work at Sport Organizations in the Czech Republic

Eva Caslavova, Jiri Kraft, Josef Voracek

*Faculty of Physical Education and Sport, Charles University
José Martiho 31, Praha 6 – Veveslavín, 162 52, Czech Republic
e-mail: caslavova@ftvs.cuni.cz, jiri.kraft@tul.cz, voracek@ftvs.cuni.cz.*

crossref <http://dx.doi.org/10.5755/j01.ee.22.5.970>

Research of diagnostics of personal work at sport organizations in The Czech Republic was composed of three phases. In the first phase, a questionnaire was verified at sport organizations at Prague 6, where Department of Physical Education and Sport of Charles University is located. In the second phase of the research, sport organizations in the area of the capital city Prague were diagnosed. The third phase was realized at sport organizations in the whole area of the Czech Republic, excluding the capital city Prague. In this article, we present the results of the third phase.

The questionnaire was conceived as an output of the key activity 1 “Creation of methodology for data collection about working positions at sport organizations at HMP area” according to the assignment of the project CZ.04.3.07/3.2.01.3/3345 “Program of profession development in a field of sport services in interaction with requirements of labour market”. Content validity of the questionnaire was ensured by the examination of two experts. Meritorious questions in the questionnaire were focused on characteristics of sport organizations from organization type aspects and labour employment characteristics. The second part is concerned with employers’ specific requirements for workers qualification, including knowledge and skills base of job applicants. The third phase deals with workers motivation including evaluation and remuneration of workers and non-financial motivators.

Outcomes of the third phase of the research show, that the organizations at this labour market demand especially traditional professions like instructors, coaches, trainers, businessmen and sporting goods sellers. This trend is identical in the capital city Prague and in the other regions of the Czech Republic as well. Majority of demanding organizations are small organizations according to the number of employees (1 – 50 employees). Majority of entrepreneurial subjects are focused on providing sport services and selling of sporting goods. In the areas outside the capital city Prague region, more business opportunities for physical entities are shown. Requirements for employees, who come from schools, include the level of theoretical knowledge, communication skills, adaptability, practical orientation in the field, performance and independency. Results of the research show, that the potential job candidate in the field of providing sport services has to be prepared for working during weekends, business trips and even to have a representative look.

Same requirements are preferred in selling of sport goods. Organizations in sport field have significant interest in employing students as well as from disabled people. Traditional methods of taking people are interviews, references and recommendations, CVs and personal experiences during a test period help to select employees. Authorities use mainly financial benefits for the motivation of employees. Within non-financial motivators, the outcomes of the research showed a positive trend in possibility of further education of employees. 19 % of these organizations have a sophisticated education system and even 10 % of those organizations allow education in the selected field.

Keywords: *personal management, employees motivation, employees evaluation, employee remuneration, Czech Republic, sport organization, nonprofit organizations.*

Introduction

Quality of personal work at sport area also ensures quality of fulfilling the aims of its organization entities. Managerial literature nowadays includes the following aspects into personal work

- Planning, securing needs for taking suitable co-workers; aims to set the amount of workers needed, or needs of external cooperation
- Ensuring, selection and work placement of suitable co-workers; it is based on the analysis of capacity requirements of the performed work and for certain time frame of considered work.
- Evaluation of finished work done with the aim to know and rationally use professional qualification of workers, develop their working career and also contribute to their reasonable remuneration.
- Career progress or descent, transferring or releasing employees; representing consequences of evaluation
- Improving qualification and requalification is necessary to keep competitiveness of organization, reward systems and its motivation and stimulation functions.
- Working conditions of employees, which are oriented to a concrete situation of the practiced work.

Next separated area is according to above mentioned authors field of co-workers leadership, where authoritative and participate leadership theories belong and nowadays,

in modern management, combinations with different level of representation of approaches in both theories. Except those mentioned fields, motivation theory and leadership theory is included here too.

Sport environment in the Czech Republic is combined of many organizations, which belong these sectors – State Administration for Physical Education and Sport, Federation Sector of Physical Education and Sport and Business Sector of Sport.

The area of state administration, physical education and sport is guaranteed by Ministry of Education, Youth and Sports of the Czech Republic.

In the sector of Federal Physical Education and Sport, there clearly dominate nonprofit organizations, which are formed to operate certain sport activities and profit is not their main criteria.

At present, in The Czech Republic, there are more than 20 000 sport unions sport clubs and unities with local scope and more than 150 sport associations with national scope, which develop continuous sporting activity. Those sport associations and clubs are associated in umbrella sport organizations.

Business sport sector includes business facilities in sport field, working especially in the field of sport services. Those are fitness centers, wellness centers, solariums, massage services, travel agencies with tour activities in the field of sports, shooting-ranges, swimming and skiing schools, which offer paid sports services to the public. Furthermore marketing and advertisement agencies for sports, operators of sport arenas etc. also belong to this group. Separate sector is formed by sports clubs established on the bases of business companies, which operate especially in football and ice-hockey field. They are often called as “professional” in practice. Except service field, there also belong production of sporting goods, where Czech companies are mainly an exception matter.

Since there are so many heterogeneous organizations with profit and nonprofit character represented in the field of sports, there are irrevocably revealed also problems in personal work. Those problems start in the workers’ qualification area, which can be revealed for example in inconsistent opinions on needs for education for economic and sport sections of organizations.

In the nonprofit sport organizations financial instability of its environment is manifested, which is reflected in problems of attracting specialists for managing those organizations. Motivation for doing a meaningful job and sacrificing to a certain measure for others is not in compliance with professional management.¹

On the other side, nonprofit organizations operate in an environment with stronger competition for subsidies and grants and this development requires top executives of those companies to act in an entrepreneurial way, but at the same time, they need to keep in mind society needs of sport organizations. Specific problems in the co-worker leadership brings also voluntary work, which is in the field of sport mainly oriented to the realization of sport actions and sport activities. Without this work, profit and also non-

profit sport organizations would not be able to fulfill their mission. Problems come hand in hand with volunteer motivation, personal conflicts among employees eventually volunteers, lack of volunteers’ experiences.

In our research, we were focusing on the characteristics of an employment level at organizations in the sport area including the demand for graduates and handicapped people. We were also focusing on demands, which those organizations set on their employees from the aspects of qualification, work demand requirement and also on employees’ evaluation and remuneration including nonfinancial motivators.

The authors used oral interview method – 31 questions. Field work was really demanding, because research concerned data, which management of sport organizations consider as confidential and interviewers helped to manage filling of severe cross tabulations.

Research was divided into three phases. The first phase was meant as a pilot research, the second stage included sport organizations in Prague and the third stage included sport organizations in the whole Czech Republic. In the article, we present the outcomes of the third phase of this research, which covers 187 sport organizations which operate in the Czech Republic except the area of the capital city of Prague. This corresponds with 93.5 % of planned number of 200 sport organizations, which were statistically selected from all the organizations.

The results of the research give an overview of a basic demand tendencies at sport market in the Czech Republic. Since almost 2/3 of selected sport organizations represented entrepreneurial sector and only 1/3 represented non-profit organizations, the authors did not investigate the difference in tendencies of labour market with regard to those separate subjects.

Research aims

Sports nowadays, as an important social phenomenon, keep holding higher share at the labour market, especially in the terciar sector. Quality of sport organizations’ functioning is determined not only by employees’ qualification in the knowledge area and skills, which are characteristic for sports and its branches, but also even in motivation area. (Chelladurai 2006). It is evident especially in relation of personnel versus customer in the area of sports services, where the personnel at organizations directly participate on quality of offered services. (Camy 1999, Caslavova, 2009). Those aspects happening in the sport area are nowadays being observed also from the position of EU. (Camy, Clijsen, Madella, Pilkington, 2004) The research purpose lies in a targeted modification of the preparation of specialists with university degree, who are entering the labour market in the areas of PE and sport, in a way, that their qualification will meet future requirements of this segment in the modern economies.

The main aim of the third phase of the research was the evaluation of the level of personnel work within the sport organizations in the Czech Republic outside the capital city of Prague. Partial tasks ensured:

- Characteristics of organizations active in the sport area (type of organization and its activity, size, profit or nonprofit character);

¹ Research was supported by grant FTVS UK MSM 0021620864 – „Aktivni zivotni styl v biosocialnim kontextu”

- Data about the type of employees' professions;
- Data about qualification and requirements for the qualification of employees for sport profession;
- Methods and specifications of employees assessment in the sport organizations;
- Motivation and stimulation techniques of employees and their opportunity for further personal growth.

Research methodology

Observation sample consisted of 187 sport organizations present in the Czech Republic except the area of the capital city of Prague. This count corresponds with 93.5 % of 200 sports organizations planned. Those organizations were selected by random sampling method from prior created database. In the database, sport organizations were distributed according to the following characteristics:

- Region;
- Character of organization";
 - o athletics educational union or sports club;
 - o fitness, sauna, solarium, wellness;
 - o travel agencies/offices;
 - o ski schools, services;
 - o sporting goods store;
 - o production of sporting goods and clothes;
 - o state administration body;
 - o consultancy organizations in the sport area;
 - o marketing and advertisement agencies;
 - o accommodation and catering;
 - o others.

Planned structure of organizations in the observations sample corresponds with the structure in the created database according to the above mentioned criteria. Certain deviations arose comparing planned situation, especially at Zlín region, where 11 organizations on account of solving consequences of natural disaster – floods, were not willing to cooperate in the research. Data collection was proceeding in the period of April-May 2010.

Oral interview method was used in the research, because filling of designated questions with entrusted interviewer was proved competent. When the method of written questioning was used, questionnaires hardly ever came back. It is necessary to encourage the management of the organization to cooperate in advance. Organizations in the sport area are not used to systematically provide data about employees and often even reject to cooperate. Therefore the fieldwork was really demanding.

The questionnaire was drawn as an outcome of the key activity 1 "Creation of methodology for data collection about work positions in the sport organizations at HMP (capital city of Prague) area" according to project submission CZ.04.3.07/3.2.01.3/3345 „Program of profession development in the area of sport services in the interaction with requirements of labour market “.

The questionnaire consists of 3 thematic parts. The first part aims to acquire contact information and specifications concerned to the organizations. This information characterizes the structure of individual subjects. The second part deals with the specification of requirements for knowledge and skill base of the

applicants. Also the way of their usage in working process. The third part was focused on the possibilities and way of workers' motivation and their personal growth opportunities. Individual questions were filled by interviewer in cooperation with respondent directly at organizations' facilities. The questionnaire as a whole contains 31 question and it took 30 minutes for an employee of sport organization to fill. A group of students from Department of Physical Education of Charles University with major in Management of Physical Education and Sports was educated to be able to work with questionnaire as an interviewers after passing a course of Personal Management.

The questionnaire was checked by two independent experts and the group made partial adjustments according to the experts' references. The first part of the questionnaire includes the way the addressed organizations train their employees, but also especially what kind of job applicant they demand. The second part contains qualification expectations. The interviewers were trained in the way to be able to explain some English terms used in the field of personal management.

The questionnaire was verified in the first phase in the sport organizations in Prague, where the Department of Physical Education and Sports of Charles University is based and where the contacts with sport organizations had been already made. In the first phase the selection was organized as proportional regarding the representation of individual kinds of sports organizations according to business character. In the second phase, the selection was drawn as accessible with a view of agreement of individual organizations to cooperate on the research. The aim was to address 100 organizations, but it wasn't possible to contact 36 organizations at all. Therefore the questionnaire was screened in 74 sports organizations (contact was established). Regular validate questioning was held in 67 organizations. On the account of verification, the questionnaire was further adjusted.

On the account of verification, the working group approached the realization of the research at the area of the capital city of Prague – 2nd phase of the research. 122 sport organizations which were based in Prague took part in the research. Questioning was conducted in the period since April to May 2009. The results of the second phase were published in the journal *Ceska Kinantropologie* (Caslavova, Kraft, Voracek 2010). The research of this kind in the labour market of sport is entirely authentic and original, therefore accessible literature does not exist. In the previous years there were only examined possibilities of the application of physical education and sports graduates at sport market by Department of Physical Education and Sports of Charles University in Prague and Department of Physical Culture of University of Jan Evangelist Purkyne in Olomouc. (Jansa, Valkova a kol. 2008)

Results of the research

Information about sport organizations

Sport organizations, which were selected as a sample in the 3rd phase of the research provided high spectrum of activities, which are characteristic for "sport industry" (see

figure 1) in the Czech Republic. The experimental group consisted of 187 sport organizations based in the Czech Republic, except the capital city of Prague. According to the legal form, there are 63 business companies, 55 cases of physical entity, also 55 nonprofit organizations (form: civil associations), remaining organizations used individually other forms. According to the number of

employees, there are mainly small organizations up to 50 employees (163 organizations), with majority of Czech capital, whereas 50 of them are a part of superior organization (for example sport federation). Only 13 organizations mentioned more than 50 employees and 4 organizations employ foreign capital. 110 organizations from 187 have a local or regional character.

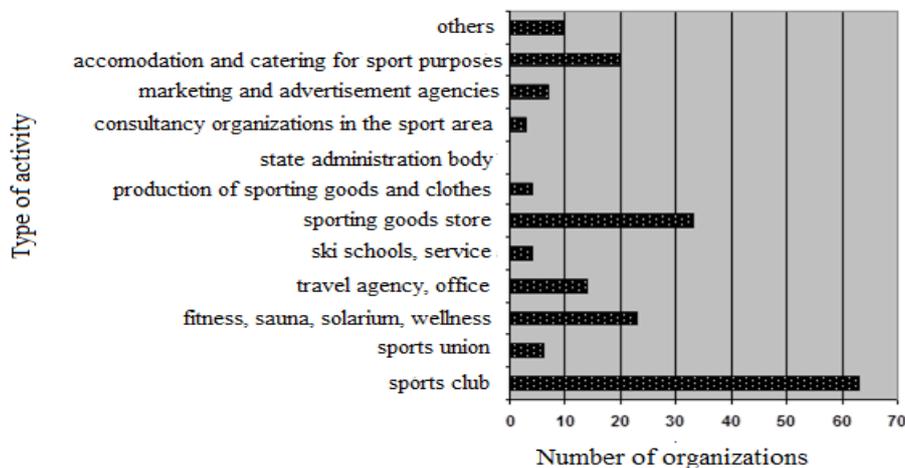


Figure 1. Count of organizations according to type of activity
(Source: designed by the authors using research data)

In the area of job positions, sport organizations demand following professions – see Figure 2. 43 % of the organizations employ students on the job positions, whereby they solve momentary drop out of employees, however, they do not consider long-term employment of students. On the contrary next 25 % of sport organizations,

which employ students, presume also future cooperation. Handicapped people are employed only by 9 % of organizations and another 10 % is considering this possibility. 75 % of the organizations train their new employees for their work and 16 % mention the creation of new working positions for graduates of sport school.

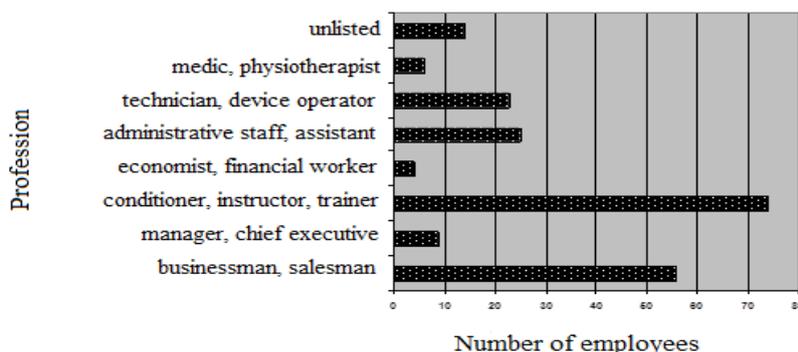


Figure 2. Demand for job positions
(Source: designed by the authors using research data)

Requirements for employees

For job positions mentioned in Figure 2, sport organizations in the Czech Republic require university or higher specialized education except salesman and administrative worker, trainer and instructor positions. At salesman, administrative worker positions, there dominates high school education graduates. But considering positions like a trainer, instructor, there is required either university or higher specialized education equally, on the other hand also

high school education with maturity. At the same time in the trainer, instructor positions, those employees are employed as part-time workers or as trade certificate workers, i.e. business activity is considered as physical entity. Sometimes even as a seasonal worker. The same way of business predominated also in the sample of physiotherapists. At the other position full-time employment is the most common. 113 organizations from mentioned sample do not require knowledge of foreign language, 120 examined organizations do not require driving license and 117 do not even require

field experience, therefore there is some potential for the employment of fresh graduates. Necessary computer skills are stated by 159 sport organizations, which preferred abilities to work with text editors and spreadsheets.

Sport organizations evaluated skills, knowledge and acquisitions of university graduates, which they employ, on a scale 1 – excellent.. 5 – unsatisfactory. On the bases of known employers' requirements from previous phases of the research, the theoretical knowledge of the field, communications skills, practical orientation in the field, adaptability, independency, performance were evaluated. 98 organizations stated (items with the highest number of organizations are presented), that they consider knowledge of university graduates as really good (mark 2) - theoretical knowledge of the field (34 organizations), communication skills (29 organizations), practical orientations in the field (23 organizations). As good (mark 3) 43 organizations

marked adaptability and 42 performance. Inconsistent outcome was spotted considering independency, where 22 organizations evaluated it as excellent (mark 1) and 23 organizations as good (mark 3).

Sport organizations require overtimes, work on weekends and business trips in the medical positions. Similar requirements are for trainers, where representation appearance is also required. This is also required in a salesman position, where overtimes and working on weekend are required too. Except coach, trainer and instructor and medical position, the substantial accountability is required, mainly for salesmen of sporting goods, also managers, administrative staff and economists positions. Administrative workers and economists are required except substantive accountability also to work during the weekends. Managers need to count with higher spectrum of requirements except shift operations and nightshifts. (see Table 1).

Table 1

Requirements on work positions

	Absolute frequency of number of organizations					
	salesman	manager	trainer	admin staff	economist	medic
overtime	51	51	33	36	16	9
night-shifts	4	5	3	4	2	2
work on weekends	47	47	62	25	8	15
shift operation	18	8	13	6	0	3
business trip	27	37	24	13	9	8
substantive accountability	42	33	16	32	27	4
formal dress	22	27	13	14	7	5
representative look	58	34	28	17	9	5
unlisted	3					

(Source: designed by the authors using research data)

According to the interview, sport organizations recruit their employees (33 % of organizations), also references and recommendations (23 % of organizations), personal experiences from testing period (23 %). Only 1 % of the organizations use services of assessment centers and 2 % use specialized questionnaires and tests.

Employee motivation

Considering employee motivation, we were focusing especially on employee evaluation and remuneration. 103 of 187 Czech sport organizations do not evaluate their employees. Organizations, which use evaluation methods, method of evaluation according to stated goals is preferred (19 % of organizations) and evaluation by freely description of finished work (10 % of organizations.) is used too. 3 % of the organizations use evaluation according to critical objectives and 5 % according to norms. Other methods like checklist, classification level for evaluation of worker's behavior and creating a chart of employees according to performance use just 1 % of sport organizations. 18 % of sport organizations in the Czech Republic evaluate their employees more than two times a year, other organizations mention less frequency of evaluation.

Remuneration of the employees relies especially on direct financial rewards. Except 7 % of organizations, which did not answer this question, 37 % of organizations utilize fixed salary defined by organization, 29 % utilize

fixed salary in combination with provision system and 29 % use contractual salary according to finished work. As a special benefit, overtime reward is preferred. Considering nonfinancial benefits, sport organizations use especially meal allowance and discount for organizations' products and services. There are other nonfinancial stimulus as free day for employees during special occasions and during feast and possibility of education directly in the organization. Contrary the least used benefits for employees are a free dental care and an additional insurance for cases of sickness leave.

The result of questioning of carrier development was surprising. 54 % of the organizations state impossibility of career development and only 4 % organizations present the possibility of career development, according to resolutely stated rules. In almost two thirds of the organizations, there is not elaborated any education system for employees. However, more than a half of examined organizations support their own education of their employees.

Conclusions

On the bases of the results of the third phase of the research, it is possible to formulate the following conclusion for the sport labour market in the Czech Republic. The situation in the sport labour market is not simple. Previous phases of the research already proved, that on a small market, there are present many universities and higher specialized schools, which are focused on

education of potential employees for sport market and in this manner, overall unemployment at the turn of year 2010/2011 reached 9.6 %. It is possible to rationally assume, that part of the mentioned percentage of unemployed people, does not meet the criteria of potential employers and that is why they are unemployed.

51 % organizations are present in the labour market for more than 10 years. From the third phase of the research resulted, that organizations at this market demand especially traditional professions, like instructors, trainers, coaches, tradesmen and salesmen of sporting goods. This trend is similar for the capital city of the Prague and for the rest of the regions of the Czech Republic as well. Demanding organizations are small considering number of employees (1-50 employees), majority of business subjects are focused on providing sports services and selling sporting goods. At the area except the capital city of Prague, there are shown better possibilities for running a business in a form of physical entities. In the area of capital city of Prague, 67 % of the organizations rate their "span of activities" as national, and at other areas of ČR 67 % organizations as regional.

Requirements, which sport organizations put on their fresh by graduated employees, include the level of theoretical knowledge, communication skills, adaptability, practical orientation in the field, performance and independency. As an advantage for fresh graduates is, that 63 % organizations do not require field experience. 96 % organizations (in Prague even 100 %) display interest in employing students, although in various ways – 43 % employ students as part-time workers, 25 % even count on

future cooperation after graduating. Less promising is the situation for job applicants at sport area with handicap. Only 9 % of organizations (the same percentage in Prague) employ those employees and other 10 % are considering their employment (in Prague 15 %). Other organizations even do not consider or reject this possibility regarding to unsuitable working conditions.

During the recruitment of employees, sport organizations use traditional ways of selection like interviews, references and recommendations, CVs and personal experiences during testing area. They do not use services of specialized agencies for recruitment, in the area of providing personal work in the Czech Republic. The results of the research show, what potential job applicants need to be prepared for working during weekends, business trips but also even for requirements like a representative look. The same requirements are also preferred for sporting goods salesmen.

Employee motivation for working positions has both positive and negative tendencies. It is possible to place among negative tendencies especially the fact, that 54 % organizations confess, that their workers do not have the possibility of career development. At the same time the same percentages of organizations mention, that they do not evaluate performance of employees. On the contrary spectrum, special rewards and employee benefits are pretty wide. Positive fact is, that 51 % organizations allow further education of their employees, 19 % of these organizations have their own elaborated education system, which is possible to apprehend as a challenge for education institutions.

References

- AEHESIS (2006). *Thematic Network Project. Aligning a European Higher Education Structure in Sport Science*. Report of 3rd Year. Petry, K., Froberg, K., Madella, A. (eds.). Cologne: The Institut of European Sport Development & Leisure Studies.
- Buciuniene, I., & Skudiene, V. (2009). Factors Influencing Salespeople Motivation and Relationship with the Organization in b2b Sector. *Inzinerine Ekonomika-Engineering Economics*(4), 78-85.
- Camy, J., Le Roux, N., & Chantelat, P. (1999). *Sport Employment in Europe*. Brussels: European Commission, DGX.
- Camy, J., Clijnsen, L., Madella, A., & Pilkington, A. (2004). *Improving Employment in the Field of Sport in Europe Through Vocational Training; Vocasport, Vocational Educational and Trainin in the Field of Sport in the European Union: Situation, Trends and Outlook*. Brussels: European Commission, DG Ecducation and Culture, 188.
- Caslavova, E. (2000). *Management Sportu*. Praha: East West Publishing, 172.
- Caslavova, E., & Berka, P. (2005). The Financial Management of Sportclubs in the Czech Republic. *Kinesiology*. 37, 204-213.
- Caslavova, E. (2009). *Management a Marketing Sportu*. Vydani spodporou vyzkumneho zameru UK FTVS MSM 0021620864. Praha: Olympia, 225.
- Caslavova, E., Kraft, J., & Voracek, J. (2010). Segment trhu prace: personalni prace a pozadavky na zamestnance v organizacich sportu na uzemi hlavniho mesta Prahy. *Ceska kinantropologie*, 14, 73-81.
- Donnelly, J. H., Gibson, J. L., & Ivancevich, J. M. (2002). Vedeni lidi v organizacich. In *Management*. Praha: Grada. 457-501.
- Donnelly, J. H., Gibson, J. L., & Ivancevich, J. M. (2002). Rizeni pracovnich skupin. zdroju. In *Management*. Praha: Grada, 417-456.
- Donnelly, J. H., Gibson, J. L., & Ivancevich, J. M. (2002). Rizeni lidskych zdroju. In *Management*. Praha: Grada, 539-585.
- Chelladurai, P. (2006). *Human Ressource Management in Sport and Recreation. 2nd edition*. Leeds: Human Kinetics, 368.
- Chelladurai, P., Madella, A. (2006). *Human Ressource Management in Olympic sport Organizations*. Leeds: Human Kinetics, 144.

- Jansa, P., & Valkova, H. a kol. (2008). *Uplatneni absolventu studijniho programu telesna vychova a sportu na trhu prace v Ceske republice (1998-2005)*. S podporou Grantove agentury České republiky c.j. 406/05/2670. Praha: Fakulta telesne vychovy a sportu.
- Koontz, H., & Weihrich, H. (1998). Management a vyber lidskych zdroju. In *Management*. Praha: East Publishing, 431-373.
- Koontz, H., & Weihrich, H. (1998). Lidske faktory a motivace. In *Management*. Praha: East Publishing, 437-463.
- Koubek, J. (2004). *Rizeni lidskych zdroju – zaklady moderni personalistiky*. 3. vydani. Praha: Management Press, 367.
- Kraft, J. (2005). Uloha trhu pri systematicke revitalizaci Brownfields. *E+M Ekonomie a management*, 4, 28-33.
- Kraft, J. (2008). The Influence of the Oligopolistic Fringe on Economies of New EU Countries on the Example of the Czech Republic. *Inžinerine Ekonomika-Engineering Economics*(5), 48-53.
- Le Roux, Comay, J. (1997). *Euroepan Classification of Sport related Activities*, Ed. E.N.S.S.E.E./O.E.P.S. Barcelona, 90.
- MacLean, J. (2001). *Performance Appraisal for Sport and Recreation Managers*. Leeds: Human Kinetics, 192.
- Madella, A. (2003). Methods for analyzing sports employment in Europe. *Managing Leisure*, 8(2), 56-59. <http://dx.doi.org/10.1080/1360671032000085675>
- Reid, M. A., Barrington, H., & Brown, M. (2004). *Human Ressource Development. Beyond Training Interventions. 7th edition*. London: Chartered Institute of Personnel and Development, 333.
- Rychtecky, A. (2004). *Vocational education and training related to sport in the Czech Republic: situation, trends and perspectives*. National Report. Prague: FTVS UK, 71.
- Steers, R. M., & Porter, L. W. (1991). *Motivation and Work Behavior. 5th edition*. New York: McGraw Hill. 595.
- Vodacek, Vodackova, E. (2001). Vyber a rozmisteni a hodnoceni pracovníku. *Management. Teorie a praxe informacni spolecnosti*. Praha: Management Press, 143-155.
- Vodacek, L., & Vodackova, O. (2001). Vedeni spolu pracovníku. *Management. Teorie a praxe informacni spolecnosti*. Praha: Management Press, 156-188.
- White Paper on Sport. Available at: http://ec.europa.eu/sport/white-paper/index_en.htm
- Whinstaley, D. (2009). *Personál Effectiveness. A Guide to Action*. London: Chartered Institute of Personnel and Development, 237.
- Zajcev, A., Baranov, V., & Kraft, J (2009). Etalon intelektu. In *Kreativnaja ekonomika*, 4, 15-22.

Eva Čáslavová, Jiří Kraft, Josef Voráček

Asmeninio darbo diagnostika Čekijos sporto organizacijose

Santrauka

Asmeninio darbo kokybė yra svarbiausia kiekvienos organizacijos veikloje. Keletas autorių: kaip Koontz, Weihrich (1998), Vodáček, Vodáčková (2001), Donnelly, Gibson, Ivancevich (2002), Koubek (2004), Reid, Barrington, Brown (2004), aptaria asmeninio darbo aspektus. Šie autoriai telkia dėmesį į žmogiškųjų išteklių planavimą ir samdymą, motyvaciją, atlyginimo metodus ir vadovavimo teoriją.

Individualios profesijų ir asmeninio darbo kokybės sporte problemos yra analizuojamos daugelio Europos ir kitų šalių autorių darbuose. Ypač reikėtų paminėti Chelladurai (2004, 2006), kuris atspausdino keletą straipsnių apie asmeninį vadovavimą sporte. Be to, sporto problemos akcentuojamos Europos Sąjungos dokumentuose („Baltojoje knygoje apie sportą“). Anot čekų, reikėtų paminėti ir Rychtecky (2004).

Sporto sektoriumi Čekijos Respublikoje rūpinasi daugelis organizacijų. Jas galima suskirstyti į tris grupes: valstybinis fizinio auklėjimo ir sporto sektorius, visuomeninis fizinio auklėjimo ir sporto sektorius ir privatusis sporto sektorius. Kadangi sporto sektoriumi rūpinasi daugelis pelno siekiančių ir ne pelno siekiančių organizacijų, atsiranda daugybė klausimų apie asmeninį darbą sporte.

Viena vertus, pelno siekiančios sporto organizacijos taiko įvairesnę motyvavimo sistemą, geresnę individualių užduočių paskirstymą, įskaitant ir aiškiai apibrėžtą kompetenciją bei atsakomybę. Kita vertus, visos ne pelno siekiančios organizacijos patiria finansinį nestabilumą, o tai neigiamai veikia jų galimybes įdarbinti naujus specialistus tokių organizacijų vadovavimo srityje. Problemų kyla ir dėl savanoriškumo, kuris yra sporto veikloje ir varžybose.

Abiejų tipų organizacijose yra ir bendrų problemų, pvz., darbuotojų kvalifikacijos kėlimas. Be to, problemų kyla ir dėl nuomonių apie sporto organizavimą įvairovės.

Iki dabar asmeninio darbo sporte tyrimai Čekijos Respublikoje buvo skirti universitetų sporto programoms rengti ir baigusiems specialistams įdarbinti. Šios srities tyrimai universitetuose yra gana populiarūs. Reikėtų paminėti Jansa, Válková (2008). Straipsnio autorių grupė nuo 2007 m. Atliko darbo rinkos poreikių srities tyrimus.

Tyrimą sudarė trys dalys. Pirmoji dalis rėmėsi anketavimu. Tikslas – sukurti duomenų rinkimo ir apdorojimo metodiką. Toliau – darbo rinkos poreikių analizė. Antroji dalis buvo skirta sporto organizacijų darbui tirti.

Tyrimo tikslas – nagrinėti asmeninio darbo lygį Čekijos sporto organizacijose, išskyrus Prahą.

Siekiant šio tikslo, buvo numatyti **svarbiausi uždaviniai**:

- ✓ ištirti organizacijų pobūdį (organizacijų tipai, veikla, dydis, pelno siekimas);
- ✓ surinkti duomenis apie individualių profesijų tipus;
- ✓ ištirti kvalifikacijos kėlimo galimybes sporto srityje;
- ✓ analizuoti atrankos metodus sporto organizacijose;
- ✓ sukurti metodus, kurie padėtų motyvuoti ir skatinti darbuotojus bei u-žtikrintų jų karjeros augimą.

Tyrimo objektai – buvo tiriamos 187 sporto organizacijos Čekijos Respublikoje, išskyrus sostinę Prahą. Organizacijos buvo parinktos atsitiktinai. Organizacijos buvo sugrupuotos pagal šiuos bruožus:

Organizacijos pobūdis: sporto klubas, fitnesas, sauna, soliariumas, kelionių agentūra, slidinėjimo mokykla, sportinių įrengimų paslauga punktas, sporto įrengimų parduotuvė, sporto įrenginių gamyba, vyriausybės organizacijos.

Tyrimo metodai – atsakant į darbuotojų klausimą, paaiškėjo, kad labai naudingi buvo kvalifikuoti darbuotojai. Todėl šiame tyrime buvo taikomas asmeninio klausinėjimo metodas.

Anketa buvo suskirstyta į tris tematinės dalis. Pirmojoje dalyje pateikta informacija apie kiekvieną organizacijos kaupimą. Klausimai buvo susiję su informacija apie organizacijų struktūrą. Antrojoje dalyje buvo nagrinėjamos ypatybės, susijusios su kvalifikacija tų asmenų, kurie pageidauja dirbti toje organizacijoje. Trečiojoje dalyje aptariami įvairūs darbuotojų motyvacijos būdai ir kvalifikacijos kėlimo galimybės. Individualūs klausimai buvo pateikiami pačioje organizacijoje. Anketą sudarė 31 klausimas.

Tyrimo rezultatai – beveik 2/3 respondentų buvo iš pelno siekiančių organizacijų ir tik 1/3 sudarė atstovai iš pelno nesiekiančių organizacijų. Kalbant apie darbuotojų skaičių, dauguma visų organizacijų buvo mažos ir jose dirbo daugiausia 50 darbuotojų (163 organizacijos). Čekijos sostinė Praha dominavo.

Iš 187 organizacijų 110 buvo vietinio arba regioninio pobūdžio. 50 organizacijų priklausė aukštesniam lygiui (pvz., Sporto sąjungos).

Tiriamosiose sporto organizacijose dirba įvairių profesijų žmonės: treneriai, instruktoriai, verslo atstovai ir pardavėjai, administracijos tarnautojai, technikai, technikos prietaisų operatoriai, vadybininkai, vadovai, medikai, fizioterapeutai, ekonomistai, finansininkai. Šių specialistų tvarka rodo organizacijose įdarbintų žmonių prioritetus. 68 proc. organizacijų įdarbinami studentai, o 9 proc. – neįgalieji. Tik 16 proc. organizacijų kuriamos naujos darbo vietos jauniems universitetą baigusiems specialistams. Kalbant apie pageidaujamas specialistas, sporto organizacijose pageidaujama, kad dirbtų aukštųjų mokyklų absolventai, išskyrus ekonomistus ir finansininkus.

Autorius domina universitetų absolventų įdarbinimo sporto organizacijose problema. Įdarbinant atsižvelgiama į tam tikrą teorinių žinių lygį, bendravimo galimybes, mokėjimą prisitaikyti darbe, praktines žinias toje srityje, darbo našumą ir savarankiškumą. Šios savybės buvo suskirstytos pagal jų svarbą penkių balų sistemoje (1 – puikiai iki 5 – nepatenkinamai). Nė vienas reikalavimas nebuvo įvertintas „puikiai“. Teorinės tos srities žinios, bendravimo gebėjimai, praktiniai dalykai buvo dažniausiai vertinami „labai gerai“, prisitaikymo ir darbo efektyvumo galimybės – „gerai“. Savarankiško darbo gebėjimų vertinimas svyravo nuo „puikiai“ iki „gerai“.

Darbuotojai organizacijose parenkami taikant interviu, rekomendacijas ir asmeninį patyrimą.

Papildomi reikalavimai buvo šie:

- Medikams, fizioterapeutams – viršvalandžiai, darbas savaitgaliais, verslo kelionės.
- Treneriams, instruktoriams – viršvalandžiai, darbas savaitgaliais, verslo kelionės, išvaizda.
- Verslo atstovams, pardavėjams – išvaizda, viršvalandžiai, darbas savaitgaliais, materialinė ir finansinė atsakomybė, verslo kelionės.
- Ekonomistams, finansininkams – finansinė atsakomybė, viršvalandžiai.
- Vadybininkams, vadovams – viršvalandžiai, darbas savaitgaliais, verslo kelionės, išvaizda, formalusis apsirėngimas.
- Administracijos darbuotojams – viršvalandžiai, materialinė ir finansinė atsakomybė, darbas savaitgaliais.

Darbuotojų motyvacija yra susijusi su jų vertinimu ir atlyginimu. Darbuotojai vertinami už jų atliktą darbą, aktyvią veiklą. Vyrauja įvairios mokėjimo formos: pastovus etatas, kontraktas, papildomas įvertinimas (pvz., už viršvalandžius). Dažnai kompensuojamas darbuotojų maitinimas, pasinaudojimas organizacijos produkcija, paslaugomis. Darbuotojai gali būti motyvuojami papildomomis laisvomis dienomis, galimybe tobulėti ir mokytis.

Šis tyrimas gali padėti tobulinti sporto programas įvairiose sporto srityse ir pagerinti specialistų kvalifikacijos kėlimo būdus.

Raktažodžiai: *valdymas, darbuotojų motyvavimas, darbuotojų vertinimas, atlyginimas, Čekijos Respublika, sporto organizacija, verslo nesiekianti organizacija.*

The article has been reviewed.

Received in June, 2011; accepted in December, 2011.