

Professional article

**THE SIGNIFICANCE OF THE ORGANIZING PROCESS
IN SPORTS ORGANIZATIONS**

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Abstract. *The ultimate objective of organizing in sports is the realization of sport and business efficiency. This objective is most easily achieved by establishing a relevant sport organization. This means that sport organization is also the result of the organizing process. Understood as the result of this process, a sport organization represents an optimal combination of the logical and appropriate relatedness of the organizational units which makes possible the coordination of activities and people involved in the procurement, allocation, use and replacement of organizational resources. The way which leads to a sport organization definitely starts with defining the organizational process, as well as the principles which regulate it. The process of organizing also provides rules, procedures and activities which define the organizational structure of the sport organization, because it is one of the preconditions of successful management within it. The principles of the process of organizing may be as follows: work specialization, grouping tasks, balancing the relations among the parts of a whole (communication, coordination, cooperation and integration of the parts into a whole), as well as managing a sport organization, which includes delegating authority and power, responsibility, centralization and decentralization, including other categories of management such as the corresponding functions: anticipating, planning, organizing, human resources, administration and control.*

Key words: *organizing, processes, objectives of a sport organization*

INTRODUCTION

Organizing, from a management perspective, is a function performed by managers which includes projecting and establishing relations between activities and people involved in the procurement, allocation, use and replacement of organizational resources. The ultimate objective of organizing in sport is the realization of sport and business efficiency. This objective is most easily achieved by establishing a relevant sport

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organization. This means that a sport organization is also the result of the organizing process. The way which leads to a sport organization definitely starts with defining the organizational process, as well as the principles which regulate it. The process of organizing also provides rules, procedures and activities which define the organizational structure of the sport organization, because it is one of the preconditions of successful management within it (Veselinović, 2012).

Hence, organizing, as one of the functions of management, is hard to define without simultaneously considering the organization as well. Organizing is realized through the process of defining organizational structure, establishing functions and processes within the organization, as well as transformation of the organizational resources.

This paper aims to present how significant organizing process in sports organization is, i.e., to describe a way of establishing a relevant sport organization that is the result of the organizing process. An overview of the theoretical framework is provided, including the concept related to factors of modelling the organizational structure.

THEORETICAL FRAMEWORK

Unlike organizing, an organization is the institutional form of conducting and coordinating relations between people and activities directed towards the realization of set objectives. Definitions based on the theory of social systems, which could also reflect on sport organizations, can be systematized in the following way: Organization is a system of conscious coordination between two or more people who fulfill various activities with the purpose of realizing a unique goal (Životić & Veselinović, 2010); Organization is a system of various means of regulation of behavior (Životić, 2007); Organization is a group of people performing complex tasks who are connected with one another in the process of a conscious attempt to achieve goals previously set and agreed upon (Lawrence & Lorsch, 1967); Organization is a feature of human society which emerges in contact with the environment (Životić, 1999); Organization is in the first place a collective social subject, a social system, which consolidates, coordinates and directs the behavior of people or social groups in the process of common activities (Lafta, 2003); Organization is a system of cooperative and coordinated activities with the aim of achieving maximum profit from the interaction with the environment, i.e., organization is a mediator in the interaction of individuals with their environment; organization is a group of people whose activities are consciously coordinated with the aim of achieving a common goal or goals (Borisova, 2003).

The term 'organization' has been adopted from the New Latin and has the meaning of joining separate elements (organs) into a whole so that the whole has the capacity to exist (Vujaklija, 1980). In Vujaklija's *Leksikon (Lexicon)* organizing is defined as founding, establishing an organization. However, organ is a word of Greek origin (organon) and means: a tool, instrument, means, helping member, part of a living entity which has an independent function. An organizer denotes a person who can organize, arrange, direct, establish (found) an organization. *Ekonomski leksikon (Economic Lexicon)* defines organization as joining individual parts into a whole so that the whole is capable of living on its own (Baletić, 1995).

The research on the functioning of organizations is closely connected to management and its functions. Regarding their interactivity, as well as the fact that organizing as a function is directly connected with planning (and all the other management functions) and represents its logical continuation, from the point of view of managerial roles and tasks

the key organizing activities can refer to: determining the organizational structure of a sport organization, projecting of communication links and coordination channels, allocating tasks and responsibilities, as well as establishing the criteria for their evaluation.

The principles of the process of organizing may be as follows: work specialization, grouping tasks, balancing the relations among the parts of a whole (communication, coordination, cooperation and integration of the parts into a whole), as well as managing a sport organization. Managing a sport organization includes delegating authority and power, responsibility, centralization and decentralization, and other categories of management, such as the corresponding functions, anticipating, planning, organizing, human resources, administration and control.

The main stages in the process of organizing which derive from the corresponding activities within the process are: establishing the basic principles of the organizational structure; systematization of activities and tasks at the level of the structured organizational units; establishing the relationship between the defined positions and post of the employees and human resources; coordination of the defined hierarchical relations within the structure of the organization.

The structure of a sport organization is viewed and understood in different ways regarding the fact that there is no simple and objective definition of the notion. In sport practice, the most common way of representing the structure of an organization has been through an organizational scheme, an outline of units, management, allocation of tasks and authorities, both on the horizontal and vertical levels of the organization.

The term organizational structure is used to define manner in which the tasks of a sport organization are broken down and allocated to employees and volunteers, the reporting relationships among these role holders, and the coordinating and controlling mechanisms used within the sport organization. A typical organizational chart outlines, in part, the structure of an organization (Slack & Parent, 2006).

Factors of modelling the organizational structure

Motives themselves are not sufficient for setting up a sport organization, i.e., for individuals to join an existing organization in the first place and then to realize their sports and other interests, needs and goals while working there. Much more than just motives, human will and energy, material and other resources, ideas and goals are necessary to lead everyone who joins a sport organization. Bearing that in mind, as well as the sport practice, there are five factors that seem to dominate the process of forming, defining and functioning of sport organizations, and that at the same time represent a set of elements of an organizational design. The five factors, i.e., five comprehensive sets of elements are: mission, objectives, tasks; structure; human and other resources; processes; management.

Goal, objectives and tasks

Every sport organization has its mission, i.e. the purpose of its existence which corresponds to its overall sport mission. The purpose of existence is something which directs the organization to answer the question regarding the business it is in and what its business characteristics are. This purpose or common intention has to be attractive for the individuals to join in. It is at the same time a possibility for a group to act as a means by way of which it is possible to achieve their own objectives. Every sport organization has to define the goals of its business activities. A goal is something that needs to be achieved

and on the basis of which people will decide to become a part of an organized entity, to contribute with their engagement, i.e. work and resources, while adhering to its rules on the one hand and requiring the realization of individual and common objectives, interests and needs on the other (Tomić, 2006). Organization emerges as an answer to the permanent human quest for ways of achieving particular objectives. It represents a quest for solutions to problems in achieving objectives.

Not one single objective, however small or insignificant it may be, can be realized through individual efforts of even the most intelligent person, except by accident, without minimum necessary, relevant and appropriate organization which is concerned with minimum necessary conditions that are required in order to achieve the above objectives. Specifying the basic strategic tasks that result from the mission and objectives allows the organization to define the unique features of its organizational design that distinguish one organization from the other. Organizational tasks set the basic principles for sport organization operations. If the objective of a sport organization is the improvement of its overall operations for achieving even better sports results and providing sport services, then every managerial structure has to specify its strategic and operational tasks for each of its members and organizational units. If this not be the case, we will build such an organization that will be its own goal and will not be focused on achieving the goals for which it exists. This also means that strategic and operational tasks direct in a way the other complex sets of elements for establishing a sport organization and modeling its organizational structure.

Structure

Employees in a sport organization have different tasks. Not everyone can do all the tasks and therefore, there is a need to delegate, structure and finally group tasks according to relatedness and similarities. Without this, individuals would do various things and what they want with no aim or balancing of time and efforts aimed at the common goal. The alternative is chaos in the organization. The structure relates to the vertical hierarchical management line, as well as to horizontal links between individuals and the corresponding organizational units, i.e. parts of a whole. However, the structuring process represents a set of interrelated joined elements that include division of work and principles of the division, then the specialization of tasks and the level of the specialization (Raič, 2001). The next stage of the process refers to grouping tasks according to their similarities, purpose and uniformity so that they could be realized in a more efficient and effective way. The above-mentioned process and the set of elements that refers to the organizational structure includes the coordination of work and activities of the sport organization which is represented by formalization, delegating authority, centralization and/or decentralization, management scale, side links and other elements. The structure of the organization defines the ways we can group tasks and members of the organization for the purpose of realizing individual and common tasks and common goals for the whole sport organization.

Human and other resources

For a sport organization to function, it is not enough to highlight attractive motives for joining in. The members of a sport organization need something to work with. This refers mainly to resources or the means through which both group and individual goals can be achieved. However, the most important resource in sports is the man.

Processes

Processes in a sport organization refer to establishing, setting and directing the flow of activities and tasks necessary for the realization of the goals of the organization, as well as to the mechanisms that connect all the different flows of business activities of different organizational units, groups of people and individuals within one organization into a single entity. Management of processes in sport organizations is entrusted to managers, managers-coaches, experts and specialists from various fields and of various profiles. In a sport organization there are primary and secondary processes. Primary processes refer to the “production” sphere, i.e. processes of the basic activities: training and competing as well as providing services. Secondary processes may exist within ancillary activities and activities supporting the main business: marketing, finance, administration, facility maintenance and the like. Primary and secondary processes can be “broken” into smaller processes, or sub-processes, such as activities related to categories of athletes, technological principles and stages of expert activities in coaching etc. In a sport organization, like in any other organization, special attention is paid to the process related to management, i.e. managing finance, processes and structures, which involves the processes of planning, decision making, organizing, human resources, administration, delegating authority and responsibility, reporting, exchange of information, control, etc. (Taylor, Doherty, & McGraw, 2013).

Management

One of the most important features of the functioning of a sport organization is its management, i.e. proper and successful managing of its functions, processes and activities. Management equally refers to activities and people that are necessary for every organized enterprise and that contribute to the efficient functioning of the organization which is focused on satisfying people’s needs. Management ensures that the whole group does not stray from the path leading to achieving set goals, resolves disputes and harmonizes the differences in views, makes decisions on strategy and timing of activities, and maintains the structure of activities and relations directed towards the achievement of the set goals. Management facilitates human efforts within organized groups and comes to life when people wish to cooperate in order to achieve some objectives.

The importance and the role of sports managers

In order to fully realize the effects of the process of organizing, managers should build the organization following particular parameters and criteria. They also have to define all the activities and tasks that are or will be performed in a sport organization. Then they have to establish a hierarchy of authorities and allocate authority and responsibilities of managerial and non-managerial personnel. Finally, they need to establish vertical and horizontal information channels, necessary for successful coordination among the parts and between the parts and the whole of the sport organization. Under those circumstances, managers can ensure proper control and coordination of the activities through proper supervision (Chelladurai, 2006).

As leaders, managers play the critical and proactive role in constructing and projecting specific images for the purpose of establishing their organization’s identity. Furthermore, managers are the focal point of image management, since they are, in essence, the

organization (Parent & Foreman, 2007). Finally, there are increasing pressures on managers to be creative in generating revenue (Masterman, 2014).

CONCLUSION

Sport and sport organizations cannot be considered merely from the point of view of management, i.e., managing its functions and processes, because sport itself is a social, economic, even political phenomenon. This means that it has a wider significance than sport organization, as an entity or a small part of the global social system. Sport organization, regardless of its goals being defined and regardless of its legal status (as a part of the global institutional framework), also represents a public social interest and it satisfies general social and individual human needs, thereby producing a powerful social effect.

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ZNAČAJ ORGANIZOVANJA U SPORTSKIM ORGANIZACIJAMA

Krajnji cilj organizovanja u sportu je ostvarenje sportsko-poslovne efikasnosti. Ovaj cilj se može najlakše postići uspostavljanjem odgovarajuće sportske organizacije, primerene njenim ciljevima. To znači da je sportska organizacija ujedno rezultat procesa organizovanja. Shvaćena kao rezultat procesa organizovanja, sportska organizacija u tom slučaju predstavlja optimalnu kombinaciju logične i svrsishodne povezanosti organizacionih jedinica pomoću koje se obavlja koordinacija aktivnosti i ljudi, uključenih u pribavljanje, alociranje, korišćenje i zamenu organizacijskih resursa. Put kojim se dolazi do sportske organizacije ide svakako preko definisanja procesa organizovanja, a ujedno i principa prema kojima se taj proces odvija. Proces organizovanja, takođe, daje i pravila, procedure i postupke kojima se definiše organizaciona struktura sportske organizacije, jer je to jedan od uslova uspešnog upravljanja u njoj. Principi procesa organizovanja sportskih organizacija mogu biti: radna specijalizacija, grupisanje poslova, usklađivanje odnosa između delova celine (podrazumeva komunikaciju, koordinaciju, saradnju i integraciju delova sa celinom) i upravljanje sportskom organizacijom, što podrazumeva prenošenje autoriteta i ovlašćenja, odgovornost, centralizaciju i decentralizaciju, uključujući i druge kategorije menadžmenta, kao što su njegove funkcije koje se podrazumevaju: predviđanje, planiranje, organizovanje, kadrovska politika, rukovođenje i kontrola.

Ključne reči: organizovanje, procesi, ciljevi sportske organizacije