

A Case Study on Human Resource Management Practice of a Sport Organization

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Abstract. Human resource with the adequate ability and skills is of decisive importance in all organizations, irrespective of the field of activity in which they operate. It is no different with the life of sports organizations. The human resource management of sports organizations is peculiar which is influenced by, on the one hand, the operating form of an organization, on the other hand, the nature of employment. Those well-known jobs can be also found in the sport organizations which are necessary to operate an organization and carry out the general tasks, at the same time, the amateur or professional athletes turn up as specific human resources. Aim of the study is to explore the specific characteristics of the human resource management of a particular organization, namely Debreceni Egyetem Atlétikai Club Sport Nonprofit Közhasznú Kft. (University of Debrecen Athletic Sport Non-profit Public Benefit Purpose Ltd., hereinafter: DEAC Ltd.), primarily focusing on the traditional HR functions. After reviewing the domestic and international specialized literatures, the practice of the examined sport organization will be described by means of case study, document analysis and managerial interview methods. Based on the results, it can be determined that there is no separate HR manager in case of the examined sport organization, due to its size, but the managing director carries out the tasks as an economic and HR manager in one person. From the aspect of organizational operation, the practice of HR functions is similar to the practice of other SME business organizations, at the same time, the management of athletics as human resources means its specific characteristic where the managements of labour supply, career and talent has other interpretation.

Introduction

Simultaneously with the social and economic transformation, the management of human factor becomes increasingly important in the world of work. The human resource management fundamentally deals with the people as resources which are indispensable from the aspect of effective management of all organizations. Human as a human resource has a peculiar nature in the life of sport organizations since it has a dual interpretation. On the one hand, there are paid collar and manual workers responsible for operating an organization effectively and carrying out the everyday tasks, on the other hand, the athletics appear as human resource. According to Chelladurai (2006), there are

three different groups of people who compose human resources in sport and recreation organizations: paid professional workers, volunteers, and the clients themselves.

Aim of the article is to explore the economic peculiarities of the human resource management along with the traditional HR functions, through the example of a particular sport organization.

1. Relation of sport and HRM

Sport is a decisive factor of human life since the preservation of our life quality and health depends on our sport activities at individual level. In addition, sport socially plays a significant role as a medium which is transmitting social values and forming the community. Sport activity comes into an increasingly closer contact with the business sphere; its profit-making ability has been proved thus sport can become a dynamically developing and key sector of the economic. (Bácsné, 2015) In the present international context, sports are becoming more commercialized and sports organizations have become more competent in recent years (Bauer et al., 2005).

There is no doubt that the appreciation of human capital is now worth handling seriously in case of sports as well. On the one hand, sport integrally takes part in spending the work- or free time of the citizens; on the other hand, sport is simultaneously business- and non-profit activity from economic point of view as well as it is in close connection with the preservation of the citizens' mental and physical health. At the beginning of the last century, Veblen (1899) had still associated sport with activities of the non-industrial, convenience class. According to András (2003), the elite had the necessary income for taking part in the education and the sufficient amount of free time alike. Sport was built into the elite education and the future leaders were trained by determining and implanting such values which can be developed well by means of sport. Nowadays, sport is for everyone and is an integral part of the everyday life. The human factor is particularly determinative in the field of sport because the human performance is decisive beyond the sport performances; at the same time, the existence of different material-technical conditions is not negligible in any case.

According to Khasawneh (2011), the organizations should invest in their human resources in order to operate the organizational effectively and efficiently. "HR has much more to do with sport than we can imagine. As in the business sphere, the selection of talents and the support of 'espoir' players are now performed by scientific methods" – said Antal Gubicza in the roundtable debate "Present and future of HR in sport life". Gubicza is a specialist who has significant professional managerial achievements in wrestling, karate and skiing as well (Paraszt, 2008). Significance of connection between sports organizations and HR is reinforced by Zeng and Hu (2017) whose opinion is that there are three orientations for studying the performance of sports organizations in the Western countries. Firstly, there is a relation between the performances of sports organizations and the practice of human resource management, secondly, there is a connection between the operations of HR systems and the performances of sports organizations, thirdly there is a relationship between the human resource management fit effect and the performances of sports organizations.

The most important functions of human resource management have considerably expanded over the past decades. In addition to the business sphere, the HR researches have appeared in other fields of

activity and their role and significance has grown. In Hungary in the 1990s, we could hear about fields of activity which are now referred to as traditional functions, such as human resource strategy, human resource planning, job establishment, labour force supply, incitement, performance evaluation, human resource development as well as labour relations. Nowadays, the strategic human resource management involves numerous fields of activity which can be broken down into further part processes. The traditional functions have expanded and, responding to the changing environmental effects, increasingly new functions have come to the fore, inter alia, career-, talent-, work experience-, generation- and diversity management. Today, sports organizations use a strategic approach to HR as a critical method in order to manage their HR for the purpose of an effective and efficient operation (Weerakoon, 2016). In their research, Unlu et al. (2012) have compared the human resource management practice of sports organizations to the HR practice of other service enterprises along nine functions which are as follows: labour force planning, employees' selection and placement, training and development, career planning, performance evaluation, payment, protection, discipline and separation. They have determined that sports business hospital's human resource managements' application situation of labour force planning and payment functions are low but all other functions' application situation at hospitals are higher considering sports business.

Based on Sterbenz et al. (2012), the sport managers, sport organizers are responsible for the personal resources in the sports organizations. By Tripolitsioti (2017) "in the last thirty years, there have been significant changes in the sports organization, which from amateurs became more businesslike. This progress requires a better management system for their administration."

2. Material and methods

The exposition of HR peculiarity of sports organizations will be presented through the example of DEAC Sport Ltd which is attached to the sport activity of the University of Debrecen. Three sports organisations operate tied to the university which has considerable sport activity and these organizations are linked to each other. The examined organization carries out the sport activity of the university, in cooperation with DEAC Association and DASE Student Sports Association (Bács – Bácsné, 2014a). Activity of the latter two associations is limited to the operation of the football section. All the other sports and sport sections linked to the university sport are operated under the aegis of DEAC Ltd. The three organizations are linked to each other in such way that the current managing director of DEAC Ltd has been officially carrying out the economic managerial activities of the organizations since 2015. It should be particularly noted that the precise title is economic and HR manager which indicates the significance of the activity field of human resource management. These associations are totally separate companies which operate separately, with separate managing presidents who practice legal presentation and right to sign in one person.

DEAC Ltd strives to improve the situation of university physical education, grassroots sports and competitive sports. DEAC Ltd operates the sports sections of DEAC and sends them to competitions in accordance with the traditional DEAC Association. DEAC Ltd supports the students' preparation, competition, travelling and organization of competitions. DEAC Ltd takes part in transacting sports events and competitions organized by Physical Education Coordination Body of University of

Debrecen and it promotes the publication of achievements reached by the athletes. DEAC Ltd transmits and represents the interests of university competitive sports in urban, regional and national fora. (DEAC, 2015)

The sport activity is supervised by the sport section leaders who are taking place under the president of association in the hierarchy. The task of a sport section leader is to harmonize the activity of a given section and he/she is also involved in HR tasks since the evaluation of coaches and employees linked to the sports is actually a sport professional task. For all these reasons, the section leaders are those who primarily make decision in the course of selection. It is true that the managing director signs the contract but, at the same time, the competence of a section leader is to select the sport professional employees.

The job of technical manager can be found almost in case of every sport section. A part of the technical managers carries out the tasks within the framework of employment contract while the other part of them performs this activity within social work by work assignment contract but without any remuneration. There are such sport sections where the same person is the professional manager and the technical manager and where the emerging works are less and the administrative tasks are smaller.

In the hierarchy, the athletes themselves are taking place under the technical managers and the coaches are under the level of section leaders; here is the professional staff. At the same time, there are special sport sections whose operations are very complex, such as the basketball which continues its activity in cooperation with several sports associations of the city and there is such a professional manager whose job extends into the activities of other associations because Basketball Academy operates as a separate organizational unit. A part of it belongs to DEAC, such as the sending the adult teams and age group over 18 years to competitions while the secondary school students' and children's age groups are in other sports organizations. The professional manager is an employee of DEAC but he/she actually supervises the professional works of two other organizations as well.

In order to operate a sports organization efficiently, in addition to sport professional jobs, there is a need for other so-called serving jobs as well. These might include the office manager who harmonizes and organizes the administrative activity but also takes part in tender works (Bács – Bácsné, 2014b) at the same time. The tasks arising in case of tenders are distributed among the jobs. The economic manager carries out a part of these tasks, for instance, the tender activity related to the corporate tax tender (Bács – Kvanicz, 2002). Furthermore, there are also other tender activities which can be linked to, for instance, the Hungarian Olympic Committee and the Hungarian University Sports Federation; the office manager performs a part of these tasks or prepares these tenders. There are other two female colleagues who perform the administrative work but they are not actually administrators but sport colleagues. In DEAC Ltd, there is no such a job which is explicitly administrator because everyone does everything. There is neither a secretary nor an administrator but those who are employed are also working in the sport professional activity, whether in organization or in coordination.

The practice of the examined sport organization will be presented by means of case study, document analysis and managerial interview methods conducted with managing directress Mrs Mariann Kovács Lászlóné Kovács.

3. Practice of traditional HR functions

The study does not cover the presentation of all HR functions. Primarily, the peculiarities of the traditional fields of activity will be presented through the example of the sports organization which are as follows: HR strategy planning, headcount planning, labour force supply, job establishment, incitement, performance evaluation and development.

3.1. Establishment of human resource strategy

In general, it is difficult to speak about the sports organizations' strategy approach having human resource nature. There are extant strategy-planning documents at transnational, domestic, sectorial and municipal levels as well. An often cited document of those ones is the EU White Paper on Sport whose "main objectives are to set strategic guidelines relating to the role of sports in Europe, encourage debate on specific problems, give sport a greater visibility in the EU policy-making process as well as highlight the needs and specific characteristics of the sector for the public awareness". Considering the human aspects, "approximately 60% of the European citizens regularly take part in sport activities, about in 700 000 sports clubs, or outside those ones, which are themselves members of innumerable federations or associations. The biggest part of sports activities is carried out within amateur frameworks." (eur-lex.europa.eu)

An informal strategic planning is going on in the examined organization. The managing directress said that the following things can be worded:

- developing and enhancing the marketing;
- elaborating sponsorship system which would contribute to the teams' work
- teams should enter higher class in case of several sections (handball, basketball);
- employing of excellent coaches (by internal development or form external sources);
- providing an appropriate replenishment education, elaborating a model which is based on the internal replenishment education instead of a pro club what buys and pays the players, and the aim is to develop;
- enhancing the system of commitment to the club – introducing a fan membership system;
- strengthening the DEAC external brand, becoming more popular at urban and county level.

According to the directress, a very pro team would be required to achieve the abovementioned goals because the advancement can be realized only by people with adequate competences. In this respect, the company get a lot of help from the university in order to be able to advance but, at the same time, the company would like to retain the extant peculiar intimate spirit of the Club. The company would like to be a little bit more professional in such way that the returns of footballing for money should not appear on the other side but the club attitude should remain that has characterized DEAC so far.

The achievement of goals is also influenced by their economic opportunities. Presently, the company cannot pay a pro employee but, at the same time, could pay the people at higher wage levels if there were sponsorship and support. Actually, the present economic opportunities merely make it possible

to try to carry out the sport activity at the highest professional level but it is very difficult to advance beyond that. In today' world, there are such requirements beginning from the media appearance which would be expected in the hope of an upward step that cannot be ensured by DEAC presently.

According to Marian Kovács, there are not so many clubs where so many sections operate within one company which firstly does not seem to be a major matter at amateur level but, according to her, this club has already moved away from the absolute amateur level. In other clubs, one company operates only one sport section.

A significant headcount can be said if those employees and players of the section are totalized who are actually coordinated by DEAC Ltd. Number of the persons employed by DEAC Ltd. is over 30 but, at the same time, the number of all employees is cumulatively almost 50 in such way that the jobs are interlinked in many cases. There is a person to whom three employment contracts would be linked to. If the players having amateur contracts are added to this then it means almost 100 extra persons, not to mention the hundreds of players in the age of replenishment who take part in the program as well.

3.2. Special characteristics of workforce planning

In DEAC Ltd, the informal labour force planning appears in practice. Depending on the arising work quantity, new jobs are established and people are employed. In case of employment, the company strives for flexibility and takes the expectations of employees into consideration but, of course, it is important that all emerging tasks shall be executed. In DEAC Ltd, two new sport employees have been employed in recent times. In the sport organization, the labour force planning is specific which determines the movement of labour force as well. The managing directress said that this is a priori a reason of the fluctuation by the fact that most of the positions are not held within the framework of full time employment. According to Mariann Kovács, the sport activity is also special because the sport life is linked to the club and those people who appear as employees or representatives are committed to the club and, therefore, the change is minimal. There were cases when some employees were not able to carry out their tasks due to their other engagements or they moved away but this movement is less typical because of the commitment to the club. Those people need to be considered who do sports here or have been working here for a decade. Therefore those people rather choose that they meet the growing expectations and even develop and train themselves. In case of the persons employed by the sport organization, the commitment is predominant (Bács, 2013) and not the material asset that motivates them. This is proved by the fact that the speciality of operation from the tender support system is that, in many cases, the coaches perform their work without any remuneration for months. In December, there is an opportunity to pay the wages fully since the tender funds are collected then. Practically, these people are so committed that they work without any commission fee for months. The work assignment contract is a priori concluded in such way that the people are aware of this fact.

A special case of the labour force movement of sports organizations is to lend or sell the athletes to other club. This works in case of the amateur club and the lending agreement also exists. In most cases, DEAC Ltd does not get money for that. It may also be the case that the club lends a whole complete team to another team. This is the issue of an agreement between two associations. Beyond this, some moral or even material reason is always possible. This is actually a contract.

The curiosity of lending is that an athlete has concluded contract with the given club in principle and committed to DEAC in many cases. In such a case, the player is actually presented with a fait accompli and has no say. The managing directress said that the player has a say in whether he/she undertakes to play in another club or not. The player can decide it but he/she has no say in the matter if the team itself is lent to someone or his/her team together with the coach enters another club within the framework of cooperation. Its realization is an agreement between two clubs but the lending is oftentimes carried out in the interest of a player; for instance, when a player competes in a higher class which is professionally a development opportunity, professional challenge or possibility of proving for him/her.

According to the directress, the financial resources are limiting the headcount planning but, at the same time, the students taking part in internship are also very helpful. In her opinion, the temporary voluntary work would be also a great help because there are work peaks in the annual planning and it is known in advance which one or two months will be affected; thus everything could run in a more organized way.

3.3. Practice of recruitment, selection and integration

In the labour supply practice of DEAC Ltd, the filling of vacancies is primarily solved from internal sources. External sources are merely peculiar if there are no other solutions. Among the opportunities described in the specialized literature, the advertisements are not characteristic at all in case of any job.

In practice, the labour force supply by means of educational institutions is one of the most specific external sources viz. there is also an opportunity for the university students to spend an internship semester in DEAC Ltd where sport organizer students are mostly frequented. Based on the experiences of directress, everyone has carried out the work so far and the company has offered jobs for the outstanding students. In her opinion, this is a very great opportunity for the students to be involved in the day-to-day life of a sports organization in practice. They can be employed as volunteers, for instance, in sports events, in addition to the students spending the internship semester.

The recommendation by co-workers is characteristic in case of a section leader, coach, masseur or ordnance colleague but, in most cases, such people are employed who has been formerly involved in the activity of DEAC. Such as those who studied at the university prior to DEAC or worked beside trained coach colleagues without remuneration, for the purpose of practice-gaining. If a job becomes vacant then the proper worker will be selected among them in most cases provided that the person has already reached the coach grade. One of the colleagues has been also employed in such way that he played basketball and kept the accounts in parallel and the directress sometimes asked him to assist her and he worked here for two years in such way that he just helped in. When there was an opportunity to apply him in the technical management of basketball, he was employed.

The professional federations create serious professional regulations for the associations. They stipulate what kind of skilled coaches shall be employed in case of certain classes' competitions. In each case, these coaches' coach trainings and certifications shall be proved towards the federations and it shall be demonstrated that they have adequate skills. Actually, this is the very first viewpoint

that determines the employment of labour force: the associations can select only among those coaches who meet these requirements i.e. the source of recruitment is narrow.

The athlete as labour force is a special peculiarity of sports organizations. DEAC Ltd is a totally amateur sports organization even the NB I (Hungarian First Class Football Championship) athletes are employed by amateur sport contracts (Annex 6). The athlete's rights and obligations towards the club are worded in the contracts and they do not get any remuneration or wage. So if you look at it, this is a special contract of employment because the tasks are set but remuneration is not paid but only the moral recognition and the sense of commitment to the club. Actually, everyone can be applied but the selection is primarily the competence of coaches. Those can be contracted who regularly attend the training sessions, meet the requirements of ethical code and ask for the admission.

In the course of selection, it is important that the applicant shall possess the appropriate qualification and the commitment to the club plays also a role. Based on the managing directress, the sport professional past and experience are very important but, at the same time, the applicants shall comply with requirements of the university in all respects because this is a university club. With regard to the behavioural expectations, the directives set in the ethical code are in the first place. The unequivocal expectation from a coach or other workers employed by DEAC Ltd is that their behaviour shall meet the directives set in the ethical code of the organization in any event. When a new coach is employed then he/she actually needs a recommendation as well as DEAC seeks the opinion of his/her former employer and inquires whether the coach will meet the expectations.

The ethical code is given to each employee when concluding the contract. The managers often refer to the ethical code and look at it in any problematic case as well as act along its content. The ethical code provides guidelines not only to the workers employed by employment contract but athletes because the code also includes a part which is explicitly for the athletes.

In connection with the process of insertion, the directress said that this also has an informal system because everyone has an experienced appointed mentor who supervises the work and assists in the integration.

3.4. Establishment of jobs

In DEAC Ltd, the following jobs can be found: managing director – economic manager; PR and marketing manager; operative manager; administration, office manager and tender coordinator (sport colleague); sport section manager; professional manager; technical manager. In the organization, job descriptions have been prepared in writing for each job set out above. As the directress said, the job conditions are determined by the fact that DEAC competes in the competition system of sports professional federations. Two teams of DEAC compete in the first class and it has also several teams in the second class as well as basketball in the NB-I-B. These professional federations create serious professional regulations for the associations. They stipulate what kind of skilled coaches shall be employed in case of certain classes' competitions. In each case, these coaches' coach trainings and certifications shall be proved towards the federations and it shall be demonstrated that they have adequate skills. As well, it is needed to adapt to the federations' changes in rules. In recent years, the

federation have already modified these regulations in many cases in such way that an increasingly higher coach grade is required for the teams and the organization needs to adapt to this. In such cases, either the coaches will be sent to further training or such a worker will be employed who has already the adequate grade. This means that the job descriptions continuously need to be updated and the changes in rules continuously need to be monitored.

In recent years, the role of ability, skills and competences has also come to the fore; it is no different with DEAC either. For athletes measuring the personal competences is very important such as problem solving abilities, predominancy abilities and the moving competence, therefore the manual skills, soft motoring skills, co-ordination skills, balance capability and fission process. (Kovács-Matkó, 2015). Though the job description does not list the competences expected for the job specifically but, at the same time, there is an Ethical Code related to the employment of coaches which has been accepted and its directives are binding upon each coach. (Annex 3). Lóczy Lászlóné said that the section leader has a complex coordinating activity with regard to the sport section. The job description and the contract specifically include the tasks but the section leader shall actually decide and act in connection of all issues affecting the sport section. Tasks extend from coordinating the entries, organizing the teams to making the training halls available. The section leader has to organize and coordinate all personal and material conditions as well as availability of sports tools which are required for the operation of the sport section. The technical manager performs the administrative part of this activity. The technical manager orders the buses, fills the entry forms and maintains relations with the federations. This is also true for the section leader but this kind of administrative contacts with the professional federations is specifically maintained by the technical manager in technical issues.

Sport colleagues working in DEAC Ltd have come from the sport organizer department of the Faculty of Economics and Business. The directress said that it was very important in the course of selection that such labour force is not proper at all who is conversant with administrative works only. This is a very special job where relations shall be maintained with athletes and the federation. There is a need for familiarity in the sport profession but it is also worth having knowledge in the city sport life. With their activity, sport colleagues are linked to the sport events in the event and contacts are also maintained through them.

The job of sport colleague is a newly established job in the organization. When establishing DEAC Ltd, only the managing director and office manager carried out the whole administration. Tenders provided the opportunity to establish a new job, taking the arising work amount consideration. Tenders involve a tremendous amount of administrative work which is not only paperwork but sport professional activity thus the company's sport colleagues also take part in it. They actively participate in the preparation of tender accounting and submission of missing documents. They do not write only contracts, mails or go to post office but they can also work in the sport professional part and the economic activity.

According to the directress, the financial resources also influence what field the workers can be employed in but it is mainly determined by the actual job tasks. The measurement of the real job tasks works upwards and downwards as well. In one respect, the company constantly maintains relations and receives signals from the employees and the entrusted technical managers but the tasks are

actually re-evaluated several times a year. The directress said that, for instance, the jobs had been already transfigured in the futsal section several times because the job descriptions had been updated almost annually as the loads of work had grown and the expectations had been changed in what to fulfil and what tasks should have been carried out. The physical limits of the employees also specify the recast of job descriptions but otherwise these are always to be re-planned in accordance with the sport professional aspects or the tender accounting or the expectations of the federations. In case of each season opening, the contents of contracts and job descriptions shall be re-planned.

To the question whether the jobs can be enriched or enlarged at all in order to give challenges to the colleagues, Mariann Kovács answered that she explicitly takes care of it. It is mainly peculiar to the office work here in order to avoid that the activity will turn into administrative work. Many times, therefore, even she assists in administration so that the other employees can spend energy and time on other things as well. The workers themselves like to make their work more colourful by visiting sports events. For instance, the sport colleagues themselves find that they visit the training sessions and control the work by self-sedulity, survey the tasks, hear the problems i.e. collect information and then inform the managing directress.

Relation to the circumstances of the job, it can be said that the colleagues carry out almost nothing independently. The complete activity is always performed in a work group. There are separated areas – such as the handling of membership fee revenues which belongs to one person, for instance, in case of a section, but it can be actually substituted – but they really carry out all activities in team work.

In connection with the working time schedule, it can be stated that the office work approaches to the classical 8-hour work model in the best way. The working time starts from 8:30 AM so that the family employees can take the children to the school so this is a family-friendly workplace from this aspect. At the same time, the working time is not always over at 4:00 PM because, in many cases, the members can come to pay the membership fees just in the afternoon thus someone has to stay until 5:00 PM or even more in many cases. According to the managing directress, the base of their work organization is given by the deadlines of tasks; for instance, if a tender activity has a deadline. In such cases, there are preparation of accounting or missing documents to be submitted within 15 days so the other activities are left in abeyance and just the most needed tasks are executed. In such cases, the colleagues stay more than 8 hours in the workplace and it will be compensated later. In such way, the working time is flexible due to technical reasons.

The working time of managing directress is unbounded, she carries out the managing activity in 6 hours per day but it does not mean that she does not have to go to evening matches or weekend engagements. The working time of sport colleagues and the office manager is 8 hours a day.

The sport section leader, coach, technical manager are employed within the framework of work assignment contracts or as volunteer. There is an obligation when determining the working hours for given jobs because the sport professional associations must prove the real work activity or working hours related to the tender accounting towards the federations (e.g. how many training sessions are there in one week, how many working hours are effectively spent on the training sessions). The coaches' activity is very special because they have to conduct the training sessions not in the classic 8-hour working time but in the afternoon and, indeed, in the evening. Furthermore, since the large part

of the matches are at the weekends, the work assignment contract can be conducted with the employer so that the coach can carry out the give activity for commission fee. And the working time is actually not proved in this form. At the same time, the working time shall be written in the contract by the expectations of the professional federations because there is wage cap in certain professional federations. So, it is stipulated how many waged can be paid for an hour work and that's why the working time shall be described in the job contract but this is officially not a part of the work assignment contract thus a commission fee is paid for the activity and not wage according to the contract. The work assignment contract is supported more because only the job of such an ordnance colleague is in accordance with the classic 8-hour employment and the part time employment who effectively stays there in certain periods.

The third HR task related to the job is the evaluation of jobs which is also carried out in DEAC Ltd. Mariann Kovács said that the job tasks are examined the wages are formed accordingly. She takes care of those persons whose work amount or responsibilities are changed; those employees will be under another judgement. The described evaluation method belongs to the global methods i.e. the overall job is examined, within this the pair comparison is peculiar. The managing directress told a specific example according to which there was a change in the content of job in case of an employee of DEAC. The bigger load and the bigger responsibility the employee had, the higher wage he got. In the same way, DEAC takes into consideration the fact if a coach undertakes more teams for competitions; this will appear in the wage. DEAC has no other premiating opportunities. They have only a differentiation opportunity to adjust a higher wage to the emerging work amount. In addition, higher wages are paid for those jobs which require higher coach qualification. Although DEAC cannot financially support the training of those who go to coach training but the result of development can be seen in the wage of those employees.

3.5. Incentive opportunities

To the question what opportunities DEAC Ltd has to motivate the employees and to ensure their satisfaction, the managing directress answered the operation of the organization is rather like a family than a workplace so therefore this is a totally special work and atmosphere. In DEAC, there are officially not many community coherent events as in case of multinational companies but there is a chance to organize a year-closing event where she tries to thank everyone for holding out without payment for months for instance. At the same time, in her opinion, the secret of the whole organization's operation is the familiar nature. As an employer, DEAC has to meet the expectations, at the same time, tries to manage the employees flexible and gives them every opportunity to have a good time in the company. Furthermore, DEAC tries to establish a community because the company can hardly provide financial motivation thus the non-material incentive elements come to the fore; the commitment to the sport and the club as well as the love of sport are those things which can bridge the material side. According to the managing directress, there is hardly need for separate incentive management in DEAC because the employees come here to work because they love what they do and even they get wage for that. This is an inner motivation for everyone and its background is the love of

club and sport. In addition to the familiar supporting atmosphere, the trainings and the moral support of professional development appear as non-material incentive factors.

As Mariann Kovács said, though there are not team building or commitment strengthening events but there are private gathering which could be called as gathering with work nature because the background of these ones is to feel better, know each other better and recognize better is someone has some problem. In her opinion, this is also a very important thing.

A coach meeting is not about discussing the professional activities only but this is always a thing with personal nature and the most personal problems also come to the fore there. In the opinion of directress, this is very important because she thinks that it is not a good thing if only the employer and the employee solve the problem. Of course, there are special cases when this is the only way of solution (e.g. solving a problem that has arisen during employment). At the same time, in many cases, the arising problems can be effectively solved at group level only thus the information flow does not become distorted and finding the common solution and discussing the problem help in building the community.

There is an example for the commitment to the club as a motivation factor: the volleyball team competes in NB I but does not get any other material remuneration in a unique way but operates due to the cohesion.

Among the incentive systems applied in practice, the payment according to time norm can be observed. This is primarily peculiar to the office jobs. At the same time, the wage relating to the job is different knowing the results of job evaluation. Of course, the wage for a managerial activity requiring a very versatile job, bigger responsibilities and decision-making competence is higher than of a simpler job which also needs professional qualification but is much more one-dimensional.

The other basis of incitement according to norm is based on the teams. In this case, a fixed amount per team is paid for the coach within the framework of commission fee i.e. the amount for teams is unified. If someone conducts two teams then the amount is double but the result-based and performance-based incentive system is not peculiar in this case and there is no difference between successful and less successful teams. Its reason is the fact that it is not always the fault of a coach how successful his/her team is. The successfulness and composition of a team are obviously so human resource dependent that the coach cannot be blamed for those features. This has rather moral returns. The good results enhance the appreciation of a coach or rather may result in promotion. For instance, the Academy, LOKI (football team of Debrecen) is the top of this activity. There was a coach who worked for DEAC over several years, carried out an excellent professional work and entered the Academy actually in this way. Working for a first-class team means a professionally bigger challenge for the coach i.e. this can also give an inner motivation to the coach.

At the same time, yet there are financial benefits if a team plays well because if a team can enter an upper class then its supporting source will be higher. So, e.g. in case of basketball, if the team reaches the first class from NB-I-B then there will be an opportunity to pay higher wages. In fact, the payment depends on the team performance and it can be still interpreted at some level but not in the classical sense of HR.

The wage system is not unified in the sports sections. As the managing directress said, there are differences due to the tender addiction described previously because there is such a professional federation where there is an upper wage cap that cannot be exceeded in case of an employment of 8 hours. There is a specified wage frame for the payment even in case of a work assignment contract. There is such a professional federation where the wages can move totally free and there is no upper limit at all. In this case, the amount depends on the qualification and professional competence i.e. it can be said that the competence-based incentive system is actually peculiar.

3.6. Special characteristics of performance evaluation

In DEAC Ltd, the performance evaluation is peculiaristic and it has no real elaborated formal system. Nobody measures the performance of the economic directress specifically and she progresses by her own motivation. She said “a kind of control activity can be rather observed since I am not the managing directress of an own company but an appointed managing directress and the owner of the company is the University of Debrecen” thus she is accountable to the owner as well as her activity is supervised but she has a large freedom in making decisions. The most important thing expected from the managing directress is to avoid that dust can get into the cogs of the economic activity so she has to meet the expectations; nay she has to meet much more than in case of a private company.

The informal evaluation is rather peculiar in case of the coaches, sport section leaders and technical managers. Naturally, the working or activity can be also controlled physically but feedbacks are actually arriving about everyone’s work from the athletes to the management because most of the athletes in the organization are adult and conscious amateur athletes. Negative feedbacks have consequences. There was a particular case which resulted in that an action plan had to be prepared and a meeting had to be convened.

The section leader and the coach evaluate the amateur athletes’ performances. Insofar as they judge that a given athlete having amateur contract would be talented but cannot achieve the maximum then they discuss it among themselves. The managing directress is informed about a problem just in case if the contract of an amateur athlete should be terminated because the directress does not interfere in professional decisions. It is a competence of the section leader and the head coach to decide which athlete should leave the Club for some reason. In practice, there has been no initiative for the termination of an amateur contract in any case by the organization yet. A coach or a section leader possesses the appropriate tools because he/she will not let those athletes play in the team whose work is unsatisfactory. Consequently, the athlete will leave the team and move to another one where he/she can fit in the players’ roster and his/her contract will be terminated in this case. In case of an espoir substitute player, the Club is even entitled to income until the transfer so there is such a player movement in case of young athletes. The Club has not sent away any athlete directly but such cases happened quite often that an athlete did not play and that’s why his/her contract was terminated.

DEAC Ltd is a university sport club thus there is preminating opportunity towards the students. The club is expected to place university athletes in the system as far as possible. The activity will be supported if there are university athletes in our system or section as far as possible and the efficiency will be also taken into consideration. The scholarship, which is differentiated and performance-based,

is given accordingly. The athletes' activity and the outstanding competitive sport activities can be recognised in this way. In this case, the remuneration is special because the university gives the students the scholarship but always sends the athletes' list for opinion or requests it from all sport sections; the list is given to the section leaders and coaches who physically meet the athletes in real life and can judge their sport working. This operates in a scoring system elaborated by the university: a multiplier factor belongs to each performance and the remuneration is actually calculated mathematically in statistical way. The sent chart is reviewed by the coach who can also make changes because the sport performance is a thing but the coach should obviously consider subjective viewpoints in addition to the objective viewpoints. These are the following viewpoints, for instance: compliance with the spirit of fair play; outstanding working in the sport community; the athlete takes part in all training sessions and matches etc. From this point of view, the coach has a decision-making opportunity to rank an athlete better. Actually, this is a motivation power and feedback as well as it is not enough for an athlete to be talented but he/she should have an impact on the community as well.

3.7. Training and development

In DEAC Ltd, the development opportunities and methods are limited and only some opportunities appear in practice among those ones which are described in the specialized literature.

Very few of the "on-the-job" methods can be applied. Among them, the mentor system has been formerly mentioned in case of integration.

This is also true, for instance, in case of the coaches i.e. there are some persons who assist in the young coaches' job. The experienced coaches as mentors meet the expectations worded in the Ethical Code in all respects and have large professional experiences. They assist in the young coaches' job by visiting the training sessions or taking the young coaches to the experienced coaches' own training sessions. The experienced coaches accompany the younger colleagues' work and the inexperienced coaches can contact the sophisticated mentors if they need any help. The mentor system works in case of staff exchanges as well. There was a particular case when the technical manager of handball (who was a qualified doctor) had carried out the tasks for a long time after leaving the university but had not enough spare time later and he actually handed over his tasks in such way that he accompanied the successor technical manager's work for half a year i.e. he trained the new colleague. Its background was the commitment to the club because the technical manager did not want to quit leaving everything behind but he undertook to execute a kind of training on a completely voluntary base.

Tasks and responsibilities of the professional management are to make professional materials and changes in legislation available for the coaches. It is important for the management to be up-to-date about what expectations are and to inform the athletes and the coaches about when the changes will occur. There is always a so-called puffer time from when the changes will be valid and the associations shall prepare for that.

The managing directress said that the company had also organized own trainings as well as the professional manager or section leader also conducts meetings where the coaches get such a professional material whose content is expounded.

Among the “off-the-job” methods, the educational presentations and conferences are peculiar in such way that there is an opportunity for the coaches to participate in conferences organized by the University of Debrecen. For example, there was recently a series of presentations of foreign coaches that was realized within the framework of tender TÁMOP (Hungarian abbreviation of Social Renewal Operational Programme).

The formerly mentioned coach training is an opportunity for development. The section leaders should also take care of informing the coaches about where they can go to OKJ trainings (Hungarian abbreviation of National Qualifications Register) or trainings launched by the professional federation. So, the coaches do not have to seek the trainings by themselves because this is the responsibility of the section leaders. Currently, there is an OKJ coach training which may be eliminated in the future and there is training for professional federation coaches training. As well, there are professional coach trainings at the University of Physical Education which are very high-quality.

The formerly mentioned “athlete lending” is a special opportunity for development, within the framework of which an athlete competes in a higher class which is professionally an opportunity for development and a professional challenge.

Conclusions

Based on the practice of the examined sports organization’s human resource management, the overall conclusion is that those HR functions are operating which are peculiar to the small- and medium-sized organizations. The peculiarity mainly consists of managing three types of labour force i.e. paid employees, volunteers and athletes as human resource. HR strategy planning is informal but, at the same time, but can be clearly conducted from the strategic objectives of the organization and the challenges relating to the HR area can be found in the fields of labour force supply, incitement and branding as well. The speciality of headcount planning results from the fact that most of the jobs are not full-time activities and the fluctuation is large. The alternative working time systems are peculiar to the job planning due to the atypical employment. In case of labour force supply, the lending of athletes to other clubs is a sport organizational speciality which is a kind of special opportunity for development at the same time. The financial incentive opportunities are limited as well as the faith and commitment to the club play a major role in the retention.

Acknowledgment

The publication is supported by the EFOP-3.6.2-16-2017-00003 project. The project is co-financed by the European Union under the European Social Fund.

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