

EMPLOYEES ASSESSMENT OF STRATEGIC MANAGEMENT OPPORTUNITIES IN SPORT FEDERATION

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Abstract. Sports federations are prone to develop a particular program or routine for their goals. From one side, sports federations need to be strategically focused as to increase their strategic management development potential, from another side – employees must to understand what they want to do. The aim of the article is to evaluate employees attitudes towards strategic management opportunities. The investigation shows that sports federation is one of the types of organization that has all the characteristics of a modern organization. Positive evaluation of employees strategic management capabilities is reflected in the research results. It demonstrates the success of ongoing strategic governance as well as favorable opportunities for further strategic management. Individual statements also indicate that employees are very supportive of areas that are consistent with strategy, hierarchy, sport federation performance and resources.

Keywords: strategic management, sport federation, strategic management opportunities.

1 Introduction

Strategic management is a mean of modern management, focused on changes and amendments to be made in the sport organization and within its interactions with the environment in which it operates. There are a lot of benefits of practicing strategic management. Scale studies conducted on this subject showed that organizations which apply strategic management are significantly better than those for which this form of the management has no interest and that employees from the first category are higher motivated (Bradutan, Sarbu, 2012). Also there are a number of limitations in the use of strategic management that shows that this method of management and, like others, is not universal for any situations and problems. In any case, in the current economic context the strategic management is necessary and is a premise for the realization of the sustainable development of an organization, and the economy and society as a whole (Bradutan, Sarbu, 2012; Fred, 2011; Millar, & Stevens, 2012).

Sports organizations are prone to develop a particular program or routine for their goals, a plan such as developing game skills, tactics, or services. The structure of a sports organization is always related to the content of its activities. The four most common factors determining an organization's structure are: strategy, structure, environment and technology. Each stage in the development of a sports organization is a consequence of the past and a cause for the future. For this reason, sports organizations need to be strategically focused as they strategically manage change to increase their strategic management development potential. These changes can go hand in hand with new approaches and modern, new technologies (Bradutan, Sarbu, 2012; Mikalauskas, Šimkus, Brusokas, 2016; Millar, 2015; O'Reilly, Berger, Hernandez., Parent, Seguin, 2015; Raes, Heijltjes, Glunk, & Roe, 2011; Sull, Homkes, & Sull, 2015).

The ability to design and implement effective development and development strategies becomes a key success factor. This statement can be considered universal as it applies to all political, social, economic, technological and technological developments: any actor in any field, capable of devising and implementing the strategy best suited to a given situation, is always more likely to have a greater effect, than would have received if they had not had such a strategy or were unable to implement it. There is a lack of research on the development of strategic management in a modern sports organization, as it is

difficult to understand the role and impact of different sports organizations on the development of sport and thus on the social and cultural life of the community (Grant, Baden-Fuller, 2018; Miknevičiūtė, Valackienė, 2017; Nadeau, O'Reilly, Scott, 2016; Vecchiato, 2015; Whittington, Cailluet, & Yakis-Douglas, 2011).

The objective of the study: explain how sport federation employees evaluating of strategic management opportunities in this organization.

The aim of the study: evaluate employees attitudes towards strategic management opportunities.

The novelty of the study: is that there are not many such specific studies. There is little research to encourage further research into strategic management and capacity building in the context of sports organization staff, with a strong focus on their understanding of incentives and opportunities, specific needs, preparation for alternative strategies or long-term management capacity building initiatives.

2 Theoretical background

2.1 Conception of sports organization

An organization is a community formed or united by people and linked by a common people goal or a joint action program. An organization is made up of people who interact with one another and have certain social roles and status. The benefits of strategic management to sports organizations are interpreted quite differently in the scientific literature. With the growing accumulation of facts and theoretical insights into strategic management in management science, it has been recognized that sports organizations can successfully apply it. Therefore, well-chosen and mutually consistent instruments and strategic planning techniques can ensure the applicability of strategic planning and expand relevant capabilities in the decision-making process of sports organizations. (Coghlan, Rashford, de Figueiredo, 2016).

On the other hand, in the modern world, sport is a heavily impacted part of the global industry, with many public, private and voluntary organizations. A large number of organizations provide services to their creators themselves, some collaborate with other organizations and serve the people working in those organizations or their loved ones, the people who buy their products (Grant, Baden-Fuller, 2018; Mikalauskas, Šimkus, Brusokas, 2016; Millar, 2015).

The classic definition of a sports organization is a social entity involved in specific activities; a goal-oriented, consciously structured system with relatively identified boundaries of activity. There is also another definition of a sports organization – a community of people who regularly exercise and are physically active – athletes and the professionals, amateurs and supporters. R. Daft (2010) describes organization as „social entities that are goal-directed, are designed as deliberately structured activity systems, and are linked the external environment“ (Daft, Murphy & Willmott, 2010, p.10). Another definition of organization is that organization is „a system of consciously coordinated activities or forces of two or more persons“ (Barnard, 1938, p.73). A. Nahavandi and A. R. Malekzadeh (1998) briefly and concisely define organization as a group of „two or more people who cooperate and coordinate their activities in a systemic manner to reach their goals“ (Nahavandi and Malekzadeh, 1998, p.3).

After this set of definitions and explanation of organization it is clear and it is evident that every one of the aforementioned definitions have several factors in common. In all definitions organizations are consisted of at least two or more people, they are goal oriented, they have clear structure, there is a coordination, and boundaries are clearly marked. Sport

organization defined by J.B.Parks & J.Quarterman (2003) says that sport organization is „a deliberately structured and coordinated system of individuals and groups with special skills and talents in the sport industry working together to achieve common set of goals (Parks & Quarterman, 2003, p.150; Brkovič, 2017).

On the other hand, like a classic organization, a sports organization is in society, but not in society, and is not directly dependent on its goals. Otherwise, they would not be able to fulfill their mission of being the creator of modern society. At any stage in the development of society, a modern organization should be considered as one that, beyond the general level of society, seeks to destabilize the current situation in a constructive way and to change it in the direction of positive development. This applies to both classic and modern sports organizations. The most effective sports organizations are those whose structures and systems are adequate to the environment around them (Brkovič, 2017; Mikalauskas, Šimkus, Brusokas, 2016).

2.2 Theoretical possibilities of strategic management of an organization.

Strategy is about making choices that ensure survival of the organization in the face of competition. Strategic management is the primary concern of the organization's senior management, whose role is to define the set of integrated strategic choices that makes a strategy, and which will influence success or failure of the organization. Enterprise strategies consists of a single corporate and one or more business strategy dimensions. In short, corporate strategy tells where organization competes in terms of industries and markets, while business strategy tells how the organization competes within a specific industry or market. Knowing that organization seeks to respond to changes in the environment by means of an adequate strategy, it is good to reflect on how that environment looks like, from the perspective of an industrial firm (Ladner, 2016; Lambaerts, 2017).

Research in the sport context has focused largely on the identification and exploration of the needs within these organizations, as well as focusing on the outcomes of specific strategies (Millar & Stevens, 2012; Millar, 2015). Research in this area serves to highlight the multidimensionality of organizational capacity and to enhance understanding of those dimensions (e.g., human resources, financial, network and relationships, planning and development, and infrastructure and process (Harris, Houlihan, 2014). Perhaps surprisingly, little research in this context has ventured to explore the processes involved in building one or more of those dimensions as a strategy to address organizational challenges or weaknesses (Millar, 2015).

As organizations' environment – and with it the nature of competition – changes, organizations need to initiate strategic change in order to re-align their strategy with changing conditions. Through strategic change a organization aims to redefine the ways in which it competes and thus to secure its long-term growth or development. The critical task for the organization's executive management is to match organizational competences with the opportunities and risk created by environmental changes, in an effective and efficient way. Turbulence in the global business environment has occurred in the past, arguably on different scales, and plenty of examples can be found of companies that managed to use changing environments to their advantage through the deployment of the right strategic practices by its managers (Canales, 2013; Lambaerts, 2017; O'Reilly, Berger, Hernandez, Parent, and Seguin, 2015; Vecchiato, 2015).

Strategy formulation include deciding which business to pursue, how to allocate resources without hostile takeovers and whether to enter international markets. First, strategy formulation phase comprises development of a mission statement, identification of external opportunities and threats, determination of internal strengths and weaknesses, establishing long-term objectives,

generating alternative strategies, and choosing the best strategy to be implemented. Second, is the implementation phase that initiates activities in accordance to strategic plans. This requires firms to establish objectives, devise policies, motivate employees, and allocate resources to execute formulated strategies. O. Furrer, H. Thomas, & A. Goussevskaia (2007), Stacho et al. (2019) stated that without the effective strategy implementation, organizations are unable to reap the benefits of performing an organizational analysis, establishing organizational direction, and formulating organizational strategy. Lastly, is the evaluation and control phase that requires information to be obtained on strategic performance and comparing it with existing standards (Bakar, et al., 2011; Furrer, Thomas, & Goussevskaia, 2007).

In practice, however, strategic renewal initiatives are initiated by actors within the organization. The individuals that contribute to strategy development are not exclusively strategizing executives, but basically any individual in the organization who has access to strategically divergent information and who is responsive to new divergent ideas can initiate strategic change (Valickas, Raišienė, & Arimavičiūtė, 2017). As such, middle management members (Raes, Heijltjes, Glunk, & Roe, 2011), board members and even actors external to the firm such as advisors and consultants (Whittington, Caillaet, & Yakis-Douglas, 2011) can all play a role in driving strategic change (Lambaerts, 2017).

P. Lambaerts (2017) emphasized, that the strategy formulation stage starts with analysis, the outcome of which provides input for specifying the strategic areas in which the organization will operate and how it will operate in order to be competitive. Others takes a more in-depth approach to the strategy process than Ansoff, and argues that the process of strategy formulation is built on the ability to consider and reconcile four major elements, (1) appraisal of present and foreseeable opportunity and risk in the company environment, (2) assessment of the firms unique combination of present and potential corporate resources or competences, (3) determination of noneconomic personal and organizational preferences to be satisfied and (4) identification and acceptance of the social responsibilities of the firm. An importance of a formalized strategy formulation process, which should be managed and not left to chance, although they propose a more complex process, not so much for the sake of complexity itself, - which they admit is not required in all circumstances – but because simple processes might not be sufficient in all situations.

R. Whittington, et al. (2006) proposes an integrative framework for researching strategy formation aiming at the study of the three core elements that are involved in strategy formation – praxis, practices and practitioners – and emphasizes the importance of their interconnectedness and linkage between intra-organizational and extra-organizational levels, the concepts of praxis, practices and practitioners are defined as follows:

- a) Strategy practitioners are the key actors who do the work of making, shaping and executing strategies. The group of strategy practitioners is not just limited to the strategizing executives, but includes all intra- and extra-organizational actors that play a role in the strategy work.
- b) Strategy praxis is what the practitioners actually do, i.e. all the intraorganizational, formal and informal activities that are performed during strategy formation and implement. Much of these activities happen during strategic praxis episodes, e.g. formal meetings, workshops, but also simple, informal conversations.
- c) Strategy practices refer to how practitioners perform praxis. Practices are driven by intra-organizational, multilevel routines, procedures and cultures but also by extra-organizational – for instance sectoral and societal – routines and behaviours, for example industry-specific analysis techniques and societal norms (Whittington, et al., 2006).

P.Lambaerts (2017) argued that according Whittington, practice-oriented studies do not have combine the three elements of praxis, practices and practitioners per definition, but given the

interconnectedness between the three elements, the proposed research framework should reflect and acknowledge the links between these elements. J.I. Canales (2013), S. Cofrancesco (2016) as well admit that keeping a simultaneous focus on the three aspects of the practices-practitioner-praxis framework may prove difficult during research, but add that the practitioner is probably the least well understood and thus should deserve particular attention.

2.3 Methodology and research findings

The questionnaire is based on a study by L.P. Millar (2015) „Capacity Building in a Community Sports Organization“. 41 respondents participated in the survey. Of these, 70.5 percent. (n = 29) work in an organization aged 1-5, 12.2 percent. (n = 5) have been working for 6-10 years. and 17.1 percent. (n = 7) have been employed for more than 10 years. The average of the years worked was 4.63 ± 5.06 years. The study used a Likert seven-point rating scale. SPSS (*Statistical Package for Social Science*) version 17.0 was used for statistical analysis of the study data. The data was rerun before performing a detailed statistical analysis. Ranking scale adapted to questionnaire. For a small sample, the Mann-Whitney and Kruskal-Wallis criterion *p* was indicated. To determine the relationships, Spearman's correlation coefficient *r* was calculated. In order to test the reliability of the questionnaire, their internal compatibility indexes (Cronbach α) were calculated. The statements were found to have very good consistency, as the Cronbach α of the whole questionnaire is 0.962 and the internal scales of the individual scales range from 0.658 to 0.955.

Employees are an important resource of the organization, therefore, according to D. Miknevičiūtė and A. Valackienė (2017), communication with the employees of the organization has a great influence on defining directions of strategic changes. D. Coghlan, N.S. Rashford and J.N.Figueiredo (2016) argue that understanding the organization's strategy, shaping and developing it is not only important to the management team, but also affects subordinates and employees.

In terms of organizational resources, respondents were asked to indicate which ones are most important in managing the organization (Table 1). Staff generally agree that human resources (6.73 ± 0.45), finance (6.24 ± 1.16), less valued relationships with external partners (6.17 ± 0.89), or infrastructure management (5.8 ± 0.93). Respondents appreciate the importance of human resources, knowing that the respondents themselves are part of human resources, and this choice is not surprising, but only a few hundred are lagging behind in the planning and development of activities. This fact is surprising in the best sense.

S. Al-Haddad and K. Timothy (2015) state that proper planning helps to understand the difference between where an organization is now (mission) and where it wants to be (vision). Thus, it can be seen that planning is very important in the key stages of the organization's strategy development and is perceived and appreciated by employees. As the least significant area for staff, infrastructure management accounts for only 0.4% of the organization's total revenue, while property depreciation accounts for about 4%, so it is assumed that this area is managed fairly efficiently. There was a statistically significant weak negative relationship between employee seniority in the organization and HR assessment ($r = 0.310$; $p = 0.049$) ($p < 0.05$). The longer the employees work, the more they disagree that human resources are at the heart of the organization.

Table 1. Results of the assessment of the sport federation's resources

Statements	N	Av.	St. D.
Human Resources	41	6,73	0,45
Finance	41	6,24	1,16
Relations with external partners	41	6,17	0,89
Infrastructure administration	41	5,80	0,93
Activity planning and development	41	6,66	0,57

Source: created by authors

When it comes to the level of management capacity in the federation (Table 2), it was found that staff members agree that the skills associated with strategy management are often attributed to, coordinated and validated by the federation executive committee (6.1 ± 1.04). By the way, the research results show that the necessary resources are appropriately allocated for the improvement of management skills (5.27 ± 1.78); properly (5.27 ± 1.4).

This is a positive factor knowing that the federation documents the Executive Committee as one of the highest governing bodies of the federation itself, which meets at least quarterly and decides on the appointment or removal of the Secretary General, federation members, standing or adhoc committees, and locations, team coaching staff, rules and regulations, high-value property deals, establishing affiliates or legal entities, dispute resolution, race fees, budget approval, and more. Rule-based management is a positive feature because, management is a specific type of activity that transforms an unorganized crowd into an efficient, purposeful, and productive group.

Strategy formulation and management can be influenced by organizational culture as well, and finds that four groups of cultural elements have a distinct impact on various stages of the strategic decision making process: (1) myths and sagas affect problem formulation, (2) language systems and metaphors affect the generation of strategic alternatives, (3) symbolism, ceremony and rituals affect consensual understanding and (4) value systems and behavioural norms affect strategic choice. Consequently, organizational culture also influences strategic content (Lambaerts, 2017).

Table 2. Results of the evaluation of the statements on the indicators of management ability

Statements	N	Av.	St.D.
Resources are allocated to improve management capacity	41	5,27	1,78
Managers are convinced that strategy can improve governance	41	5,27	1,64
Employees influence strategic (operational program) decisions	41	5,20	1,49
Employees are convinced that the chosen strategy (action program) is being implemented	41	5,27	1,40
Managers are constantly investing in improving their management skills, strengthening the culture of the organization.	41	5,10	1,62
The strategy (work program) is agreed and approved by the Executive Committee	41	6,10	1,04
The employees are motivated to get involved in the implementation of the strategy (work program)	41	5,05	1,43
Managers, when implementing an organization's strategy (work program), are convinced of the success of that strategy (work program)	41	5,12	1,38

Source: created by authors

Most the employees agreed that the briefing had helped them to understand the strategic concepts that were going to be used during the strategy development, several of them had doubts about the use of such concepts or dismissed them as too theoretical. Some employees emphasized that learning and understanding strategic concepts is more a matter of practice, of "learning by doing".

It is less common to find that employees are properly motivated to actively engage in strategy implementation (5.05 ± 1.43) or are constantly invested in improving management skills (5.1 ± 1.62). All statements were rated positively by respondents. The motivation of employees and their involvement in the realization of the strategy is slightly less evaluated. Because the strategy is associated with an organization that is broadly understood as a system of people-to-people activities that has its own operational goals and means to achieve those goals. In the area of federation management, the motivation of the employees should be improved in order to be more involved in the realization of goals (strategy implementation).

Related to cognition is the aspect of learning, and several scholar link learning to strategy development processes. M.M.Casey, W.R. Payne, & R.M. Eime (2012) see learning activities in

organization in parallel to strategic planning as a determinant of business success. However, the benefits of learning in strategic renewal processes should not be overestimated, since learning rather provides knowledge about the short-term while strategy is about focusing on the long-term. Furthermore, they argue that learning tends to focus on the learner's close environment and that there is a bias toward learning from success rather than learning from failure (Lambaerts, 2017).

The study revealed which strategy management indicators are most important in organizational management (Table 3). Employees generally agree that strategy, in the context of management, is stable and consistent with the functions performed by the organization (5.24 ± 1.2) or that strategy, within the context of management, is unchanging with the declared values of the organization (5.22 ± 1.41). It is rarely confirmed that the strategy chosen in the management context is constant, reliable with the policy pursued by the organization (5.05 ± 1.47) or the strategy, in the management context, is predictable with the operational capabilities of the organization (5.15 ± 1.31).

Table 3. Results of evaluation of statements about strategy indicators in management context

Statements	N	Av.	St.D.
The strategy (operational program) in the management context is aligned with the operational capabilities of the organization	41	5,15	1,31
The strategy (operational program) chosen in the management context is consistent and consistent with the policy pursued by the organization	41	5,02	1,47
Organizational strategy (operational program) in the management context, in line with the declared values of the organization	41	5,22	1,41
The strategy (operational program), in the context of management, is consistent and consistent with the functions performed by the organization	41	5,24	1,20

Source: created by authors

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Organizational politics as the manifestation of interests and attitudes of individuals and their groups, creates a climate for making and implementing strategic decisions in an organization. Most employees acknowledged that the analyses had provided them with new insights, that is, had revealed information or knowledge that had previously been unknown to them individually.

Table 4. Results of the assessment regarding the management of tangible and intangible resources of sport federation

Statements	N	Av.	St. D.
The organization has sufficient resources to implement its strategy	41	5,32	1,37
The organization has sufficient capacity to demonstrate the results of the strategy	41	5,17	1,36
The organization has sufficient means to realize its strategic goals	41	5,39	1,30
The organization has sufficient resources to set requirements to realize its strategic goals	41	5,46	1,12
The organization would have the existing capabilities to implement the strategy	41	5,39	1,18
The organization seeks to implement its strategy in various ways	41	5,10	1,41
Employees have sufficient skills and experience to implement the strategy	41	5,32	1,25

Source: created by authors

In managing the tangible and intangible resources of an organization, it is very important to identify which aspects are most important (Table 4). Employees agree that the federation

has sufficient resources to set requirements for the realization of strategic goals (5.46 ± 1.12) or the federation has sufficient means to realize the strategic goals (5.39 ± 1.3) existing abilities, to implement the chosen strategy (5.39 ± 1.18). It is rarely agreed that an federation seeks to implement its strategy by various means (5.1 ± 1.41) or that the federation has sufficient capacity to demonstrate the results of the strategy (5.17 ± 1.36). It can be positively assessed that federation staff members believe that the organization has sufficient resources, tools and abilities to follow its own business plan, i.e. implement the strategy. Slightly less is appreciated the variety of measures taken to achieve the goals and the ability of the federation to demonstrate the results of its strategy. Thus, it can be seen that the organization does not lack resources, skills and tools, but it should look for different ways to implement the strategy, and to improve the presentation of strategy results.

When evaluating the results of federation management (Table 5), employees agree that they actively contribute to the pursuit of the organization, realize their capabilities and goals (5.29 ± 1.31) or the federation management focuses on providing appropriate opportunities to employees within the organization to realize their goals (5.2 ± 1.1).

Table 5. Indicators for the assessment of claims concerning the results of federation management

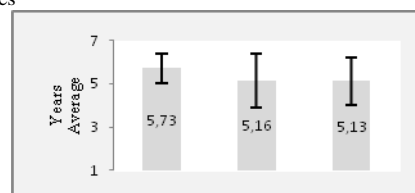
Statements	N	Av.	St.D.
All efforts contribute to the organization's realization of its capabilities and goals	41	5,29	1,31
Organizational management solutions are always focused on meeting the needs of the organization	41	4,85	1,48
Organization management focuses on actions that address management weaknesses	41	4,95	1,40
Organization management focuses on creating the right opportunities for the organization to realize its goals	41	5,20	1,10
Management solutions often enable the organization to try new areas of activity	41	5,10	1,18
Management focuses on continuously stimulating efforts to function effectively within the organization	41	4,98	1,52
Managing an organization enables you to respond appropriately to new challenges	41	4,98	1,42
Management decisions are focused on responding to employee pressures in a timely manner	41	4,39	1,66
Governance is a prerequisite for employees' efforts to solve new problems quickly and efficiently	41	5,05	1,36

Source: created by authors

It is rarely argued that management decisions are focused on responding in a timely manner to employee pressures (4.39 ± 1.66), or federation management decisions are always focused on meeting the needs of the organization (4.85 ± 1.48), however, all statements were rated positively by respondents. The biggest gap exists between the fact that the government makes every effort to achieve the goals of the organization and the least appreciated is the fact that management is focused on the pressures of the employees. This confrontation demonstrates that managers and their efforts are viewed positively by staff, but feel stressed and too little focused on managing it.

Evaluating strategic management steps (Figure 1), strategic analysis (5.73 ± 0.67) is best evaluated, while strategy development (5.16 ± 1.24) and strategy implementation (5.13 ± 1.1) are rated less, but also positively.

Figure 1. Employees evaluation of strategic management opportunities



Source: created by authors

Employees most appreciated the strategic analysis stage, which includes not only the organisation's ability to analyze its external environment, identify its opportunities and threats, but also evaluate its internal potential to use it. Thus, according to the

respondents, federation is able to properly analyze the external and internal environment and use this analysis in the development of the strategy.

According to D. Miknevičiūtė and A. Valackienė (2017), strategy development usually consists of naming a mission in order to achieve the organization's vision and goals, and anticipating actions to achieve the goals set. Thus, we can appreciate that employees have a positive attitude towards defining the federation's vision, defining mission and goals, and outlining actions. Looking at the strategy of federation, it is clear that such employee appraisal is well-deserved, as the federation strategy clearly defines the vision and mission as well as the actions planned to achieve it.

The least favored respondents rated the implementation phase of the strategy, but this is not surprising, as S. Lindsay et al. (2018) argue that strategy implementation is a critical stage in strategic management because, in practice, strategy is more likely to fail at implementation than formulation. Thus, the evaluation of federation staff confirms this authors' assumption. Strategy implementation is considered to be a more complex stage than strategy development, as implementation involves the whole organization and therefore requires coordination and collaboration from all (Sull, Homkes, Sull, 2015); it can be stated that this stage requires not only the input of managers but, so it would be important to inform employees that they also evaluate themselves at the worst of this stage.

A correlation analysis of the Spearman criterion (Table 6) was performed to determine the significance of the interrelationships of the organizational management capabilities. Statistically significant moderate positive relationships were found between strategic analysis and strategy development ($r = 0.630$; $p < 0.001$) and strategy implementation steps ($r = 0.688$; $p < 0.001$).

There is a strong positive statistically significant relationship between strategy development and implementation ($r = 0.843$; $p < 0.001$), ($p < 0.05$). This shows that there is a strong link between federation analysis and strategy development. This can be seen as the better the strategic analysis and strategy development, the better the strategy implementation.

Table 6. Meanings of interrelationships between strategic management stages in sport federation

Interfaces	Strategic Analysis	Strategy Development	Implementation Strategy
Strategic Analysis	r	0.630**	0.688**
	p	<0.001*	<0.001*
Strategy Development	r	-	0.843**
	p		<0.001*
Implementation of Strategy	r		-
	p		

r – Spearman correlation coefficient, r – the closer to 1 the stronger **; p – statistical significance $p < 0.05$ *;
Source: created by authors

There is a tendency for the stages to be interdependent, so that a better strategic analysis would make strategy development more productive and then more successful, under these circumstances, to allow respondents to appreciate the individual stages and the overall strategy and its capabilities.

Table 7. Evaluating the significance of strategic management opportunity stages according to seniority in the sport federation

Factors	N	Av.	St.D.	Krus-Wall. av.r.	χ^2	p
Strategic Analysis	5	2.9	5.67	0.65	0.187	0.911
	10	5	5.87	0.68		
	>	7	5.87	0.82		
Strategic Development	1-5	2.9	5.04	1.32	1.163	0.559
	6-10	5	5.10	1.13		
	>10 year	7	5.68	0.87		
Implementation of Strategy	1-5 year	2.9	5.04	0.98	1.529	0.466
	6-10 year	5	4.84	1.43		
	>10 year	7	5.67	1.29		

Source: created by authors

Non-parametric Mann-Whitney calculations were performed to determine whether there is a difference between employee function groups (managers, employees) in how they evaluate organizational governance capabilities (Table 7). No significant differences were found between groups ($p > 0.05$). We can confirm that the evaluation of an organization's strategy analysis, development and implementation does not depend on whether the employees in the organization hold executive positions or are ordinary employees of this federation.

Non-parametric Kruskal-Wallis calculations were performed to investigate the length of work and duties of employees in the federation (managers, employees) based on their assessment of federation management capabilities (Table 8).

No significant differences were found between all three groups or between groups ($p > 0.05$). It can be argued that evaluating the analysis, development, and implementation of strategy for both management and employees is independent of the length of service and the duties of employees within the federation.

According to S. Bradutan and A. Sarbu (2012), Valickas et al. (2017) current leadership is impossible without strategic management. The manager needs to know the direction of the company's strategy, understand the influence of changing conditions, monitor the company's internal and external environment and choose the right time to change the strategy. So, strategy is largely a managerial responsibility, a responsibility, and a tool.

Table 8. Assessing the significance of strategic management opportunity stages by work position in the sport federation.

Factors	N	Av.	St. D.	Mann-Whitney ranks	U	p
Strategic Analysis	Emp	30	5.78	0.71	130	0.30
	Man	11	5.59	0.56		
Strategic Development	Emp	30	5.02	1.36	125	0.23
	Man	11	5.55	0.73		
Implementation of Strategy	Emp	30	5.10	1.15	157.5	0.82
	Man	11	5.20	0.99		

Source: created by authors

Therefore, it would be natural that when the human factor was triggered, managers would rate their work more favorably than strategic executives, but calculations showed that there were no significant differences between the groups.

In conclusion, the sport federation's strategic management assessment is positive and creates the premise that employees proper evaluation of the federation's strategy. It provides a good opportunity for further self-improvement in strategic management. When describing the individual components of strategic management, it can be seen that the areas that are directly related to the motivation of the employees, the environment and the stress experienced are slightly underestimated.

Consequently, these may be opportunities for improvement in federation strategic management, as analyzing the results shows that employees favor areas of consistency in strategy execution, compliance with statutes, hierarchy, federation performance and strategy, and sufficient resources. The survey showed that these evaluations are not affected by the position or length of work of respondents in this organization.

It is noteworthy that such specific studies are scarce, except for M. M. Casey, W. R. Payne & R. M. Eime (2012), researching the capabilities and capabilities of employees, including organizational, in the strategic management of a strengthening sports organization. There are several problems that need to be actively addressed in the future.

First, research mainly focuses on how certain strategies support the development of strategic management skills in sport organizations. The information provided informs and possibly encourages further research into strategic management and capacity building in the context of sports organizations, focuses on a narrow process of such capacity building, limiting

employee understanding of incentives and capabilities, specific needs, preparation for alternative strategies and immediate long-term management capacity building initiatives.

The second problem is that research in the context of sports organizations tends to focus on capacity building through sport, sport as a tool to build community capacity, and sport for capacity building. Few researchers address issues of organizational strategic management capacity building and evaluation from the point of view of employees in order to meet the needs (weaknesses or challenges) of a particular organization (Casey, Payne & Eime, 2012).

Most often, the activities of sports organizations and federations are perceived as a tool for achieving high levels of sporting performance and improving the lives of the community and citizens, solving social problems, promoting social inclusion, and generating positive social capital.

3 Conclusion

A sports organization is one of the types of organization that has all the characteristics of a modern organization, but specific to it. At any stage in the development of society, a modern organization should be considered as one that, beyond the general level of society, seeks to destabilize the current situation in a constructive way and to change it in the direction of positive development. This applies to both classic and modern sports organizations. In other words, the most effective sports organizations are those whose structures and systems are adequate to the environment around them.

Strategic management is an integral part of successful day-to-day management. Strategic management is a continuous, dynamic, yet consistent process that enables an organization to adapt to external changes and effectively utilize its resources and potential. Strategic management consists of three main stages that are interrelated in many ways, i.e. strategic analysis, strategy development and implementation.

Positive evaluation of employees' strategic management capabilities is reflected in the research results. As a result, the averages are high and steady, with standard deviations relatively small, reflecting the integrity of employee opinion. Assessments are not affected by the respondents' working time in the organization or their position. It demonstrates the success of our ongoing strategic governance as well as favorable opportunities for further strategic management. Respondents value strategic analysis best, while its implementation is poorly evaluated. According to separate statements describing strategic management, it is noticeable that areas, that are directly related to employee motivation, environment, and stress, which signal the opportunities and duties of sport federation to improve in these areas, because that are slightly less well evaluated. However, individual statements also indicate that employees are very supportive of areas that are consistent with strategy, hierarchy, sport federation performance and resources.

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Primary Paper Section: A

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