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APPLICATION OF QUALITY AND IT TOOLS IN SPORTS ORGANIZATIONS

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ABSTRACT

Quality tools in sports organizations enable precise analysis and improvement of various aspects of sports performance, training methods, organizational management, and the reduction of different types of risks. In modern sports, both professional and amateur, the use of quality tools allows athletes, coaches, and managers to make decisions that enhance performance and efficiency. The aim of this paper was to examine how the application of quality tools can contribute to improving the efficiency and effectiveness of work in sports organizations. The focus of the study was on identifying the most commonly used quality tools and analyzing their impact on sports performance, organizational management, and user/service satisfaction. The research methods used include: quantitative analysis (questionnaires) and qualitative analysis (interviews and case studies). The data obtained from the questionnaires were analyzed using statistical methods. Research findings: based on the presented business data, it can be stated that sports organizations use only a small number of quality tools in their operations. Based on the research, it can be concluded that the tools used are mostly useful for further business and application in sports.

Keywords: sport,management, IT, quality,quality, methods and techniques.

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PRIMENA ALATA KVALITETA I IT U SPORTSKIM ORGANIZACIJAMA

APSTRAKT

Alati kvaliteta u sportskim organizacijama omogućavaju preciznu analizu i poboljšanje različitih aspekata sportskih performansi, trenažnih metoda, menadžmenta organizacije i smanjenja različitih vrsta rizika. U savremenom sportu, kako profesionalnom tako i amaterskom, upotreba alata kvaliteta, omogućava sportistima, trenerima i menadžerima donošenje odluka koje poboljšavaju učinak i efikasnost. Cilj rada bio je da se ispita na koji način primena alata kvaliteta može doprineti unapređenju efikasnosti i efektivnosti rada sportskih organizacija. Fokus studije bio je na identifikaciji najčešće korišćenih alata kvaliteta i analizi njihovog uticaja na sportske performanse, organizaciono upravljanje i zadovoljstvo korisnika/usluga. Metode korišćene u istraživanju su: kvantitativna analiza (upitnici) i kvalitativna analiza (intervjui i studije slučaja). Podaci dobijeni upitnicima su analizirani pomoću statističkih metoda. Rezultati istraživanja: na osnovu prezentovanih podataka o poslovanju, može se reći da sportske organizacije koriste u poslovanju samo mali broj alata kvaliteta. Na osnovu istraživanja može se konstatovati da korišćeni alati su uglavnom korisni za dalje poslovanje i primenu u sportu.

Ključne reči: sport, upravljanje, IT, kvalitet, metode i tehnike kvaliteta.

Introduction

Top sports results, which bring globally recognizable national representativeness, promote sports talent, persistent work of coaches, sports clubs and organizations, as well as fighting spirit and unquestionable sports ethics (Jovanović, 2015).

Quality tools in sports organizations represent a set of practical techniques, skills and tools, as well as mechanisms that can be applied to solve specific tasks and problems related to the quality management system in sports. (Turčinović, 2024).

The application of quality tools is often an issue that is used in practice and a significant methodological acceptance in sports is possible, with the often-applicable presentation of diagrams that will consider the cause-effect of the activity (Bojanić et al., 2018).

Such approach requires the application of different analyzes of the causes of poor sports results; physical, psychological and tactical preparation; technical analysis of athletes; analysis of injuries and errors during the match, complaints of athletes, evaluation of unsuccessful attacks, management of security, match preparations.

With this, sports organizations introduce planning, analysis and optimization of processes related to training, competition, and rehabilitation. In addition to the

mentioned, it is necessary to do an analysis of the frequency, distribution and variation of performance; the connection between the number of training sessions and the achieved results, training planning, team work, performance analysis and strategy; analysis of factors that influence the outcome of the match.

It is used to improve performance, organization, training process and team management, key tools of sports logistics, adaptation to physical, mental and tactical challenges, team tactics, training efficiency, prediction of future events and optimization of resources and time, collective problem solving, process.

Such application includes the use of the aforementioned analysis system in which the athlete or team analyzes their own abilities, performance, or behavior in a certain area in order to recognize their strengths and weaknesses, comparison with more successful sports organizations, evaluation of team strategies, sponsorships, marketing activities, events, as well as investments in sports infrastructure.

However, there is also the application of in-depth analysis of problems in a sports organization, monitoring of progress (e.g. number of members, performance in the league, financial stability), continuous monitoring of performance and identification of deviations from normal behavior using various methods such as, for example, SWOT analysis of the overall situation in a sports organization (Radaković, 2015), which is the basis for valid statistical and other processing of the obtained initial data (Turčinović, 2018).

The application of IT systems in the daily work of sports organizations can be reflected in two ways:
First, as a fast and efficient way of applying the processing of available data, which can improve each subsequent training of athletes on the one hand, and on the other, IT systems can also be used in the management of sports clubs, increasing the speed of making business or management decisions, which was highlighted by the authors (Bakmaz et al., 2025) as part of the observation of management decision-making. In addition to the observed primary goal, improvement is also achieved in the form of making safe, valid, business decisions by the top management of sports organizations and sports clubs.

Second, as an innovative approach in the practical functioning of sports, which manifests itself by influencing every aspect of the game (observation can refer to the observation of training and performance analysis, statistical and essential decisions of sports referees, the impression of the viewer regarding the sports event, etc.).
The application of innovative IT systems includes the application of analytical methods regarding the real performance of athletes in certain phases of

training and performance at sports events, prediction of the outcome of sports games and matches, application of future strategies in order to achieve future sports victories.
IT systems imply the application of advanced software solutions, which accelerates data processing, which is the basis for decision-making by both the coach and the adopted recommendations by the athlete, which affects the improvement of the sports performance of each individual athlete. Finally, it should be pointed out that IT technology can also influence the formation of social attitudes of the general population, for example regarding betting within the framework of observing a certain sports event or sports discipline.

Method

In order to determine the real practical application of quality tools in sports, i.e. in the operations of sports organizations, the previously used views of the author (Turčinović, 2024) were accepted, i.e. the views that it is extremely important to appreciate the competence of coaches who conduct practical sports activities in the work of sports organizations.

The research problem lies in the insufficient implementation and systematic use of quality tools that could contribute to better process control, performance improvement and competitive advantage. The subject of research are quality tools and their application in the work of sports organizations, professional clubs, sports federations and sports schools.

The research includes the analysis of their efficiency in planning, control and improvement of processes in sports. Research question: Is there a statistically significant relationship between the application of quality tools and the level of satisfaction of users of sports organizations.

The aim of the research is:
(a) to evaluate the opinions of managers and coaches about the usefulness of quality tools in sports organizations and
(b) analyze the application of those tools to management processes and sports performance (training, error prevention, logistics, communication).

The following hypotheses were put forward in the study.

Null hypothesis (Ho): Application of quality tools has no effect on the level of satisfaction of users of sports organizations.

Auxiliary (specific) hypotheses:
H1: Sports organizations that use quality tools in the decision-making process

are more successful than those that do not use quality tools.
H2: Sports organizations that conduct SWOT analyzes have better aligned economic programs with the needs of users, which results in greater satisfaction.
H3: The application of the benchmarking process leads to a significant shift in the business of a sports organization.
H4: The application of quality tools affects the effectiveness of the training process in sports organizations.
H5: Quality tools enable a faster and more accurate analysis of the causes of poor sports results.

The research sample is: coaches and managers of various sports organizations. A questionnaire was used as an instrument, i.e. a sample was made in the business of 38 sports organizations (data was collected in the period from 10.01. to 15.04.2025).

The analysis of the collected data was done using the statistical package IBM SPSS 21.0 (The Statistical Package for the Social Sciences). Descriptive statistics were used to describe the sample and chi-square test was used to detect differences between groups.

The statistical level of significance was observed at the level of 0.05 throughout the entire study.

For this research, a questionnaire (anonymous) was used, which was available to users of the Internet and social networks and was analyzed using Google Docs and Excel programs.

Results

Based on the presented table of descriptive statistics, the variable "Attitude towards the statement" (Likert scale from 1-5) was analyzed on a sample of n = 38 respondents.

The results are grouped in the following units.

The representation of sports organizations and the presentation of the number of respondents in relation to the presentation of the type of sport

Table 1 shows the structure of the representation of sports organizations and the number of respondents in relation to the type of sport that is the basis of the work of sports organizations and clubs.

Table 1. Presentation of the structure of representation of sports organizations and presentation of the number of respondents

Representation of sports organizations among respondents	Number of respondents (N)	Percentage (%)
Football	15	39.5
Basketball	8	21.1
Handball	4	10.5
Sports association	1	2.6
Volleyball	3	7.9
other	7	18.5
Total	38	100.00
Sample structure		(n = 38)

Source: Author's research (2025).

Application of quality tools in the management of sports organizations

The results of using quality tools in the management of sports organizations are presented in relation to the gradation of respondents' beliefs (Table 2).

Table 2. Presentation of the use of quality tools in the management of sports organizations

Expressed views of respondents by gradation	Frequency	Percent
A	5	13.2
B	2	5.3
C	15	39.5
D	8	21.1
E	8	21.1
Total	**38**	**100.0**

Note: (A=complete negation, B=mostly negation, C=neutral, D=mostly agree, E=strongly agree)

Source: Author's research (2025).

Respondents' attitudes towards the analyzed claim are varied with a slight inclination towards agreement.

The results shown in Table 2 show that the largest number of respondents (39.5%) took a neutral position (indecisiveness, lack of information or indifference to the specific issue).

The Chi-square test was used to examine whether there is a significant difference in relation to the use of tools in the decision-making process in relation to the sports organization.
https://psychology.town/statistics/chi-square-test-applications-guide/

Based on the obtained results of the chi-square test ($\chi 2=12.26$, $p=0.015$), it could be concluded that there is a significant difference in the use of tools in the decision-making process in relation to the sports organization. https://psychology.town/statistics/chi-square-test-applications-guide/

The importance of applying SWOT analysis in accordance with the alignment of economic programs of sports organizations

The presentation of SWOT analysis as an extremely important business mechanism is given by the author in Table 3.

Table 3. Presentation of the impact of SWOT analysis in accordance with the alignment of economic programs with the needs of users

Expressed views of respondents by gradation	Frequency	Percent
A	3	7.9
B	5	13.2
C	5	39.5
D	17	21.1
E	8	21.1
Total	**38**	**100.0**

Note: (A=complete negation, B=mostly negation, C=neutral, D=mostly agree, E=strongly agree)

Source: Author's research (2025).

The results indicate that almost 2/3 of the respondents agree, there is a positive consensus regarding the attitude. About a fifth of the participants have the opposite opinion. The average value of 3.58 indicates that the majority slightly agrees with the given statement.

The standard deviation is 1.18. 65.8% of respondents (17+8) show agreement with the statement. 21.1% show disagreement (3+5), which is not negligible, 13.2% are neutral - expressing neither agreement nor disagreement.

The Chi-square test was used to examine whether there is a significant difference in relation to the use of SWOT analyses in relation to the sports organization.
https://psychology.town/statistics/chi-square-test-applications-guide/

Based on the obtained results of the chi-square test ($\chi 2=16.256$, $p=0.002$), it can be concluded that there is a significant difference in the use of SWOT analyses in relation to the sports organization.
https://psychology.town/statistics/chi-square-test-applications-guide/

Application of the benchmarking process

In the work of sports organizations, it is important and possible to use the benchmarking process, and the concreteness of the obtained results is given in Table 4.

Table 4. Application of the benchmarking process in the business of a sports organization

Expressed views of respondents by gradation	Frequency	Percent
A	3	7.9
B	5	13.2
C	5	13.2
D	15	39.5
E	10	26.3
Total	**38**	**100.0**

Note: (A=complete negation, B=mostly negation, C=neutral, D=mostly agree, E=strongly agree)

Source: Author's research (2025).

The results in the Table are such that the category is agreed (mostly agree completely agree): 15+10=25 respondents (65.8%). Most respondents have a positive attitude towards that statement. Neutral (neither agree nor disagree): 13.2%. Disagree (mostly disagree strongly disagree): = 8 respondents 21.1%.

Most respondents agree with the statement, which indicates a positive general attitude. Although positive responses are dominant, 21% of negative views are also present, suggesting that there is room for improvement or additional communication/clarification of the claim.

The average scores 3.63 leans towards the positive side of the scale. The standard deviation 1.22 indicates moderately dispersed attitudes. The variance 1.49 confirms this variety, but without drastic extreme values.

The Chi-square test was used to examine whether there is a significant difference in relation to the use of benchmarking process in relation to the sports organization. https://psychology.town/statistics/chi-square-test-applications-guide/

Based on the obtained results of the chi-square test ($\chi 2=12.53$, $p=0.013$), it can be concluded that there is a significant difference in the use of benchmarking process in relation to the sports organization. https://psychology.town/statistics/chi-square-test-applications-guide/

The importance of tools for quality and effectiveness of training

The impact of quality tools on the effectiveness of training in the work of numerous heterogeneous sports organizations is shown in Table 5.

Table 5. Presentation of the influence of quality on the effectiveness of the training process in sports organizations

Expressed views of respondents by gradation	Frequency	Percent
A	3	7.89
B	9	23.68
C	12	31.58
D	8	21.05
E	6	15.79
Total	**38**	**100.0**

Note: (A=complete negation, B=mostly negation, C=neutral, D=mostly agree, E=strongly agree)

Source: Author's research (2025).

The results are such that in the presentation of Table 5 the obtained value is the average rating: 3.13, slightly above the neutral attitude (3), which confirms the earlier conclusion that there is a slight tendency towards agreement, but it is not expressed.

Standard deviation: 1.19 shows that the answers are not strongly concentrated around the average; there is diversity in the views of the respondents.

The Chi-square test was used to examine whether there is a significant difference in relation to the use of quality tools in relation to the sports organization. https://psychology.town/statistics/chi-square-test-applications-guide/

Based on the obtained results of the chi-square test ($\chi 2=5.95$, $p=0.203$), it can be concluded that there is not a significant difference in the use of quality tools in relation to the sports organization. https://psychology.town/statistics/chi-square-test-applications-guide/

Application of quality tools that leads to fast and accurate analysis

The application of quality tools can also be observed with the factor of application of fast and precise analysis in relation to the achieved sports results, which the authors have given in Table 6.

Table 6. Quality tools in relation to faster and more accurate analysis of the causes of poor sports results

Expressed views of respondents by gradation	Frequency	Percent
A	3	7.89
B	7	23.68
C	10	31.58
D	10	21.05
E	8	15.79
Total	**38**	**100.0**

Note: (A=complete negation, B=mostly negation, C=neutral, D=mostly agree, E=strongly agree)
Source: Author's research (2025).

The results in Table 6 show that the most common answer is neutral: I neither agree nor disagree 31.58%.
Positive attitudes (mostly completely agree) make up 36.84%. Negative attitudes (mostly not at all agree) make up 31.57%.
Neutral to slightly positive attitudes prevail. The average score 3.13 shows a slight hint of agreement with the statement. The standard deviation 1.19 indicates a moderate dispersion of attitudes and they are not homogeneous.
The Chi-square test was used to examine whether there is a significant difference in relation to the use of quality tools for faster and more precise analysis of the causes of poor sports results in relation to the sports organization. https://psychology.town/statistics/chi-square-test-applications-guide/

Based on the obtained results of the chi-square test ($\chi 2=4.37$, $p=0.358$), it can be concluded that there is not a significant difference in the use of quality tools for faster and more precise analysis of the causes of poor sports results in relation to the sports organization. https://psychology.town/statistics/chi-square-test-applications-guide/

Discussion

The first presentation of the results of the application of quality tools in the work of sports organizations (Table 1) are such that the obtained value is ($p=0.0156<0.05$). It indicates that the null hypothesis can be rejected and confirms the acceptance of the alternative H: 1, that is, there is a significant positive influence ($\alpha=0.05$).

This indicates that analyzed factors such as the quality of the training process, managerial practice or communication in the team have a measurable and significant impact on sports performance. The importance of communication in

sports is very clear, i.e. it is an integral part of successful sports organizations. Communication skills are developed because the necessity of tactical interactions and success in sports competitions is expressed. Teams that promote positive communication and respect among players improve overall motivation. Coaches who learn to communicate effectively with their athletes can provide positive feedback and constructive criticism in ways that actually affect player performance. Players who know how to communicate effectively with each other will work better together, forming a stronger overall team. (Perović, Đukić, 2023; Jovanović et al., 2025; Lutovac et al., 2025).
In modern sports, such results have significant practical value and contribute to the improvement of the decision-making process in sports organizations, optimization of training strategies, as well as improvement of coordination between coaches, athletes and management. This connection is not the result of coincidence, but indicates a real correlation that can serve as a basis for further improvement of sports results.

Second, the presentation of the SWOT analysis in Table 3 indicates that H: 2 is confirmed, that is, the obtained values ($p=0.0027<0.05$). This means that the factor that was the subject of the investigation has a real and measurable impact on the observed aspect of the sports system. In the sports context, such findings are of particular importance because they indicate that a specific practice or tool (e.g. application of quality tools in training processes, communication between coaches and athletes and error analysis) contributes to improving performance, reducing errors or making the team work more efficiently.
In addition to statistical significance, such a low p-value also speaks of the stability and reliability of the findings, which further strengthens the recommendation to integrate the analyzed approach into standard sports practice. It is important, however, to consider both effect size and potential limiting factors (e.g. differences between sports, sample size, subjective coach insights).

Third the application of the benchmarking process in Table 4 shows that H: 3 can be accepted because the values obtained are ($p=0.0027<0.05$). Isolated and unconnected work of individual organizational parts, which is not aimed at increasing the efficiency of the basic activities: training and competition, is unthinkable in a sports organization (Životić, 1999).
Only with the highest possible efficiency of the sports organization at the competition, by achieving optimal sports results, other organizational structures, beyond those that take care of training and competition, can count on a new resource that they can materialize at the same time. (Jovišić Simić, M, Veselinović, J., Životić, D., 2017).

This means that there is a real and measurable influence of the analyzed factor on the observed outcome in the sports environment. In sports organizations,

these findings suggest that the factor covered by H3 (e.g. more effective communication, use of logistics tools, performance analysis or error prevention) contributes to better work organization, greater precision and greater efficiency of sports and management processes. Statistical significance further confirms that the effect is systematic and not random.
Also, the low p-value (0.0027) indicates a high degree of reliability of the results, which gives additional strength to the conclusions and opens up space for the application of these findings in practice. Nevertheless, it is useful to further investigate the size of the effect, in order to assess the practical significance and the possibility of wider application in different sports disciplines and levels of competition.

Fourth, the significance of the tools of quality and effectiveness of training in the presentation of Table 5 indicates that H: 4 can be accepted, because the values are ($p=0.203>0.05$). This means that there is not enough evidence that there is a measurable and systematic influence of the given factor in this research. In the context of sports organizations, this finding can have several interpretations. One possibility is that the analyzed factor (e.g. a specific tool, work method, or specific managerial practice) has no real impact on sports performance or organizational processes, at least not in the conditions of this research.

Another possibility is that the effect exists but is not strong enough to be shown to be statistically significant in the available sample, or that the variables are not measured precisely enough. It is important to emphasize that the absence of statistical significance does not automatically mean that the effect does not exist at all, but that in this case it was not detected with the desired level of confidence. There are also possible influences of contextual factors (sample size, different sports, individual differences), which can affect the results.
Fifth, the application of the quality tool that leads to a quick and precise analysis in the display of Table 6 indicates that H: 5 cannot be accepted because the values obtained are ($p=0.358>0.05$). There is essentially insufficient evidence to claim that the analyzed factor has a measurable and significant impact in the research context. Within sports organizations, this result suggests that the observed factor, regardless of its theoretical basis or assumed importance, did not prove to be decisive for sports performance, work organization or management. This may mean that in the current conditions, on the examined sample, the influence of the factor was not pronounced enough or that other, stronger factors are at play.

Also, it should be taken into account that the absence of statistical significance does not exclude the possibility of the existence of an effect, but indicates that the effect was not strong enough to be detected with the specified certainty. In this case, the result may indicate the need for additional research - with a larger

number of respondents, a different methodology or a focus on specific sports disciplines. In the author's opinion, this work provided useful knowledge to persons responsible for the management of sports organizations in general and can serve as a secondary source for future authors in further research on this topic.

In addition to its contributions, this research has some limitations (sample size) that could be overcome in future research. Also, it would be useful to include some new findings in the analysis in order to obtain a more comprehensive analysis as well as the application of new technological aspects that can improve the work and business of sports organizations (Sredojević et al., 2025).

Conclusion

The study confirmed that the impact of quality tools in the work of sports organizations can have a strong and positive impact on the functioning of sports organizations. To this should be added the application of sports data processing, which not only improves each subsequent training of an athlete, but also substantially improves the functioning of numerous sports organizations. The essential first conclusion gave an account of practical application in sports organizations, because it achieves better business results, it is possible to manage resources more efficiently and it is possible to achieve optimization of training processes. Second, the application of specific methods, tools, or strategies contributes to the improvement of performance and organizational processes in sports. In addition, the obtained results provide a strong basis for achieving long-term strong effects in the work of sports organizations in various sports disciplines. Thirdly, the authors determined the possibility of a wider application of control tools as well as IT support with the mandatory use of additional analyzes in the work of sports organizations, as well as the application of long-term impact assessment, especially on the performance of athletes and organizations. Fourth, the tools of quality and control in the management of sports organizations can be applied in the areas of business of sports organizations in which there is an improvement of the overall management work, with the note that it is about the work of additional analysis, control and the like with the use of IT support. Fifth, the study clearly showed the importance of long-term planning for improving the business of sports organizations, applying realistic analysis with the aim of improving the entire process while looking at success factors according to all valid sports principles (identifying valid problems, monitoring progress, optimizing training, business strategy and general performance).

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