

## THE ROLE OF LEADERS IN MANAGING STRATEGIC CHANGE IN WOMEN'S SPORTS IN THE REPUBLIC OF SERBIA

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### ABSTRACT

Sense for the strategy is an important element in management. Under this concept it is understood that the top management agrees with the direction in which their organization is trying to go. The basis of the necessity of leadership management lies in the dynamic development of human society today. The leader is one who can lead the organization in today's turbulent environment, because he is the one who can successfully cope with changes. Leadership is based on a vision of how to survive and win in the period of changes. The recent discoveries in the area of development of human values, development of consciousness and functioning of human brain give us valuable insights and tools that can help us get through to the most important drivers of human activities and to use them in a positive way. Innovative leadership is from the crucial importance. Reliable communication and a strong sense of belonging among employees is the basis of sports center prosperity.

It takes knowledge to effectively manage human capital, to attract, develop, keep and reward the right people who will achieve set goals and follow the center strategy. To achieve the best results, it is necessary to attain good level of organization and management of human resources.

**Keywords:** *management, leadership, change, women's sports, productivity.*

### Introduction

Sense for the strategy is an important element in the management. Under this concept it is understood that the top management agrees with the direction in which their organization is trying to go. In a business environment, the basic resources of any organization are the people and their abilities, which contribute to the achievement of organizational goals. Their creativity, innovation, motivation and awareness are the characteristics that make them different from other resources in the company. Because of that, women athletes are the most important resource in the process of creation of additional women's sport values in RS. People acquire gradually more knowledge and information and because of that the human resource management becomes gradually more difficult.

It takes knowledge to effectively manage human capital, to attract, develop, keep and reward the right people who will achieve set goals and follow the strategy of women's sports development in the RS. Personnel management is the most important business activity of each organization. Good organization and management of human resources are necessary to achieve better business results. Definitions of management of human resources are usually based on its function of successful achievement of organizational goals. The basis of the necessity of leadership management lies in the dynamic development of human society today. The whole human knowledge doubles within 2.5 years nowadays. The leader is one who can lead the organization in today's turbulent environment, because he is the one who can successfully cope with changes.

So, leadership and changes are synonyms when we think about business leadership. The key of a good leadership is in the leader's relationship with people wherein his emotional role is primary. While management achieves their plans through organizing, the equivalent of leadership is communication between those who are on their way to achieve their vision. Determination of the direction, management, can be a static feature, because after a direction is determined, it is not necessary for one who has determined the direction, also to be the one who is moving toward the goal. The movement toward a goal, leading, necessarily has a dynamic form, as one that leads toward the goal must be at the forefront of such changes. Everyday turbulent changes in environment are a synonym of the need for greater influence of leadership in management.

### **Theoretical considerations**

Human resource management is positioned in the area of leadership and directing people within the organization, and is based on the key categories of organizational behavior such as: motivation, the relationship between individuals and groups, organizational socialization, organizational culture. For the effective management of this resource is necessary to have certain theoretical knowledge as well as specific methods, processes and procedures in order to make use of human capital, i.e. to focus its development. The use and development of human resources should be directed towards the realization of ultimate organization goals, i.e. its development policy and business policy. Human resource is an entity that always exists at the beginning and ending of each business story, because it certainly has long-term consequences for an organization. It is therefore very important, almost essential, to devote enough quality time to the process of selecting the right staff. It is very important to pay enough attention to this process although, as dr. Isak Adizes says: "The selection of people depends on the people themselves, it will never be perfect." The management revolution lunched on the surface of the business world managers who must have power supported by knowledge, abilities and personal characteristics.

The process of multiplying of the new multidisciplinary management knowledge and skills is a dynamic process that provides an autonomous development of each organization. Managers, as the representatives of management and the company, must be able (or trained) to sovereignly manage processes and changes with authority of personality. The changes have become so complex and dynamic that the fate of world order depends largely on their knowledge and skills and their influence on economy and society. Today, ideas are necessary in order to survive on the sports market. The leader is the one who sell an idea. Today, new concepts are needed to bring organization closer to the consumers and strongly connect it with them. The manager's job is to conserve a given concept and to "push out" maximum efficiency within its own framework. Leader destroys current concepts and offer new, often untested, concepts and ideas. There is a need today for an organizational model that can cope with all these changes. This is a high performance organization, with leaders throughout its structure, who think as "winners" and translate attacks from the environment into opportunities and long-term growth and development on the sports market.

### **Problem, subject and purpose**

The aim of human resource management is the creation of scientific assumptions, methods and procedures for realizing and synchronization of individual and organizational goals. Human resource management, in the age we live in, will be the imperative of survival of an organization. Today, many people, if they have enough money, can buy certain technology and start producing, but a market advantage over competition and long-term survival on the market, could be achieved only if organization has qualified people, capable to quickly, easily and effectively solve problems. One of the most important factors of successful businesses is human resources, i.e. high-quality and professional staff. This fact, of course, implies the need for constant improvement of the overall system of knowledge. Improvement is reflected in the implementation of internal and external staff training, professional development, funding of further education or informing employees about development in various professional areas, by providing a presence at seminars in the field of sport management. This encourages employees to follow the innovations in the profession, as well as the ongoing changes and developments in the field, which reflects positively on the quality of work.

In order to achieve certain goals in the organization, human resource management must meet certain requirements, which will improve the work of employees and their greater productivity in the organization. By the satisfaction and fulfillment of all requirements of basic and most valuable resource in a company, we achieve objectives we pursue. If the human resources management is unable to manage the human resources, that might affect business, profit and - in the worst scenario - survival of the organization.

The main objective of human resource management is to achieve the following objectives:

- **Functional purpose** - human resource management function is to contribute to the organization as long as it takes to achieve its goals and carry out its strategy. This would mean that resources should be used as rational and efficient as possible in achieving organizational goals.
- **The organizational goal** - as already noted, the most important factor for the organization is human resource, therefore, there is a need for improvement of efficiency and employees motivation, in the best way possible, by which the objectives of the organization will be achieved.
- **The social goal** - in everyday human relations social norms and values are important in achieving good communication. Being ethical and socially responsible to the needs and challenges of society and minimize the negative impacts of these demands on the business organization is also one of the important goals, not only for human resources management, but management as a whole.
- **Personal goal** - employees' satisfaction is of the most importance for any organization, but it is not enough to satisfy employees only in the business sense, it's necessary to assist them in achieving their personal goals. Only in this way it may be possible to gain their trust, and staff will be happy and motivated to develop themselves and to give personal contribution to the organization.

Each of these goals has a significant impact on human resources management, improving the effectiveness of the organization.

Creativity and innovation have become indispensable components of business management, and they contributed to the increasingly important role of research and development. Human resources management strategy should also contribute to creativity of employees and innovation tactics should enable the implementation of the new ideas. A key feature is that the modernization of business requires new kind of knowledge and new professions that involve a high level of education and training. Individuals have to be ready for training in order to adapt to the changes and keep their jobs.

When we think about motivation and reward systems, there is a question to be asked: if everything is unique and specific, is there anything that could be taken as a starting point, as a reference point in relation to which a model could be set? The answers to these questions are, fortunately, positive.

Leadership style is the way to establish relations between leaders and staff, or the manner in which leader directs the behavior of their subordinates and the means used to attract them or induce desired behavior. The basic criteria to distinguish the styles are: leaders' approach to the motivation of subordinates - compulsion or encouragement, the manner in which the leader makes decisions, sources of power used to influence subordinates, the leader's ability to adapt his/her behavior to different situations. Using these criteria, we can distinguish classical and contemporary styles of leadership. Iowa and Hawthorne studies are the pioneering leadership studies.

These studies have examined the impact of three leadership styles - autocratic, democratic and liberal - on the behavior and performance. Ohio studies are the first interdisciplinary leadership studies based on the psychologists', sociologists' and economists' team work. The concept of "network management" is based on the conclusion of these studies. This network has two dimensions: concern for people and concern for production. With higher score on the horizontal axis, that represents concern for production, leaders demonstrate that they are task-oriented, while with progress on the vertical axis, that represents concern for people, leaders demonstrate a higher degree of concern for staff.

Managerial Grid has proven in practice as a good way to test leaders, because they show that employee satisfaction is as important as the achieved productivity.

### **Hypothetical tasks**

Based on the subject, objective and task of research, as well as the usage of appropriate literature, the following hypothetical tasks were defined:

H1 - There are significant differences between female athletes, regarding the socio-psychological factors

H2 - There is a statistically significant difference between female athletes, regarding the emotional competence

H3 - There is a statistically significant difference among female athletes regarding the achievement motive

H4 - The readiness of female athletes to further education after the end of their careers.

### **The applied methodology**

We know that there is a kernel of common human traits that, in a free interpretation, can be called "human nature". If you violate the essence of human nature by making models and systems that rely on the artificial rather than the natural human needs, it will not be possible to achieve successful long-term management, because sooner or later, the conscious or unconscious "rebellion" will emerge from within - from the very essence of the human nature. Human values and meaning of human life are connected with that kernel. The recent discoveries in the area of development of human values, development of consciousness and functioning of human brain give us valuable insights and tools that can help us get through to the most important drivers of human activities and to use them in a positive way.

As a result of that, we can analyze with great certainty the requirements for specific positions and characteristics of the individuals who work on these positions.

Four polls included:

1) Poll, which is labeled A is:

Emotional competence in establishing relationships with other people;

2) Poll, which is labeled P is:

The achievement motive;

3) Poll, which is called the UP:

The scale for testing the general attitude toward the changes;

4) Poll, which is labeled ED is:

The scale for testing attitude toward the practice of education.

### **Interpretation of research results or research results and discussion**

A key factor in business success of any organization is motivated, competent and flexible staff who are satisfied with the direction of business activities realization, company business culture and manner of management.

#### *5.1 Results and Discussion*

5.2 The number (n) and percentage (%) of tested women regarding emotional competence in establishing relationships with other people

	<b>not competent</b>	<b>moderately competent</b>	<b>competent</b>
<b>n</b>	<b>49.</b>	<b>200.</b>	<b>63.</b>
<b>%</b>	<b>15.71</b>	<b>64.10</b>	<b>20.19</b>

5.3 The number (n) and percentage (%),of tested women regarding the achievement motive

	<b>without motive</b>	<b>moderately motivated</b>	<b>motivated</b>
<b>n</b>	<b>27.</b>	<b>195.</b>	<b>90.</b>
<b>%</b>	<b>8.65</b>	<b>62.50</b>	<b>28.85</b>

## Conclusion

The process of multiplying of the new multidisciplinary management knowledge and skills is a dynamic process that provides an autonomous development of each individual. Leadership is important not only because of our personal careers and the organizations in which we work, but also because of the further progress of society, and further development of the sport. We need leaders who will unite us with their energy and lead us toward the progress of the human society. The changes have become so complex and dynamic than that the fate of the world order depends largely on their knowledge and skills and their acting in the economy and society. Human resource is an entity that always exists at the beginning and ending of each business story, because it certainly has long-term consequences for an organization. It is therefore very important, almost essential, to devote enough quality time to the process of selecting the right staff. The recent discoveries in the area of development of human values, development of consciousness and functioning of human brain give us valuable insights and tools that can help us get through to the most important drivers of human activities and to use them in a positive way. People are different and each of their personality and character type should be regarded as constant. There is no reason for a leader to change people, on the contrary: these differences are the advantages for them, not disadvantages. The leader is the one who builds a team atmosphere on advantages, not on the weaknesses of people. He will thus use talents of people, especially those that he doesn't have. The concept of teamwork is becoming gradually more popular because it dramatically increases the productivity of the organization by achieving synergy and integrating knowledge of all individuals involved in the team. But, successful teamwork is feasible only in those organizations with the democratic atmosphere, respect for diversity, esteem, solidarity, flexibility, delegation of responsibilities and competency of employees. These performances heavily depend on management style, although the employees and their ability to co-operate and function in the team also have influence in this matter. The golden rule of leadership is that a leader should treat people the way he wants to be treated and with this concept this rule is fully respected. As a result of that, we can analyze with great certainty the requirements for specific positions and characteristics of the individuals who work on these positions. Women in sport in RS should get, as much as possible, educated, encouraged and motivated for the work.

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