

Value management in Russian sport organisations

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Aim

The study of core values in sport organisations is a very important field of analysis. The aim of this abstract is to report empirical findings and present the analyses of core personal values in Russian sport organisations. The objectives of the study were to: specify the core values of sport organisations using M.Rokeach's questionnaires; determine the value parity between sport organisations' management and personnel on the ground of comparative analysis of the managers and personnel responses; identify the working behavior stereotype in sport organisations; identify the specific character of value system and relationships in sport organisations through the comparative analysis in sport organisations, educational institutions and companies.

Theoretical background

Both Russian and foreign scholars examine the role of value parity as one of the most significant determinant of effective management (Rokeach, Garanina). The Russian sport system belongs to the state one. This fact has a great impact on the set of terminal and instrumental values, which determines the formation of a certain working behavior stereotype in sport companies, reveals motivational and demotivational factors and is the basis for corporate culture development. Values are traditionally defined as pragmatic, enduring tenets central to an organization and serve as cultural cornerstones (Collins). When the balance of values is disrupted it may prevent timely and effective implementation of management decisions. The last may cause the decline of sport services quality. Researches held by sport management scholars present the nature of value congruence between employees and their organisation and intentional use of values in the management (Kerwin et al). Personal value system is a relatively durable and stable and in some analytical reports is connected with ideology (set of particular ideas that constitute employees' goals and actions). But their hierarchy can change along with changes in society, culture, personal experience (see e.g. Rokeach). The study of value priorities in sport organisations is based on M.Rokeach's method. The study examines such values as: discipline, loyalty, professional knowledge, practical wisdom, creativity, self-confidence, problem-solving, effectiveness, health, love, wealth.

Methodology

For the research and analysis different methods were used: interviews, questionnaires, comparative and statistical methods. In order to specify the human values of sport management and personnel in Russian sports organizations the survey of more than 100 St. Petersburg organizations

was conducted. The study covered personnel of public and private sport organizations such as sport clubs ("Spartak" Moscow, "Dynamo" Moscow, "Zenit" St. Petersburg), schools of Olympic Reserve, Sport Dance Association, Billiard Association, St. Petersburg fitness clubs and centers ("Worldclass", "Fitnessgroup", "FitnessHaus"). In general 287 respondents were interviewed.

During the study presented below data were obtained.

Human values of sport managers:

- the highest importance (more than 70 points out of 100) take "discipline", "loyalty" and "health";
- high importance (from 50 to 70 points out of 100) take "professional skills", "self-confidence" and "professional results";
- low importance (less than 50 points out of 100) take "creativity", "wealth" and "problem-solving skills".

This suggests a functional stereotype of working behavior. For managers job performance and following for the instructions are the most important. In this regard, the nature of management in sport organisations is related to the concept of management by instructions. It stands to mention that such values as self-confidence and creativity are not shown in this study as core values. This situation characterizes the Russian sport organisations as having autocratic managerial style, one-man management and lack of staff involvement in managerial processes.

Human values of personnel of sports organizations:

- the highest importance (more than 70 points out of 100) take "professional skills", "creativity", "professional results", "health", "love" and "wealth";
- high importance (from 50 to 70 points out of 100) take "discipline", "loyalty", "self-confidence" and "problem-solving skills";
- low importance (less than 50 points out of 100) take only "wisdom".

The results indicate the socio-psychological stereotype of working behavior. Therefore socio-psychological climate, team spirit, team organization of labor, ability to be initiative and make independent decisions is significant. Sport personnel expectations are related to the concept of management by objectives.

Results

In summary, the comparative analysis of the core human values of management and personnel of Russian sport organisations demonstrated values parity violation and organizational values imbalance. Manager motivates personnel to perform functional duties and neither encourages their activism nor creativity. But for personnel in sport organisations the status, achievement and communication needs have the most relevance. As a result the study found interdependence between a level of sport managers' professional preparation and mismatch of managers and personnel values. Knowledge and competences that can affect this contradiction is the subject of further consideration. We also plan to investigate the influence of other factors such as size of an organisation, type of entity, kind of sport and business, country, etc.

Another direction for further research is connected with the elaboration of recommendations for sport organisations and approbation of suggested guidelines.

References

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