

DISSIMILARITIES BETWEEN REPRESENTATION SHARE AND IMPORTANCE OF COMPETENCIES OF PUBLIC ADMINISTRATION MANAGEMENT IN SPORTS IN BOSNIA AND HERZEGOVINA

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Abstract

Overall public administration reform is one of prerequisites for successful integration of Bosnia and Herzegovina (B&H) into the European Union (EU). Public administration modernization in our country is required in order to have responsible and efficient civil service. The goal of this research is to determine dissimilarities between representation share and importance level of competencies of public administration management in terms of sport in Bosnia and Herzegovina at all levels (municipalities, cantons, entities and the state). Research sample used was public administration management in sports i.e. public administration employees with different level of competencies (assistant head of municipality, assistant ministers at cantonal level, entity, district and state levels) (N=147). Data were collected via on-line survey and personal correspondence related to organizational structure of public administration management in municipalities, cantons, entities and the state from managerial staff in sectors and divisions of sports, including demographical characteristics (6 items) in Part One, whereas the second part of questionnaire relates to abilities, skills and frame of mind of management, representation share and importance (23 items), based on Likert's scale using seven-point rating scales (1 to 7). Data has been processed on single-variable and multi-variable scale basis. Mainly, this research focused on analysis of public administration management actions, the way in which their skills are to be valued and which are required to contribute to a positive results of sports organizations that are active in their environment. By applying test for corresponding samples we have presented that there are differences between statistical significance, level 0,01, and between representation share and importance, public administration management competencies in Bosnia and Herzegovina at all levels (municipalities, cantons, entities and the state). Results of this research presented impartial situation in terms of public administration management in the field of sports and based on that adequate recommendations have been determined with a goal to improve management at all levels of Bosnia and Herzegovina.

Key words: **sport, competencies, public administration services, social responsibility**

Introduction

Transparent public administration is social responsibility and a permanent process, continuously to be adapted to social changes. Lithuania's political parties have had great difficulty in properly managing and directing the ministries of the government. At the same time, the Soviet era legacy of command administration with an emphasis on formalism (versus practical execution of policy) has undermined bottom-up efforts to reform the state bureaucracy Nakrošis (2001). Social responsibility is linked with management's obligation to undertake activities that would contribute to improvement of welfare of society of whole. Competencies include abilities, know-how, skills and frame of mind that create behavior at the work place. New theoretical approaches to the state have posed challenges for the comparative analysis of the organizational features of states (Hardiman & Scott, 2012). All these mentioned enable employees to demonstrate a certain kind of behavior that could result posi-

tively in other words that would bring efficiency as concluded by Whiddett & Hollyforde, (2010). Bronić et al. (2012) state that in majority of European countries sport is in the competence of ministries that are responsible for the fields of education, culture and art. Tomić (2007) indicates that managers have main three roles – creating of good relations between people, informational and managerial roles (decision-making), as well as three basic skills: conceptual, managerial and technical. In majority cases, assistant for sports is a function with one organizational part including culture and education, which is logical for small institutions (municipalities). However, troublesome is the fact that even larger institutions at cantonal, entity and state level in B&H do not find it necessary to make sports a separate function or to put it together with other relevant activities and improve it to a higher level that belongs to it. Here, a positive example that should be mentioned is the Ministry of Family, Youth and Sports

in Republic Serbian (RS). Milanović et al. (2003) indicated to a fact that each community should develop adequate education system and system of skilled education for sport staff in line with realistic circumstances and policies of the given society. Rađo et al. (2010) state based on analysis and results gained from 170 participants -students, alumnus and employers stating that the new age in education is coming and is oriented to management in sports. Successful human resources management requests appropriate number of employees, at any moment, with appropriate qualifications and abilities that can allow such employees to be appointed at positions necessary to reach goals, fulfil tasks and mission of a work organization. Significance of human resources management in public sector can be seen through costs of work which take the major part of public expenditure. In developed countries this percentage is between 50% and 70%, as concluded by Ingraham et al. (2003). This research also indicates to such a statement in terms of participants in general, as well as to the fact that there is no quality information on the future potential employees, out of school and out of club categories. This research would like to indicate to an extremely high social responsibility that managers have as they are requested to be ethical and responsible and to nourish and promote social values of a certain community. Very important question poses in this way in terms of how the up-to-date management came in sports and in its organizations and why it is viewed in the whole world as the saving formula for keeping and developing of sports as institution. More specifically, the findings advise leaders and managers to focus on establishing an approach, understanding roles, developing contextual awareness, enhancing personal skills and strengthening relationships. With regards to the recommendations provided for sport organizations, these include employing the most appropriate individual, creating the optimal environment, implementing systems and structures, developing an inclusive culture and providing appropriate support (Arnold, et al., 2012). Perspectives of sport development in B&H have been influenced as well as other social structure taking into account the

war and destructions in the end of the last century that resulted in destruction of the infrastructure in whole. In order to increase efficiency level of B&H public administration need very detail changes be done that would result in a better and more high-quality public service especially in sport. Such administration is still not capable to face fast changes in terms of up-to-date sport whose economic growth in the world records very fast growth. When identifying population achieving sport results, state management that directs financial funds into sport support sport organizations making necessary triangle for improvement, not only of sport system but also for achieving ideological goals (Perasović & Bartoluci, 2008). Such sport-industrial growth calls for educated and competent staff as indicated by research by Smajlović et al. (2005). In the research done by Mujkić (2005) it is obvious that there is a need for change of educational system and the way of learning. Results gathered in research confirmed there is no quality in managerial process in sport and that there is a high demand for introducing new form of education based on new competencies that would meet request of a new society. It is necessary in order to overcome some of the theoretical and empirical limitations of the politics/administration dichotomy. It is appropriate because it allows us to tackle these limitations and the difficulties derived from it by helping improve the efficiency and effectiveness, as well as the institutional performance, of administrations (Brugué & Gallego, 2003). According to Maslow, man's need for knowledge is fundamental, and given this, people are lifelong learners (Jarvis, 2004). The goal of this research is to determine dissimilarities between representation share and importance level of competencies of public administration management in terms of sport in Bosnia and Herzegovina at all levels (municipalities, cantons, entities and the state).

Methodology

Research samples

Table 1. Structure of public administration management in the field of sport.

No	Description	Abbrv.	Assistant minister / head of department
1	BiH, Ministry of Civil Affairs	MCP	1
2	Federation of BiH, Ministry of Culture and Sports + municipalities	MKS	1+79
3	Republika Srpska, Ministry of Family, Youth and Sport + municipalities	MPOS	1+64
4	Distikt Brčko, Department of Economic Development, Sport and Culture	OPSK	1
1	Unsko-sanski Canton	USK	1
2	Posavski Canton	POK	1
3	Tuzla Canton	TUK	1
4	Zeničko-dobojski Canton	ZDK	1
5	Bosansko-podrinjski Canton	BPK	1
6	Central Bosnia Canton	SBK	1
7	Hercegovačko-neretvanski Canton	HNK	1
8	West Herzegovina Canton	ZHK	1
9	Sarajevo Canton	KS	1
10	Canton No. 10	K10	1
	Total		157

Research sample involves public administration management in sport, made of N=147 employees in public administration sector with different competencies (assistant head of municipality, assistant ministers at cantonal level, entity, district and state levels).

Variable sample

First group of variables relates to general questions for public administration management.

Table 2. General questions for public administration management.

No	Variable description	Abbrv.
1	Contract type	VU
2	education	ŠS
3	Experience in sport	ISS
4	License for sport activities	LIC
5	Gender	SP
6	Age	DB

Other group of variables relate to assessment of general and specific competencies of public administration management. Therefore, those were divided into two seven-grade scales. First scale determine representation share whereas the second one determines importance. This part of questionnaire has been modified as to meet requirements of this research by Mujkić (2013).

Variables used are those that can be used as to determine the structure of competencies in other words education, experience, abilities, skills and frame of mind of public administration management in sports.

Data collecting

Data used in this research has been collected based on electronic and personal correspondence of the author of research with management of the above-mentioned public administration authorities, including N=143 municipalities, N=10 cantons, N=2 entities, Brčko District and state institutions of B&H.

Table 3. Assessment of general and specific competencies of public administration management.

No	Variable description	Abbrv.
1	Management evaluation-excellent IT knowledge of managers	EITE
2	Internet use for sport development	UIRS
3	Existence of appropriate No of monthly contracts made with sport employees.	MK
4	No of annually implemented mutual projects is adequate	IZP
5	Communication via Internet is satisfactory .	KOMI
6	Importance of verbal and written communication, Do you clearly express your ideas?	VKOM
7	Analytical thinking ability	SAR
8	Planning and time management ability	SPRV
9	Grade and knowledge of foreign languages	PSJ
10	Knowledge of foreign languages is helpful in sports	PSJUS
11	I have adequate access to professional literature	PSL
12	I am using professional literature	KSL
13	Ability to find information from more sources is important	PIRI
14	Participation in international projects.	MPR
15	Being informed about international projects	IMPR
16	Attending of profession congresses, symposiums and seminars	KSS
17	Usage of lessons learned to solve problems.	SZRP
18	Ability to motivate and orientate employees	SMU
19	Creativity (creation of new ideas)	KRE
20	General knowledge in sports	OZS
21	Respecting ethical principles in sport if important.	EPS
22	Understanding of culture and rituals of other nations	KULO
23	I think managers who contribute to improvement of work quality have more chances to be awarded than others	MPKN

Data processing-methodology

In terms of single-variable statistical data processing procedures used related to descriptive statistics. Frequencies and percentages calculated relate to variables connected to sample structure. Main measures for statistical series used to calculate main parameters for processed group of participants are:

- central tendency (arithmetical middle),
- variations (standard deviation, scope)

T-test was used for dependent samples using multi-variant statistical processing method in order to determine differences between representation share and significance of public administration management competencies. The Hi-square test was used, a very practical one, that can serve specially to determine if certain noticed frequencies are not in line with those that could have been expected given a certain hypothesis. Hi-square test is used to examine if there is a probability to link between level/type of qualifications and managerial competencies in public administration in the field of sports in Bosnia and Herzegovina.

Results

Demographic structure of management in public administration

Results gained through researching are stated cumulatively and in percentages. The research enabled getting more impartial picture of public administration management in sports as competent authority at all levels of public administration in B&H. It also indicates to B&H public administration system complexity.

Table 4. Education degree of examinee.

Education degree of examinee	
Qualifications	N
PhD in sports	1
PhD	2
Master degree in sports	3
Master degree	6
Faculty diploma-faculty of sports and cycle 240 ECTS	14
Faculty diploma-faculty of sports and cycle 180 ECTS	3
Faculty diploma- other majors and cycle 240 ECTS	63
Faculty diploma- other majors and cycle 180 ECTS	39
Completed coach training college	3
Completed college-other majors	7
Completed sport highschool	1
Completed other highschool	5
TOTAL	147

According to research results it can be said that only more than 10 % of examinees has completed sport related school. Major part of examinees working at positions directly relating to sport development and holding sport education amounts to app. 90%. Most of examinees 42% hold a degree in other majors and cycle 240ECTS. However, 26% hold a degree from other faculties and cycle 180 ECTS, whereas only 9,3% of them hold a degree in sport and cycle 240 ECTS, 2% of examinees hold degree in sport and cycle 180 ECTS, 2% hold master degree in sport and only 1 examinee holds PhD in sport. Determining educational level of sport managers at all public administration levels in Bosnia and Herzegovina in order to assess ratio between human resources having sport education in the field of sport and those who do not have it showed that ratio between human resources at managerial levels with managerial competencies at all levels of public administration in B&H is lower compared to number of human resources which are not sport educated.

Collected data showed that 60% of tested units belong to the Federal public administration whereas the rest of 40% belong to Republic Srpska. Taking into account it was not necessary to get opinions from B&H as whole in terms of data validity it can be concluded that demographic criterion i.e. geographic share of questionnaire has been met. Assistant heads of municipality made 92% of participants, 6,7% of them were Cantonal assistant ministers, 1,3%, belongs to one participant per entity, district and the state. In terms of gender structure, men make 74,7%, whereas the rest of 22,7% are women. In line with role congruity theory, management in Turkish sport organizations is stereotyped as a masculine domain requiring agentic characteristics and sport experience is more strongly attributed to men. As a result, employees have a general preference for male sport managers and male employees in particular have negative attitudes toward female managers (Koca & Öztürk, 2015). The sample tested included all generations. However, age of participants ranges from 51 to 60 (38%), from 41 to 50 years (26,7%), from 31 to 40 years (24,7%), whereas the least of them is in the group over 60 years old (4,7%) and from 20 to 30 years (4%). Majority of participants have employment contracts on indefinite period of time, 93,3% of them, and only 1,3% or 2 employees have contracts for fixed period of time, and the same percentage goes for service contracts. Majority of participants are not experienced in sports, 64,7% of them, whereas only 32,7% of them said that they have the experience. Large number of participants do not have certain licenses required for sport activities actually 83,7% of them and only 16,3% of them has it. It is evident that within the public sector and its sports related branch, human potential is engaged in the way that each employee holds multiple functions, whereas their competences are not aligned with the requirements and needs of such functions.

Table 5. T-test of representation and significance of public administration management competencies.

No	Variable	N	Min	Max	Art.sred.	Std. Dev.	T – test
1	Represent. share: EITE	147	1.00	7.00	2.9864	1.6259	t = - 19,638 ;
	Significance: EITE	147	1.00	7.00	5.7007	1.2298	P = 0,000 < 0,01
2	Represent. share: UITE	147	1.00	7.00	4.1973	1.6495	t = - 15,001 ;
	Significance: UITE	147	3.00	7.00	6.2925	.95953	P = 0,000 < 0,01
3	Represent. share: MK	147	1.00	7.00	4.4558	1.8661	t = - 12,608 ;
	Significance: MK	147	3.00	7.00	6.2313	.97971	P = 0,000 < 0,01
4	Represent. share: IZP	147	1.00	7.00	3.9315	1.7126	t = - 15,053 ;
	Significance: IZP	147	2.00	7.00	6.1164	1.0137	P = 0,000 < 0,01
5	Represent. share: KOMI	147	1.00	7.00	3.9728	1.7748	t = - 13,950 ;
	Significance: KOMI	147	3.00	7.00	6.1361	1.0179	P = 0,000 < 0,01
6	Repr. share: VKOM	147	1.00	7.00	4.8367	1.7083	t = - 10,702 ;
	Significance: VKOM	147	3.00	7.00	6.3061	.9334	P = 0,000 < 0,01
7	Represent. share: SAR	147	1.00	7.00	4.6395	1.7239	t = - 10,704 ;
	Significance: SAR	147	1.00	7.00	6.1769	1.1268	P = 0,000 < 0,01
8	Represent. share: SPRV	147	1.00	7.00	4.6531	1.6865	t = - 11,704 ;
	Significance: SPRV	147	1.00	7.00	6.2653	1.1185	P = 0,000 < 0,01
9	Represent. share: PSJ	147	1.00	7.00	3.6939	1.7066	t = - 14,638 ;
	Significance: PSJ	147	2.00	7.00	6.0952	1.0090	P = 0,000 < 0,01
10	Reprs. share: PSJUS	147	1.00	7.00	3.8973	1.7209	t = - 14,626 ;
	Significance: PSJUS	147	2.00	7.00	6.1633	1.0405	P = 0,000 < 0,01
11	Reprs. share: PSL	147	1.00	7.00	3.5548	1.8607	t = - 14,744 ;
	Significance: PSL	147	2.00	7.00	6.1517	.9883	P = 0,000 < 0,01
12	Reprs. share: KSL	147	1.00	7.00	3.7034	1.8488	t = - 15,642 ;
	Significance: KSL	147	3.00	7.00	6.2055	.8782	P = 0,000 < 0,01
13	Reprs. share: PIRI	147	1.00	7.00	4.3767	1.7816	t = - 13,176 ;
	Significance: PIRI	147	3.00	7.00	6.3333	.7880	P = 0,000 < 0,01
14	Reprs. share: MPR	147	1.00	7.00	2.6667	1.8592	t = - 20,124 ;
	Significance: MPR	147	3.00	7.00	6.0276	1.0404	P = 0,000 < 0,01
15	Reprs. share: IMPR	147	1.00	7.00	3.1633	1.8544	t = - 18,612 ;
	Significance: IMPR	147	3.00	7.00	6.1655	.9429	P = 0,000 < 0,01
16	Reprs. share: KSS	147	1.00	7.00	3.1293	2.0281	t = - 19,535 ;
	Significance: KSS	147	3.00	7.00	6.2276	.8559	P = 0,000 < 0,01
17	Reprs. share: SZRP	147	1.00	7.00	4.4626	1.7605	t = - 13,086 ;
	Significance: SZRP	147	3.00	7.00	6.3469	.8573	P = 0,000 < 0,01
18	Reprs. share: SMU	147	1.00	7.00	4.5616	1.6814	t = - 13,086 ;
	Significance: SMU	147	4.00	7.00	6.3699	.7791	P = 0,000 < 0,01
19	Reprs. share: KRE	147	1.00	7.00	4.5578	1.7206	t = - 13,964 ;
	Significance: KRE	147	4.00	7.00	6.3946	.7076	P = 0,000 < 0,01
20	Reprs. share: OZS	147	1.00	7.00	4.6000	1.5608	t = - 13,723 ;
	Significance: OZS	147	3.00	7.00	6.4863	.7541	P = 0,000 < 0,01
21	Reprs. share: EPS	147	1.00	7.00	5.0959	1.5551	t = - 11,165 ;
	Significance: EPS	147	3.00	7.00	6.5685	.7602	P = 0,000 < 0,01
22	Reprs. share: KULO	147	1.00	7.00	5.1973	1.6225	t = - 10,750 ;
	Significance: KULO	147	4.00	7.00	6.6259	.7043	P = 0,000 < 0,01
23	Rep.share: MPKN	147	1.00	7.00	4.2857	1.6675	t = - 14,934 ;
	Significance: MPKN	147	3.00	7.00	6.4354	.8445	P = 0,000 < 0,01

p < 0,001

In analysis of Table 5 it should be said that *T – test* is for dependent samples and it showed that there is significant statistical difference by all items stated of level $p < 0,001$, between representation share and significance, abilities, skills and frame of mind of public administration management, at all state levels in B&H.

Out of 23 items, where each describes certain management competency level significant for development and sport improvement, only couple were positively answered. In other words, this category is only partially represented in public administration units. Analysis of all statements in terms of significance i.e. to what extent participants consider them significant, showed that in all cases (23 state-

ments) there is significantly high level of matching. This is due to consciousness and self- criticism of employees who need to be continuously educated as required for success and development of sports but is not, unfortunately, applied.

High level of discrepancy in analyzing representation share variable show that there is still one small part of management that use their potential desirable for sport development. Research results should answer the current situation question that is to what extent public administration managers have required know-how and skills. Based on that additional education recommendation could be created as well as recommendation for improvement managerial competencies.

Table 6. Hi square test ratio between professional qualifications and competencies

Professional qualifications (PQ) / not in sport (representation)					Professional qualifications (PQ) / sport (representation)				
varijable	N	min	max	Hi – square test	varijable	N	min	max	Hi – square test
PQ/UIR	126	1	7	67,656 P = 0,007 < 0,05	PQ/UIRS	21	1	7	16,762 P = 0,333 > 0,05
PQ/EITE	126	1	7	41,504 P = 0,502 > 0,05	PQ/EITE	21	1	7	13,583 P = 0,328 > 0,05
PQ/MK	126	1	7	40,603 P = 0,552 > 0,05	PQ/MK	21	1	7	25,021 P = 0,047 < 0,05
PQ/IZP	126	1	7	44,940 P = 0,350 > 0,05	PQ/IZP	21	1	7	18,950 P = 0,216 > 0,05
PQ/KOMI	126	1	7	39,538 P = 0,580 > 0,05	PQ/KOMI	21	1	7	16,158 P = 0,372 > 0,05
PQ/VKOM	126	1	7	46,188 P = 0,303 > 0,05	PQ/VKOM	21	1	7	20,131 P = 0,162 > 0,05
PQ/SAR	126	1	7	50,466 P = 0,174 > 0,05	PQ/SAR	21	1	7	10,649 P = 0,777 > 0,05
PQ/SPRV	126	1	7	41,481 P = 0,471 > 0,05	PQ/SPRV	21	1	7	10,750 P = 0,550 > 0,05
PQ/PSJ	126	1	7	43,167 P = 0,421 > 0,05	PQ/PSJ	21	1	7	15,438 P = 0,420 > 0,05
PQ/PSJUS	126	1	7	43,473 P = 0,408 > 0,05	PQ/PSJUS	21	1	7	13,080 P = 0,742 > 0,05
PQ/PSL	126	1	7	76,742 P = 0,001 < 0,05	PQ/PSL	21	1	7	17,267 P = 0,303 > 0,05
PQ/KSL	126	1	7	60,602 P = 0,032 < 0,05	PQ/KSL	21	1	7	10,533 P = 0,785 > 0,05
PQ/PIRI	126	1	7	50,648 P = 0,169 > 0,05	PQ/PIRI	21	1	7	21,750 P = 0,115 > 0,05
PQ/MPR	126	1	7	56,928 P = 0,067 > 0,05	PQ/MPR	21	1	7	17,030 P = 0,146 > 0,05
PQ/IMPR	126	1	7	46,375 P = 0,297 > 0,05	PQ/IMPR	21	1	7	21,845 P = 0,112 > 0,05
PQ/KSS	126	1	7	63,029 P = 0,019 < 0,05	PQ/KSS	21	1	7	16,133 P = 0,583 > 0,05
ŠS/SZRP	126	1	7	42,220 P = 0,461 > 0,05	PQ/SZRP	21	1	7	16,298 P = 0,178 > 0,05
PQ/SMU	126	1	7	50,808 P = 0,123 > 0,05	PQ/SMU	21	1	7	15,985 P = 0,385 > 0,05
PQ/KRE	126	1	7	50,158 P = 0,181 > 0,05	PQ/KRE	21	1	7	28,472 P = 0,019 < 0,05
PQ/OZS	126	1	7	52,995 P = 0,119 > 0,05	PQ/OZS	21	1	7	9,475 P = 0,662 > 0,05
PQ/EPS	126	1	7	35,215 P = 0,761 > 0,05	PQ/EPS	21	1	7	9,897 P = 0,625 > 0,05
PQ/KULO	126	1	7	31,131 P = 0,665 > 0,05	PQ/KULO	21	1	7	16,750 P = 0,334 > 0,05
PQ/MPKN	126	1	7	46,363 P = 0,297 > 0,05	PQ/MPKN	21	1	7	14,092 P = 0,723 > 0,05

$p < 0,005$

It can be concluded there is no statistically significant probability of link between non-sport professional qualifications of examinees and public administration management competencies in the area of sport in Bosnia and Herzegovina. Statistical exception and likeness to have a link between professional qualifications/use of Internet for the purpose of sport development, where Chi-square resemble=67,656, $P=0,007 < 0,05$, professional qualifications/ adequate approach to professional literature

Chi – square = 76,742, $P = 0,001 < 0,05$, professional qualifications / using professional literature Chi – square = 60,602, $P = 0,032 < 0,05$ and professional qualifications / going to congresses, symposiums and professional seminars Chi – square = 63,029, $P = 0,019 < 0,05$, having opinions from different groups mutually independent and different. Examining samples in terms of professional qualifications showed statistically significant discrepancy in what examines prefer, where

those holding higher professional qualifications showed higher demand to use Internet in terms of sport development, adequate professional literature and by attending congresses, symposiums and professional seminars as a part of managerial competencies structure. It means that the higher professional qualifications are the higher awareness is in terms of what is necessary in order to have proper public administration management functioning, and to be more engaged and more interested. Table 6 showed that there is no statistically significant link between professional qualifications of examinees in sport and competencies of public administration sport management in Bosnia and Herzegovina, except in the ratio between professional qualifications / appropriate number of monthly contacts made with sport workers where $\chi^2 = 25,021$ $P = 0,047 < 0,05$, professional qualifications/ creativity (creating new ideas) where χ^2 resemble = 28,472 $P = 0,019 < 0,05$, and it also points out to difference between examinees holding different educational degree in terms of listed competencies. Therefore, this conclusion should be limited to examined sample. χ^2 -square test clearly and unambiguously shows that regardless professional qualifications public administration sport management is engaged in a way as to have each assistant minister/assistant head of department with multiple functions whereas their competencies are not in line with requests of such functions. Since administrative system significantly supports overlapping of similar functions which on the other hand deviate one from another, for public administration management in this area it is not possible to create unique professional qualification. Research showed that even those public administration managers with general or non-sport professional qualifications have more requirement to be additionally educated and improve their competencies making them more adequate to fulfill their tasks. In line with that, the whole commitment to more different functions should be examined in order to rationalize public administration or to focus at specialized functions where professional qualifications would be more directly linked to a certain function.

Discussion

Results of this research showed that the set goal has been reached in terms of differences between representation share and significance of competencies in Bosnia and Herzegovina public administration management, all levels involved (municipalities, cantons, entities and state level). This paper outlines potential reasons why there is disconnect between the skills employers want in the sport industry and the skills that sport management programmes equip graduates with. The findings of this review suggest that critical reflection in tertiary sport management education is individually oriented, and neglects the social dimensions and other contextual aspects (e.g. organizational culture) of the sport industry. This paper proposes an operationalization of critical reflection into

three individual dimensions (experimentation, asking for feedback, and career awareness) and three social dimensions (challenging group-think, openness about mistakes, and sharing ideas) Schepper & Sotiriadou, (2017). Success of the country is directly linked to human resources. Manuel Luiz & Fadal (2011) stated that in previous researches there was lack of research in sports and organizational economy, especially in development. Problem of this research is lack of reliable and comparable statistical data, which directed us to more systematic collection of quality and quantity indicators which provided reliable comparison between representation share and significance of competencies of public administration sport management in Bosnia and Herzegovina. Bronić et al. (2012) show us how pyramid of public (state) support to sport system looks, made of government administration offices in counties and the city of Zagreb and their administrative departments competent for sports, as well as competent offices/departments/administrations that treat sport issues in local and area administrative units (municipalities, cities and counties), Sport Administration under competence of the Ministry of Science, Education and Sport in the Republic of Croatia as well as National Council for Sport as the highest advising sport unit appointed by the Croatian National Parliament. In order for the management to be more efficient and effective measures must be undertaken that would contribute to improvement of society. This means that manager must strive to reach organizational as well as social goals. Brčić & Vuković (2008) diagnosed organizational values on the sample of public administration in terms of personal attitude towards work. Research that has been carried in Croatian public administration system applied more scientific methods such as: examination method and questionnaire, specialization method, result method and functional analysis and other statistical methods. The results showed nontransparent organizational values. Štros et al. (2014) in research of Croatian public administration reform done by e-mail on 107 units of local self-governance pointed out to unsustainable current public administration model as obsolete and dysfunctional for citizens. The profession indicates positive examples of countries that have been successful in public administration reform and which introduced new public management model. There are mainly two models, Danish and British one. Osmanović (2016) in the research concludes that sport systems in the EU countries and EU aspirant countries cannot be compared by using simple comparison of certain elements as each element involves the whole line of factors that make them unique, specific and inapplicable to other systems. Application of any of good practice sample from comparative presentation of European countries would request a thorough analysis of results, costs as well as implementation in B&H legal system. Rainey & Chun (2005) consider that managers face common challenges in majority of or in all communities, in terms of leadership, motivation and decision making. They also confirm new functions made in public sector such as valuation

or management consulting. It is noticeable that means to measure competition are lacking when it comes to making research in elite sports whereas all of these is related to sport systems, sport complexity, influence of politically based decisions Green & Collins, (2008) as well as inexistence of standardized methods to be used for making international comparison (Mašala, et al., 2011) in their research point out to extremely high responsibility of managers who must be ethical and responsible in performance of their business activities in order to preserve social values of a certain society. Researchers analyzed influence of education to achieved success of sport organization. Škorić & Bartoluci (2014) explain that management is a process carried out in different functions, and the planning is one of the most important functions. Planning process should indicate to where organization stands at a certain moment. A good planning process is necessary in order to achieve organizational goals and satisfy all requirements of user. According to Cook & Cripps (2009) tough management is trying to maximize productivity and increase profit, it considers an employee to be a resource whereas managers are, in the first place, responsible to shareholders. Soft human resources management is open to development of employees, is not directed to firing (except if really necessary) and takes in account employees' interests.

Someone may think that sport and culture in such a country are not priority to deal with or that sport and culture are the last thing to be dealt with taking into account that the country is economically and morally devastated, ruined by poverty, where sport is crying for existence. Well, this is very wrong.

Sport is one of the pillars for recovery of country, civilizational and identity question that cannot be put aside if we want to be a part of contemporary world. Each society uses sport to build and present national identity, to open and use economical aspect of sport and sport tourism. This can be done if sport is reformed through laws and strategy that will stimulate investment in training process of young sport categories, and if sport is more represented in educational process. It is necessary to provide transparent system of funds distribution, that will develop professional criterions, keep and reconstruct club institutions with tradition, have de-politicization of sport associations and return professionalism back, protect talents from leaving their country of origin, develop sport infrastructure. The author champions the case for a more conceptually-reflexive approach to sport management in theory and practice—one rooted in the problematical engagement with "culture." It is argued that a "culturalist" approach would enable sport management students and practitioners to better understand the dynamics of diversity within the sports industry and the appropriate cross-cultural and multicultural skills needed Pope (2010).

Managers having non-sport qualifications showed statistically better results for managerial function in public administration compared to management with sport qualifications, taking into account that more similar functions are linked (sport, culture, education), and since they

have been more adaptable and not focused professionally only at one function that they perform. They also showed higher interest in additional education and gaining of skills which gives them significant advantage. In order to increase results and effects of required professional qualifications it is necessary to have more adequate public administration system established in a way as to separate functions based on competencies and thus provide more efficiency of each respective function. In other words, to separate sport, education and culture and appoint three managers, each of them dealing with his/her own competencies. Thus, each of them will be using own skills to improve system, with no overlapping of functions, and increase system efficiency through mutual communication, ideas and understanding creating easily comprehensible system for others that could contribute to better results and work efficiency.

Conclusion

Results of this research can significantly help state institutions in rising awareness on importance of developing of skills and abilities of public administration management in Bosnia and Herzegovina. That is a prerequisite for sport growth and development and it clearly showed how important managerial competencies are pointing out that managerial staff need to be aware what is required for development and growth of sports. This research also proved that sport in public administration engage human resources who are not adequately competent to be the generator of sport development in B&H. There are neither legal nor practical prerequisites to determine abilities, skills and frame of mind of managers when selecting and appointing them. The reform of public administration need to make public administration management independent from politics and high quality communication system need to be ensured between all levels of public administration. A diploma is only legal and formal proof of completing education of a certain grade. However, without developing know-how, skills, abilities, etc., one cannot expect that public administration management will go together with European practices. In a society of B&H it is necessary that public administration employees are continuously educated thorough a lifetime in order to have more efficient and effective public administration. It is necessary to motivate employment of highly educated staff in sport, in public administration, in order for them to be able to perform skilled job and to establish continuant education system in terms of public administration management. Agency for Civil Service of Bosnia and Herzegovina in order to stimulate employment must make a thorough analysis of all job positions in public administration in term of sport. It also should set minimum conditions that clearly and unambiguously indicate which educational grade is required i.e. is a person professionally skilled to perform skilled job in public administration-in sport, in line with type and complexity of targeted education relating to sport orientation. Employees need to be

continuously educated and to participate in civil servants training, symposiums, seminars with clearly set goals and results that would lead to new solutions. That would give support to undisturbed communication by all matters at sectoral level between line ministries of state, entities, cantons and municipalities in B&H. In discussions on need to have constitutional reforms, or in relation to new territorial organization of B&H, advantages in organizing and financing of sport must be taken into.

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