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# **MANAGEMENT OF HUMAN RESOURCES FROM THE ASPECT OF ATTACHMENT, SATISFACTION OF EMPLOYEES OF ALL VOCATIONAL SPORT FEDERATIONS OF BOSNIA AND HERZEGOVINA**

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Original research:

## **Abstract**

The aim of this paper was to form the aspect of management of human resources, attachments, pleasure and change of intention of employees of all vocational sport federations of Bosnia and Herzegovina. Sample consisted of N=36 state vocational federations, which are members of Olympic committee of B&H, representatives of administrative apparatus of the mentioned federations. Questionnaire was created out of 18 items. Set of variables contained answers to the questions (items) about attachment, satisfaction and change of intention of employees. It is made of three components for assessment of attachment of employees to the organization, satisfaction of employees in the organization and change of intention of the employees.

Factorial analysis in matrix of analyzed area of attachment, satisfaction and change of intention of employees in sport organization, isolated five principal components, which explain overall area with 78% of common variance. Cross Varimax rotation extracted factors, which describe key elements of attachment, satisfaction and change of intention of employees in analyzed vocational sport federations of B&H, which are defined in following: 1. loyalty of employees towards sport organization 19.16% of common variance, 2. quality of relationship between employer and employees 16.53% of common variance, 3. satisfaction with work in sport organization 15.80% of common variance 4. engagement and expectation of employees in sport organization 15.41% of common variance and 5. dedication and commitment of employees to sport organization 11.48% of common variance. Engagement of employees is related to trust in management, increase of performances in work, satisfaction with work and intention of keeping employees. Organizational commitment created harmonic relation between employers and employees and it is very important for all organizations. It is proven that level of organization commitment of an individual to the organization is parallel to the personal success and success of the organization itself.

**Key words:** human resources, sport federations, employees, loyalty

## **Introduction**

Contemporary organizations, in dynamic environment, need to manage their resources, strategically, in order to be competitive. (Harel, & Tzafirir, 1999).

Strategy of management of human resources is mainly focused on pattern of planned organization of allocating human resources and activities, which enables it to achieve its goals. Satisfaction, motivation, commitment and performances of employees affect the efficiency of the organization, directly; therefore, different strategies of human potentials affect the

results of behavior and organizational efficiency (Doherty, 1998).

Management of human resources plays an important role in terms of employees' attachment to the organization (Jose Alatriza and James Arrow Smith, 2004). There are several techniques, which are used for enhancement of attachment in employees to organization; for example, evaluation related to development of employees, team work, security, bilateral communication, respect and awarding, which are related to development and efficiency of employee.

Research on attachment of employee to organization is very important because it affects organizational results such as turnover and sales of the company as well as profitability (Hian Chye Koh and El'fred HY Boo, 2004.). Paul R Jackson (1993) discovered that older employees are more attached, in terms of quality of work and to the organization in general. Working on implementation of the team concept David A Foot (2007) discovered that employees with an absolute understanding about his position in team, are more attached to the organization, in relation to employees, who have less understanding about their role in the team. An employee can be efficient and productive only if he/she is ready to contribute to the achievement of the organization goals. Therefore, the aim of this paper is to evaluate structure of components of related variables for evaluation of factors of attachment, satisfaction and change of intentions of employees in state vocational sport federations of B&H and to determine structure of factors of attachment, satisfaction and change of intentions of employees in state vocational sport federations.

## Methodology

Sample subjects and variables were 36 state vocational federations, members of Olympic committee of B&H and 36 representatives of administrative apparatus of the mentioned federations. Set variables contained answers to the questions about attachment, satisfaction and change of intentions of employees. It is consisted of 3 components and 18 variables, in total. Variables for assessment of attachment of employees to organization, satisfaction

of employees in organization and change of intention of employees, modified according to the following authors: Masoodul Hassan et al. (2013); Nurun Nabi et al., (2016). 3 components: Attachment of employees to organization, change of intention of employees/leaving the organization.

### Methods of Data Collecting

Data, used in this research are collected using questionnaires. Questionnaire is created from set of variables- information about: Attachment, satisfaction and change of intention of employees (questionnaire is modified according to Masoodul Hassan et al., (2013).

### Methods of Data Processing

Normality of data distribution of all variables was tested by Kolmogorov – Smirnov test. Alpha Cronbach test was used to determine the reliability of measure scales of researched variables. Latent structure of sets of variables about work practice of management of human resources of state vocational federations, sport organizational efficiency, attachment, satisfaction and change of intention of employees is determined by Factor analysis, method of extraction of main components and their rotation by implementing Varimax solution.

Results of Factor analysis were used for finding better conditions for determining rationalization of number of variables, which can be used for determining levels of organizational efficiency of state vocational sport federations. SPSS 21.0 as used to analyze the data, while statistical significance was set to  $p < 0.05$ .

Table 1 KMO and Bartlett's Test –of analyzed area of attachment, satisfaction and change of intention of employees in sport organizations

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.675
Bartlett's Test of Sphericity	Approx. Chi-Square	474.245
	df	153
	Sig.	.000

## Results

Latent structure of set of variables of attachment, attachment, satisfaction and change of intention of employees is shown in table 2.

In area of attachment, satisfaction and change of intention of employees in sport organizations, data from table 1, which were subjected to Bartlett test confirm that they can be subjected to factorization,

Table 2 Latent structure of set of variables of attachment, satisfaction and change of intention of employees in sport organizations

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.560	41.998	41.998	7.560	41.998	41.998	3.449	19.162	19.162
2	2.285	12.693	54.692	2.285	12.693	54.692	2.976	16.536	35.698
3	1.608	8.934	63.626	1.608	8.934	63.626	2.845	15.807	51.505
4	1.500	8.334	71.960	1.500	8.334	71.960	2.774	15.410	66.915
5	1.160	6.442	78.402	1.160	6.442	78.402	2.068	11.486	78.402

which indicated level of significance which is ( $p < 0.001$ ). Table 2 shows distinctive roots and percentage (partial and cumulative) participation of isolated factors, in overall variance of analyzed area of attachment, satisfaction and change of intention of employees in researched sport organizations, before and after Varimax rotation.

Matrix of analyzed area of attachment, satisfaction and change of intention of employees in sport organizations, isolated five main components, which explain overall manifest area with 78.4% of total variance. Separate contribution on explaining common variance after Varimax rotation for the first main component was 19.16%, for the second 16.53% for the third one 15.80%, for the fourth 15.41% and the fifth 11.48%.

Matrix, which shows projections of isolated variables of attachment, satisfaction and change of intention of employees in sport organizations, is obtained by cross Varimax rotation of extracted factors, table 20. In order to have better overview and analysis, only variables, where projections on main components is bigger than 600, are shown in matrix.

The first main component, which explains 19.16% of common variance of projection of above given criterion (60) has following variables:

1. According to your choice it is not important for you whether you stay or leave the organization  $r = .808$
2. It's very unlikely for me to consider leaving this organization  $r = .774$
3. I often think about leaving my job  $r = -.721$
4. It is very important to me to achieve my career goals in this organization  $r = .688$

Isolated variables of the first main component can be defined as factor of loyalty of employees towards sport organizations.

The second main component, which explains 16.53% of common variance of projection above presented criterion has variables as follow:

1. According to your choice it is not important for you whether you stay or leave the organization  $r = .808$
2. There is a small possibility for me to consider leaving this organization  $r = .774$
3. I often think about leaving my job  $r = -.721$
4. It is very important to me to achieve my career goals in this organization  $r = .688$

Isolated variables of the second main component can be defined as factor of quality of relationship between employees and employees.

Third main component explains 15.80% of common variance of projection above presented criterion (.60) has variables as following:

1. Organization inspires me to do my best at work  $r = .812$   
My values are similar to the values of
2. organization  $r = .736$   
I am satisfied for choosing this organization
3. among all other organizations.  $r = .707$

Isolated variables of the third main component can be defined as factor of *satisfaction with work in sport organization*.

Fourth component, which explained 15.41% of common variance of projection above presented criterion (.60) has variables as following:

1. Ratio between salary and amount of work I do is properly calculated.  $r = .861$
2. It is difficult for me to agree with the policy of this organization in main issues, which are referred to its employees.  $r = -.732$
3. I am satisfied with how my work ensures stable employment,  $r = .726$
4. I am satisfied with how my boss manages employees  $r = .615$

Isolated variables of the fourth main component can be defined as factor of *engagement and expectation of employees in sport organization*.

Fifth main component, which explained 15.41% of common variance of projection above presented criterion (.60) has variables as follow:

1. I willing to invest efforts above normal expectations, in order to contribute to success of my organization  $r = .879$
2. I feel loyalty towards my organization  $r = .839$

Isolated variables of the fifth main component can be defined as factor of *commitment and dedication to sport organization*.

Identified factors are interpreted based on results, which are shown in table 3. Results show that factors that describe key activities of attachment, satisfaction and change of intention of employees in analyzed vocational sport federations in B&H are defined in following:

- F1 (PZPN) Employees' loyalty towards sport organization
- F2 (PZPN) Quality of relationship between employer and employees
- F3 (PZPN) Satisfaction with work in sport organization
- F4 (PZPN) Engagement and expectations of employees in sport organization
- F5 (PZPN) Commitment and devotion of employees towards sport organization

Table 3 Matrix of components – projection of variables on isolated components in area of attachment, satisfaction and change of intention of employees in sport organizations

Rotated Component Matrix <sup>a</sup>	Component				
	1	2	3	4	5
According to your choice, it's not important to you whether you are going to stay or leave the organization	.808				
It is very unlikely for me to consider leaving the organization	.774				
I often think about leaving my job.	-.721				
It is very important to me to achieve my career goals in this organization	.688				
There is possibility of free judgment in this organization		.855			
As soon as I find better job, I will leave this organization		-.794			
I feel that I will leave this organization sometime next year		.770			
I am satisfied with the opportunity to do something where I can use my skills		.745			
Organization inspires me to do my best at work			.812		
My values are similar to the values of organization			.736		
I am satisfied for choosing this organization among all others			.707		
Ratio between salary and amount of work I do is properly calculated				.861	
It is difficult for me to agree with the policy of this organization in main issues, which are referred to its employees				-.732	
I am satisfied with how my work ensures stable employment,				.726	
I am satisfied with how my boss manages employees				.615	
I willing to invest efforts above normal expectations, in order to contribute to success of my organization					.879
I feel loyalty towards my organization					.839

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

## Discussion

Component latent structure of attachment, satisfaction and change of intentions of employees in state vocational sport federations of B&H.

Factor analysis in matrix of analyzed area of attachment, satisfaction and change of intentions in sport organizations, isolated five main components, which explain the complete manifest area with 78.4% of common variance. Cross Varimax rotation extracted factors, which describe key elements of attachment, satisfaction and change of intentions in analyzed vocational sport federations in B&H, which are defined in following:

- F1 (PZPN) Loyalty of employees towards sport organization
- F2 (PZPN) Quality of relationship between employer and employees
- F3 (PZPN) Satisfaction with work in sport organization
- F4 (PZPN) Engagement and expectations of employees in sport organization
- F5 (PZPN) Dedication and commitment of employees towards sport organization

Isolated factors match, in theory, with the analysis of other studies (Tracy, T., Alison & Peter, 2007, Mc Shane & Steen Tracy 2009, Komskiene et al. 2009, Samur & Çimen 2019, Dragoş et al. 2019, Ansah et al. 2018). This is not by accident because mentioned factors are isolated from related segments and they are connected to each other. These segments refer to

attachment, satisfaction and change of intention or leaving the organization.

These factors are considered to be important indicator of satisfaction and commitment of employees of organization as well.

- *Loyalty of employees towards sport organization*- this factor presents tendency to creating long-term relationships, which are based on mutual trust. This is achieved by fulfilling needs and demands of every employee, by achieving the general goals of the organization; commitment and loyalty in critical periods of organization; gratitude for opportunity of achieving self-fulfillment and presentation of organization, as suitable place for work. Loyalty of employees is genuine gratitude to organization, because it takes into the consideration their needs, demands and appreciates their hard-work. This is different kind of building relationships, with achieving results that are synchronized to the goals of company and employees.

*Quality of relationship between employer and employee*

This factor presents relationship between employer and employee, which can contribute achieving organizational goals. Type of relationship which is built in organization, can have negative or positive effect on productivity. Positive relationship between employer and employee is very important factor for the growth of business.

- *Satisfaction with work in sport organization*- this factor defines satisfaction of employees, which

can help managers in strengthening and developing human resources and as such they could have direct role in achieving long-term goals and daily goals. Satisfaction with work leads to bigger usefulness of people, their relation with the organization, physical, mental and spiritual health and satisfaction with life as well as faster improvement of new work skills.

- *Engagement and expectations of employees in sport organization*- This factor represents engagement of the staff in organization through different processes and mechanisms. From the perspective of strategy of human resources, the intention is to encourage their understanding and support for the organization goals and their commitment to those goals, as well (Lewis et al., 2003). Engagement of the employees is related to: trust in management, increase of performances at work, satisfaction with work and intention of keeping the employees (Cropanzano & Greenberg, 2001).
- *Dedication and commitment towards sport organization*- This factor is indicator of organization commitment, which presents harmonic relation between employee and organization, and is very important for all organizations. It is proven that level of organization devotion of individuals, who work in institutions is parallel to personal success of an individual and the success of organization (Ince & Gül 2005, Çetin, 2011).

## Conclusion

From the perspective of human resources, the intention is to encourage their understanding and support in achieving goals of sport organization and their commitment to those goals, as well (Lewis et al., 2003). Engagement of employees is related to trust in management, increase of performances at work, satisfaction with work and intention of keeping the employees (Cropanzano & Greenberg, 2001). Organizational commitment creates harmonic relation between employee and organization and it is very important for the organization. It is proven that level of organization dedication of individuals, who work in organizations is parallel to personal success and the success of organization (Ince i Gül 2005). Outcome of management of human resources in sport organizations is related to people, their skills and abilities, attitudes and behaviors, engagement, satisfaction, attachment and loyalty towards organization in terms of staying or leaving (Jiang at al., 2012).

Approach to the employees is focused on communication, relationship with individuals, policy and actions that are directed to individual on a work place. This approach doesn't necessarily have to replace interaction between management and employees, in terms of paying system or conditions at the work place.

Employees are the most important assets or resources of organization, which contribute its growth and success (Selemani et al., 2014). Although human empowerment is important to one organization, it will not enable achievement its long-term goals (Tohidi, & Jabbari, 2012).

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