

# KARAKTERISTIKE LJUDSKIH RESURSA KAO ELEMENTA ORGANIZACIJSKE STRUKTURE U SPORTSKIM ORGANIZACIJAMA NA PODRUČJU ZAPADNOHERCEGOVAČKE ŽUPANIJE

## Sažetak

Predmet ovog istraživanja su ljudski resursi u sportskim organizacijama na području Zapadnohercegovačke županije, te uspostavljanje kriterija za evaluaciju istih. Istraživanje za potrebe ovog doktorata se izvršilo se u sportskim klubovima, sportskim udruženjima i sportskim savezima s područja Zapadnohercegovačke županije, koji su na bilo koji način u redovnom sistemu takmičenja ili su dio upravljačkih struktura u institucijama sporta, odnosno u strukturama vlasti na području Zapadnohercegovačke županije. U ispitivanju su učestvovalе sve tri razine menadžmenta, top menadžment (N=186), funkcionalni menadžment (N=41), operativni menadžment (N=23) i jedan broj iskusnijih sportista. Ispitivani entiteti su tretirani tako da se pokrije što veći prostor, kao i postignuti rezultat.

Ovaj rad je predstavio detaljnu analizu stanja sporta na području grada Zapadno Hercegovačke županije, te je jasno ukazao između ostalog na problem nedostatka kvalitetnih stručnih kadrova u sportu. Stručna sprema i starosna dob postojećih kadrova je u velikom nesrazmjeru sa realnim potrebama klubova, ali i sa postojećim zakonskim odredbama. Da bi ostvarili bolje i kvalitetnije rezultate na svim poljima sportske djelatnosti, jasno je da stručna osposobljenost ljudskih resursa u sportu mora biti na puno većoj razini, nego li je to sada slučaj. Bez stručno osposobljenih i obrazovanih sportskih kadrova u bilo kojoj sferi i oblasti sportske djelatnosti, sasvim sigurno neće i ne može biti vrhunskih rezultata i pozitivnih učinaka sporta na društvo u cjelini.

S obzirom na važnost navedene problematike, ovo istraživanje predstavlja pokušaj stručnog sagledavanja ove materije, te će joj se na osnovu rezultata ovog istraživanja pristupiti na naučno utemeljen način. Objektivne pokazatelje potrebne za planski razvoj sporta može dati prvenstveno stručna, rukovodeći se objektivnim parametrima, a to je bila i osnovna premisa ove disertacije.

**Ključne riječi:** Ljudski resursi., organizacije., županija., finansiranje.

**CHARACTERISTICS OF HUMAN RESOURCES AS AN ELEMENT  
OF ORGANIZATIONAL STRUCTURE IN SPORTS  
ORGANIZATIONS IN THE AREA OF WEST HERZEGOVINA  
COUNTY**

**Abstract**

The subject of this research is human resources in sports organizations in the area of West Herzegovina County, and the establishment of criteria for their evaluation. Research for the purposes of this doctorate was carried out in sports clubs, sports associations and sports federations from the area of West Herzegovina County, which are in any way in the regular competition system or are part of the management structures in sports institutions, i.e. in government structures in the area of West Herzegovina County. All three levels of management participated in the survey, top management (N=186), functional management (N=41), operational management (N=23) and a number of more experienced athletes. The examined entities were treated in such a way as to cover as much space as possible, as well as the achieved result.

This paper presented a detailed analysis of the state of sports in the area of the city of West Herzegovina County, and clearly pointed out, among other things, the problem of the lack of quality professional staff in sports. The professional training and age of the existing personnel are in great disproportion with the real needs of the clubs, but also with the existing legal provisions. In order to achieve better and better results in all fields of sports activity, it is clear that the professional training of human resources in sports must be at a much higher level than is the case now. Without professionally trained and educated sports personnel in any sphere and field of sports activity, there certainly will not and cannot be top results and positive effects of sport on society as a whole.

Considering the importance of the mentioned problem, this research represents an attempt to look at this matter professionally, and based on the results of this research, it will be approached in a scientifically based way. The objective indicators necessary for the planned development of sports can be provided primarily by the profession, guided by objective parameters, and this was the basic premise of this dissertation.

***Keywords: Human resource., organizations., canton., funding.***