

INTERNAL AND EXTERNAL VARIABLES IN THE SPORTS MANAGEMENT

UNUTRAŠNJE I VANJSKE VARIJABLE U SPORTSKOM MENADŽMENTU

ABSTRACT

Sports organizations are subject to a permanent movement, having to plan correctly and systemically towards the future. This research analyzes the different concepts, theories and research of different authors on which are the internal and external variables on which the public and private sports organizations base their management. In this sense, a documentary investigation was designed, with explanatory level depth, oriented in a phenomenological, interpretative epistemological approach, of qualitative nature. The data collection technique is a documentary analysis; using archiving of sources and triangulation, the instrument was a digital word processor. Among the findings, it was observed that many sports organizations based their planning mainly on theoretical facts, unrealistic to their situation, always considering the same internal and external variables. In their management these organizations mainly consider the managerial level, and a little to their personnel, being more interested in the results of the teams or of their athletes, the typical operating management is highly qualified to solve current problems and resist a change of paradigm to get involved and to investigate more deeply on other internal variables of their organism equally on external variables that impact on their organization. Finally, the research reflects other variables to be considered in order to optimize the management process in sports organizations, which, when properly considered, can support their management and will result in sustainable development, fulfilling their activities and achieving the stated goal.

Keywords: *planning process, sports organizations, resources, variables.*

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INTRODUCTION

In sports organizations, whether public or private, for profit or not, it is the boards of directors and/or their coordinators who are responsible for preparing planning activities that must be completed in a given time. In the natural case of sports that may be or annual operational plan, medium term or olympic cycle, four years, or long-term five years or more, always depending on the objectives of the organization. These organizations often have to change their structures constantly, as expressed by Gabaldon (2008), due to the complexity and the continuous and conflictive process that generates problems and confusing processes that occur in the scenario in which they develop, where each sports organization must consider and plan based on the internal variables that it manages, as well as external variables that impact the achievement of their goals.

Chiavenato (2004 and 2006), called these variables "Basic Administrative Variables" (VAB), and expresses that the common variables of the organizations are: Task Structure, Person, Environment and Technology. These represent five main areas that every organization has, which define its style and personality. Subsequently, Chiavenato incorporates a new variable that improves, reinforces, and updates the existing ones and calls it Competitiveness.

The different administrative theories emphasize one or more of these Basic Administrative Variables (BAV) cited by this author. In such a way that most, and perhaps all, any organization, refers to or considers any of these variables and that sports organizations could adapt to their own management processes.

With respect to the relevance that different administrative theories give to these variables, the following can be pointed out:

a) The task or activity carried out by the organization in question. This variable is emphasized by the theories that consider management as a science applied to the rationalization and planning of operational activities.

b) The structure, which refers to both the organizational structure and the physical resources of the organization. This variable is emphasized by those theories that consider the Administration as a science in charge of configuring and structuring the components of the organization.

c) The people, human resources, and talents that integrate it. This variable is relevant for theories that consider the Administration as a science applied to people and their activities in organizations.

d) The environment, the place where the organization is developed. The theories that consider the Administration as a science that seeks to adapt organizations to the demands and situations that occur in their external context emphasize the importance of this variable.

e) The technology or methods and techniques used. The theories that consider the Administration as a science in charge of the successful application of technology in organizational activity give special emphasis to this variable.

f) Competitiveness, defined as the "ability of an organization to offer better and cheaper products and services, tailored to the needs and expectations of the market, providing innovative solutions to the client. This variable is

especially emphasized in the new approaches to Administration that have emerged since the 1990s. This new variable complements each and every one of the previous variables, because it incorporates the necessary drive to mobilize that complex whole in the search for overcoming, thus avoiding conformity. It injects the dose of effort necessary not to eclipse oneself by remembering past achievements and thus give up spaces that may be unrecoverable by the increase of competitors in a market of constant change, evolution and uncertainty.

This new variable connects the organization with its environment and evaluates its position before the organizations dedicated to the same field. It is agreed that the main challenges for the administration are related to adapting and integrating the six variables mentioned above. Competitiveness or competition is related to the Strategic Points of Excellence Points (SPE). In this regard, Chiavenato (ibid) points out that: "The adequacy and integration between these six variables are the main challenges of the administration".

He also mentions that: As administration faces new situations that arise with the passage of time and space, administrative doctrines and theories need to adapt their approaches or modify them to remain useful and applicable. This explains, in part, the gradual steps of the General Theory of Administration, to the passage of time and the gradual amplitude and complexity that have just been exposed, and as an example we can mention the use of the variable technology that has been included as fundamental part for the good sport development as example the use of VAR (Video Assistant Referee) in the

basketball games of NBA as well as by FIFA in the world cup.

Among the external variables, organizations commonly study and analyze the following: Political, Economic, Social and Technological, which compose the PEST matrix, these are essentially external, or the macro environment, generally existing as a consequence of: a business measuring tool, used to evaluate the market in which a business or unit is found as highlighted by Humphrey (2004), in which he states that the PEST analysis can sometimes extend up to seven or more factors, including ecological, legislative among others, we can specify:

a) Political Variable: At this point, the political and legal factors affecting the industry where the company operates are analyzed: how it relates to the government, consumer attitudes toward the industry, as well as lobbying efforts on the part of companies and consumers. Here, we also include a legal analysis about the regulations that companies, channels and consumers must comply with, as well as possible changes.

b) Economic Variable: In this component, distribution and use of economic resources of society is analyzed. This is, of course, a very important aspect because consumer habits are heavily influenced by the unemployment rate, disposable income, exchange rate, and others.

c) Social Variable: The social component of the environment contains factors such as the illiteracy rate, the culture of the society, ethical norms, customs, lifestyle, educational level, ethereal distribution, and others.

d) Technological Variable: These are the changes in technology that affect the sector both in its industrial part and its

commercial and administrative part. The author explains that the PEST model is robust because it contemplates the main factors that can affect the performance of a company outside the industry.

Under this theoretical supports it is possible to interpret how each of the variables will affect the performance of sports organizations, depending also on the person or group of people who develop in them and the knowledge they possess about the objectives of the organization, the variables of the environment, and its probable impact. On the other hand, the social and political variables involved in the PEST model sometimes manifest unpredictable behavior with a continuous dynamic. Therefore, these variables should be checked continuously.

This research takes special interest as expressed in the work of Cook (2012), who wrote a thesis entitled "Analysis of the Business Environment of the United States of America", expressing that given the number of unexpected events occurring in the U.S. environment and the pace of change in today's world, there is a new imperative for the understanding and management of these complex dynamics and associated emerging risks, the contribution of Cook's work for this article of sports organizations, is that the author tries to verify whether the current method of analysis of external variables known as PEST remains a useful and relevant tool given the complexity and rapid evolution of global business environments.

It is also important to mention that each sports organization, such as a club, league, association or federation, contains several, or all, of these internal and external variables, regardless of the size or turn of the same; because every

organization has at least one activity to be developed (task), at least one position or position defined and minimal material resources for its activity (structure), has at least one member (person), it develops its activities in a specific place (environment), implements some form or style of work (technology) and there may be others of the same category (competitiveness).

Paris (2003), argues that the management process of a sports organization must be continuously updated, and this is precisely what allows strategies to be adapted to the changes taking place in the world of sport, and that this updating must be one of the characteristics of sports management. The author goes on to say that, for example, in the last fifteen years many things have changed and sport has not been an exception. The situation in a given time is very different from the current situation, and can be mentioned as an example: society's disposition towards sport, fashions of practice, there are sports that appear, develop and disappear in a decade, sports consumption habits, the media including new information and communication technologies, public contributions to sport. This leads us to deduce that the internal resources and external variables that were managed at a certain moment, or in the past, would not be as precise in their details as the current situation of a sports organization.

Steiner, quoted by Paris (ibid), reflects that there are some psychological causes by which some organizations do not keep up to date themselves or do not make changes in their management process. This can be transferred to sports management, and is motivated to:

a) Certain plans change information flows, decision making and authorities,

which generates insecurities, fears and resistance to change.

b) The typical sports manager is highly skilled in solving current problems and is reluctant to get involved with exploring other fields, which represent more risks and whose results are uncertain for a few years in the future.

c) Sports management demands new intellectual factors of managers, which may find difficult to satisfy. Paris also argues that there are managers who believe that it is better to continue doing things the same way, that delving into other aspects is not necessary because they have worked in sport for a long time and already know how everything works.

Rodriguez (2015), points out that sport associations mainly focus their management, with more interest, to competition calendars, neglecting a little important management elements such as internal resources and external variables. According to Paris, referred by Villamarin (2004), in a study carried out on sports organizations in Barcelona Spain, he obtained a result:

a) That the process of planning, organization, direction and control processes are scarcely formalized in smaller organizations;

b) Strategy is largely the weakest aspect;

c) The focus is excessively short-term;

d) The processes are scarcely participative;

e) Planning is based on almost exclusively financial variables. This last part is related to the present study in which it is observed that the great majority of these sports organizations consider mainly the managerial level, and a little of their personnel, more interested in the results of the teams or their athletes.

The purpose of this research was to carry out a critical documentary analysis of the concepts, theories and research of different authors, on what are and how are the internal resources and external variables on which public and private sports organizations base their management process with reviewing the literature regarding internal and external variables in sports organizations and determine the bibliographic sources on internal and external variables in sports organizations, including extraction and compile information related to internal and external variables in sports organizations and finally to apply a triangulation with the most relevant results and proposals that different scholars have carry out with respect to internal and external variables in sports organizations and finally perform a critical documentary analysis of internal and external variables for these organizations.

METHODS

This paper seeks to strengthen theoretically the action to research, through the Theoretical Framework and a Referential Framework thus constructing the logical moment of the research. From there it goes towards theoretical empirical integration, which constitutes the backbone of the study. For this purpose, a methodological bridge is necessary that connects the logical moment with the methodological moment.

This methodological bridge is constituted by the Investigator's Epistemological Perspective, also called the Epistemological Position or Epistemological Approach to the Object or Phenomenon of Study, where the effort is centered in those aspects that support the research project, that make it possible

to be read in an adequate way, as it is stated by Piaget, referred by Bernal (2000), who maintains that "the logic is the study of the formal conditions of truth in the field of sciences; the *methodology* is the theory of general research procedures that describe the characteristics adopted by the general process of scientific knowledge and the stages into which that process is divided, from the point of view of its production and the conditions under which it should be done ". This places us in an epistemological dimension, and is one of the motivation for initiating certain research where the object of study is unknown until it is known and deciphered. According to the treatment of the data and the conception of the reality of the present research it starts from the Phenomenological - Interpretive Approach.

The Nature of Research is qualitative. Qualitative studies are based on the interpretation of information and data. Three components are identified as configurators of the process of understanding: preconception, current understanding and interpretation, based on the use of a qualitative approach, theory based on data collection as a research method, which facilitates the approach of any exploration, which is related to behaviors, as well as organizational functioning, which adapts to the internal dynamics of the purpose of the research. As already mentioned in this method, there is a close relationship between data collection, analysis, and the theory that emerges from the data. In this way the theory originates from the data, so that theory may look more like reality than theory derived from concepts based on experience. Therefore, the possibility of generating knowledge that is capable

of providing meaningful guidance for action within a given field of study is increased, in this case guidelines for the situational study process for strategic planning in sports organizations.

According to Corral, Fuentes, Maldonado and Brito (2012), this work allows to research and collect information through techniques and instruments, through the selection, arching of secondary sources and the use of triangulation, where the researcher reflects and exposes the procedures of analysis of the information, product of the data, methods and researchers, which the facilitate the approach of any exploration.

About the participants participating in this research, Martinez (2006) wrote that they are the authors who form part of the triangulation carried out by the researcher to study and analyze the internal and external variables in sports management.

For the information gathering process Arias (2006) was considered for the information gathering. The technique of documentary observation and content analysis used and the instrument was the word processor of a computer. It is important to clarify that, even when documentary sources provided secondary data, these in turn are classified into primary documentary sources: original works; and secondary documentary sources: works in which reference is made to the work of an author. Considering the arching of sources to specify the object of study, under a logical line by authors and researchers experienced in the area. In this work, it was proposed, as the result of readings, the technique of content analysis that others have previously developed based on the technique of triangulation, with different points of view, with critical

summaries, which led to the researcher to reflect and propose new information in a creative and original way.

This research was based on triangulation, where a list of data, researchers, methods and theoretical propositions on internal and external variables of sports management was elaborated, later a list of each one was made, and it was determined which supposed empirical relationships really existed, later only those that resisted the empirical contrast were taken, and the best were selected according to the researcher, finally all the contrasted were enumerated and the internal and external variables were presented to optimize the management in sports organizations.

The analysis of the documents was made through the content analysis technique, which according to Martínez (ibid), consist of examine the text making some kind of interpretation once its most important characteristics have been identified; according to the internal and external variables as well as the categories of analysis. The process comprises 4 stages, according to Martínez (ibid): categorization, structuring, contrasting and theorizing. The techniques mentioned above made it possible to collect the necessary information, it was considered sufficient at the time that the data provided were repeated, that no new information was produced; and the maximum point is reached at which the information is considered to be saturated. From this information, begins the process that will allow the emergence, as Martínez (ibid) points out, of the possible theoretical structure implicit in the material collected. It is important to bear in mind that the process of collecting, categorizing and interpreting data it is not

carried out in successive times, but rather they are continuously interlaced.

RESULTS

With regard to this qualitative research, the results obtained from the primary and secondary sources analyzed are set out below:

The management of sports organizations has been based solely only on their previous managerial forms and not on their current situation, since because they do not consider other internal and external variables that are new or that simply already exist but cannot be detected and included in their work plans. Private organizations specifically amateur sport, such as clubs, leagues, associations and federations are created on a non-profit basis, and their members and directors do not receive wages or salaries, which has resulted in a lack of motivation when it comes to deepening planning, and determining other variables different from those that already exist, since this is a complex process and the dedication of time and intellectual aspect is fundamental to achieve it.

Many amateur sports organizations have good financial support, good name, good image, excellent structure, good sports facilities, but have certain internal resistance such as staff (director and managers) with very little or no knowledge about modern management in sport. It was observed that most sports organizations focus their planning on competition calendars and the results of teams or their athletes, neglecting and not thoroughly investigating all internal and external variables, which can influence or impact negatively or positively in the administrative process and therefore in the management results. As another

conclusion is that planning and control processes are poorly formalized in smaller sports organizations, it is planned in the short term and planning is based on aspects almost exclusively based of the economic or financier variable.

Sometimes the sports organizations analyze and work with variables other those of the government, as argued by Gutierrez (2009), which complicates the decisions and rules of the state government authorities, who are compromised in their period of government, and harm in some way to achieve the objectives set for these sports organizations.

It was observed that there are organizations such as equitation where this sport involves animals such as horses or mares and where they are not considered among the internal variables. In the documentation studied little interest has been given to it.

Time administration is hardly considered an important variable in sports organizations. It is observed that they usually include charts and graphs such as the AOP or Annual Operating Plan, as well as other functional and very useful tools such as flowcharts and Ghant diagrams, among others, but curiously they do not define it as an internal variable.

In some of the texts investigated, the competence variable is considered only as an internal variable and not as an external variable.

DISCUSSION

This research was constituted in the critical analysis, approaches and researcher own argument, which gives as evidenced and innovative research with

credibility and scientific validity. It is mentioned below:

As a result of the content analysis, here are evidence that the internal variables found in a sports organizations correspond to Task, Structure, Person, Environment, Technology, Competitiveness and Time; with a great approximation to what was expressed by the authors, among them Chiavenato (ibid), who consider as “Basic Administrative Variables” (VAB) to the internal variables:

Task, Structure, Person, Environment and Technology which can be updated according to Rodríguez (2016), becoming known as TIC's, where Competitiveness variable is latter annexed.

It can be deduced that depending on the need and reality of each sport organization other variables will be annexed later.

Another of the results reflects certain references where organizations in general include tables and graphs such as the AOP or Annual Operational Plan, as well as other tools that serve for the management process, among these flowcharts and Ghant diagrams, but curiously they do not determine it as a variable, and must be taken into account given its importance and without which no organization would function.

Whit respect to Cook's approach (ibid) and the results obtained, of his concern about investigating whether the PEST matrix is still useful for organizations, it can be said that this matrix has been updated as the complexity of the organizations and the competitiveness of their peers advances, and what was born with the acronym PEST (Political, Economic, Social and Technological) has been transformed by annexing other variables, and in this

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research the nomenclature of PESTTLERCC (Political, Economic, Social, Technological, Time, Legal, Religious, Cultural and Competition) is evident. Although it is certain that with the passing of time and unstoppable changes other variables could be annexed.

CONCLUSION

According to the results and objectives of this research, it can be concluded that the continuous interaction of man in the course of history with sport, and planning of this, has allowed different ways of planning this activity to have been considered over time thus evolving this knowledge in different facets, in which different authors can define it as complex, useful or necessary. In the case of sport facet it is important to recognize the role of the directors managers or in charge of the development, sustenance and the achievement of objectives in the sports organizations, which constitutes in itself one of the most important activities in the developing of those who practice it not only at the corporal level, but psychological and social. As a sport activity that can have a positive impact on children and young people, and on all people in general.

A review and literature concerning the internal and external variables processes by sports organizations can be concluded that this was achieved satisfactorily, as there is sufficient literature on the subject under study. Later the bibliographical sources were determined on the internal and external variables that the sports organizations process, it is concluded that this was concretely supported mainly in authors of theories of old date up to our days, giving solidity and support to the research. The research is based on the

arching of secondary sources, data, and previous studies by researchers and authors that are experts in the field, by means of the analysis, comprehension and interpretation of the information, which was collected by separating the different processes from the internal and external variables processed by sports organizations through a word processor.

A triangulation was applied with the most relevant results and proposals that different scholars have made with respect to the internal and external variables processed by sports organizations. It is concluded that due to the varied information, as well as the different points of view of authors and researchers used with different methodologies, greater reliability was given to the results reflected in the results of this research.

It can be concluded that this analysis applied to the data of the different authors became interesting and complex, due to the extent of each of the variables and the dimension and complexity and types of different sports organizations, trying to extract the data of the different authors and how they obtained the knowledge through techniques and research instruments, achieving content analysis by examining each text and interpreting the most important characteristics in terms of internal variables and external variables processed by sports organizations.

It would be important to investigate and be creative, as Millar (2015) refers, in his qualitative research on the "Capacity for Creation of Community Sports Organizations", developing a theoretical base model that recognizes the components and factors necessary to achieve it, and annex other internal variables such as: the Time variable, which is present in every organization,

structure, plan and organizational operability, since there is evidence of the use of tables and graphs such as the AOP or Annual Operating Plan, as well as other functional and useful tools such as flowcharts and Ghant diagrams among others, which contribute to the development of sports organizations.

Other variables can also be annexed and are related to the task and people this could be the Power variable, in which the person has the availability and has their personal resources, skills and even physical and mental health to perform a certain activity, the other variable is the Intention or Want to Do, it is thought that the person has a high state of mind to fulfill their duties, to these are added the variable of Leadership that must have the director or manager of the sports organizations, where the variable of Empowerment, is annexed, where the sport leaders can create awareness in the employees and giving them to understand the importance of carrying out their work effectively and efficiently. In certain sports organizations such as the equestrian sport included in the Olympic Games by the IOC (2015), it is advisable to include the Animal variable to specify more precisely the plans and budgets of the organization. The sum of these new variables could be written like this: TEPATTPILEA (Task, Structure, Person, Environment, Technology, Time, Power, Intention, Leadership, Empowerment, Animal), but taking into account that including these variables would make the nomenclature or acronym of the internal variables very long and lend itself to

confusion, it can be maintained as the title only that of "BAV" (Basic Administrative Variables) in short, what is relevant is to achieve optimal processes, with feasible and useful plans for sports organizations.

Probably for external variables, the competition or how it is managed in other sports organizations, is a useful variable when it comes to improving and standing out in the sports environment, in this sense it would be important to include it within the group of external variables to the sports organizations. Another element to conclude is that from the cultural point of view many sports organizations lack the knowledge and the techniques and methods to manage all the variables of the organization itself and not all the variables that surround it, together with this they cannot pay a specialist or professional consultant expert in management.

In view of the fact that some sports organizations do not fully embrace internal and external variables, it is concluded that in part it happens that these constantly change the flows of information, decision making and their authorities, which creates insecurities, fears and resistance to change, where the typical operational manager is highly capable of solving current problems and resists getting involved with other probable variables, which represent more risks and whose results are insecure for some years in the future, and that this type of planning demands new intellectual factors from the managers, which the latter may consider difficult to satisfy.

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SAŽETAK

Sportske organizacije podliježu stalnim promjenama i moraju pravilno i sistematski planirati svoj rad u budućnosti. Ovo istraživanje analizira različite koncepte, teorije i istraživanja različitih autora koji su se bavili analizom unutrašnjih i vanjskih varijabli na kojima javne i privatne sportske organizacije temelje svoje upravljanje. U tom je smislu osmišljeno dokumentarno istraživanje s dubljim objašnjenjima, orijentisano na fenomenološki, interpretativni epistemološki pristup, kvalitativne prirode. Tehnika prikupljanja podataka je dokumentarna analiza; koristili su se arhivirani izvori i triangulacija, dok je tekst obrađen digitalnim putem. Na osnovu prikupljenih podataka primijećeno je da su mnoge sportske organizacije svoje planiranje temeljile uglavnom na teorijskim činjenicama, nerealnim njihovoj situaciji, uvijek uzimajući u obzir iste unutrašnje i vanjske varijable. U svom menadžmentu ove organizacije uglavnom uzimaju u obzir menadžerski nivo, a malo se orijentišu prema svom osoblju, više zainteresovani za rezultate timova ili svojih sportista, tipično operativno rukovodstvo je visoko kvalifikovano za rješavanje trenutnih problema i opire se promjeni paradigme i ne uključuju se u dublje istraživanje unutrašnje varijable svoje organizacije jednako kao na vanjske varijable koje utiču na njihovu organizaciju. Konačno, istraživanje odražava i druge varijable koje treba razmotriti kako bi se optimizirao proces upravljanja u sportskim organizacijama koje, ako se pravilno razmotre, mogu podržati njihovo upravljanje i rezultirati održivim razvojem, ispunjavanjem svojih aktivnosti i postizanjem navedenog cilja.

Ključne riječi: *proces planiranja, sportske organizacije, resursi, varijable*

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