

CORRELATION OF LATENT DIMENSIONS OF FUNCTIONAL MANAGERS IN SPORTS ASSOCIATIONS IN THE COUNTY OF WEST HERZEGOVINA

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ABSTRACT: This research has the character of a transversal study with the aim of analyzing and determining the correlations of the latent dimensions of respondents who perform the functions of functional managers in sports associations from the area of the West Herzegovina County. As mid-level managers in sports organizations, they represent the link between top and operational management and as such perform perhaps the most sensitive part of the work within the organizations. The results of this research showed that 12 isolated factors were extracted using the method of principal components for functional managers, which exhaust 84.3% of the common valid variance. Orthogonal projections of vectors of manifest variables onto vectors of latent dimensions are presented in the structure matrix. Analyzing the structure of the variables, we see that twelve isolated factors were singled out, each of which in its own way explains and hypothetically covers certain areas that are interesting for this research. It can be seen that all twelve isolated factors are dominated by variables and answers that hypothetically cover the work space and mid-level management competencies, and that the main focus of the respondents is on the competencies of functional managers, i.e. the mid-level management of the organization they belong to. In some isolated factors, one can also notice a focus on top management jobs, which is to some extent expected considering the job description of respondents who are part of functional management.

Keywords: *functional managers, sports clubs, factors*

INTRODUCTION

The middle level of managers, or functional management, represents the connection between top managers and first line managers. They are most often the heads of individual organizational units or business functions, so very often this type of manager is also called functional manager. Their number and structure depend on the size, type of activity and existing standards of the organization. The nature of functional management is such that the managers of the main organizational departments, such as: Marketing, production, finance, procurement, research, are responsible. Functional management, which represents the middle level of a managerial position in sports, has gained a new quality, which is the ability to make decisions and manage the work for which it is in charge much more independently. and development of managerial skills. Functional managers are responsible for the functionality of the sports organization. At this management level, self-marketing, human resource management, and development and research are organized. The three key competences of functional management for acquiring sustainable and fundamental competitive advantages, which relate to responsibility towards the user, are efficiency, quality, innovation. Functional management is primarily responsible for creating functional strategies of certain functional areas of the sports organization, which represent input information for the business strategy, for which strategic management is responsible. Functional managers must have a crystal clear vision of strategic management, which should be a precise guide in the implementation of the strategic plan. Functional managers cover the management of jobs, processes and organizational structures, i.e. exclusively one part of a sports organization, eg marketing, finance, facilities, administration, accounting, etc.

SUBJECT AND OBJECTIVE OF THE RESEARCH

The subject of this research is the analysis of the latent dimensions of functional managers in sports associations in the area of West Herzegovina County. The aim of this research is to determine the structure of the researched area of functional managers in sports associations in the area of West Herzegovina County.

METHODS

The internal and external organization of sports associations from the area of West Herzegovina County was analyzed on a sample of 41 respondents. Respondents who were part of this research work as functional managers within their organizations. In accordance with the problem of the research, a systematic methodical-methodological approach was realized, using appropriate logical, mathematical, statistical methods and procedures at the univariate and multivariate level. For the purposes of this work, analyzes were applied that included elementary statistical parameters and factor analysis.

RESULTS AND DISCUSSION

On a sample of 41 respondents, the internal and external organization of sports organizations from the area of West Herzegovina County was analyzed by functional management. Using the method of principal components for functional managers, 12 isolated factors were extracted, which exhaust 84.3% of the common valid variance (table 1). The first factor exhausts the most information about the applied system of variables, 16.8%, the second factor exhausts 13.4%, the third factor exhausts 10.3%,

while the others exhaust a smaller percentage of information. The fourth factor consumes 7.9%, the fifth 7.0%, the sixth 6.2%, the seventh 5.5, the eighth

4.4, the ninth 3.8, the tenth 3.3, the eleventh 2.6, the twelfth 2.5 of the total variances.

Table 1. Factor analysis in the space of the internal organization of sports associations of functional managers

Component	Total Variance Explained			
	Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings ^a
	Total	% of Variance	Cumulative %	Total
1	7.227	16.807	16.807	5.185
2	5.766	13.409	30.216	4.851
3	4.466	10.385	40.602	3.146
4	3.420	7.954	48.556	2.742
5	3.053	7.099	55.654	3.824
6	2.690	6.256	61.911	2.783
7	2.395	5.570	67.481	2.488
8	1.920	4.466	71.947	3.616
9	1.643	3.820	75.767	4.106
10	1.443	3.357	79.124	2.396
11	1.136	2.641	81.765	3.337
12	1.095	2.546	84.311	4.066

In the matrix of the main components (table 2) of organizations in sports organizations of functional managers, the unrotated factor weights of each of the twelve isolated components are presented. The values

presented in the table represent the saturation of individual manifest variables with the factors marked at the top of the columns.

Table 2. Matrix of the main components of the internal organization of sports associations of functional managers

	Component Matrix ^a											
	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Our club needs reorganization	.137	-.600	.222	.330	.134	-.236	.111	.360	-.064	.019	.190	-.005
2. Our club has a clear strategic direction	.027	-.045	.360	.311	-.159	.196	.490	.259	.212	-.316	-.069	.090
3. People in the management system of the club are not professional enough	.302	-.626	.244	.022	.100	-.204	.247	.208	.136	-.141	.126	-.099
4. The choice of quality athletes and talents in the club is good	-.239	.111	-.130	.406	.527	.002	.143	.269	-.086	.438	.186	-.030
5. There is a sufficient number of sponsors for the smooth operation of the club	.557	.146	.081	-.234	-.051	.360	.197	-.456	.110	.123	-.049	-.034
6. Professional people are in important positions in the club	-.003	.165	.482	.387	-.273	.025	.409	-.339	.238	.060	-.276	-.052
7. A larger number of people and volunteers are needed for the better work of the club	.035	.581	-.207	-.210	-.202	-.107	.267	.618	.035	-.008	.002	-.066
8. Managerial policy in the club is good	-.058	.087	.501	.567	.067	-.034	.091	-.008	-.411	-.225	-.043	-.269
9. In our club, great attention is paid to working with younger ages	-.209	.670	.117	-.285	-.008	-.032	-.239	.107	-.113	-.203	.208	.023
10. Clear goals and quality plans and programs were set in the club	.158	-.031	.483	.409	.496	.059	.293	-.076	-.331	.052	.016	.059
11. The club's policy is destructive	.711	-.421	-.022	-.259	-.262	-.111	-.086	.129	.076	.118	.069	.180
12. Interpersonal relations in the club are bad	-.425	-.362	-.457	.395	-.011	.168	-.090	-.198	.169	.216	-.250	.189
13. Enough is being done on club promotion and marketing	.006	.478	-.091	-.099	.369	-.499	-.042	-.302	.240	.213	.112	.030
14. In our club, everyone does the work they are responsible for	-.171	.111	.607	.344	-.038	-.072	.118	.120	.332	.036	-.119	.171
15. Massiveness is our goal	.218	.486	-.279	-.292	-.130	-.048	.304	.274	.304	.066	-.325	-.056
16. Quality and top results in the club are long-term goals	.624	.484	.380	-.209	.054	.067	.192	-.184	-.029	.001	.039	-.173

17. We have excellent communication with the environment	-.687	.436	.261	.248	.007	.116	-.143	.004	.000	.117	.109	-.308
18. The dub's communication with the schools is as effective as possible	.281	.621	.470	-.191	-.131	-.112	-.143	.066	-.207	.088	.166	-.147
19. The dub's communication at the international level is excellent	-.141	.003	.648	.150	-.330	.293	-.298	-.215	.091	-.059	.050	.161
20. The culture of management and athletes is at an enviable new level	.556	.553	.343	-.260	-.108	.011	.211	-.122	.086	.139	.003	-.023
21. All set goals are realistic and achievable	-.676	.340	.200	.258	-.128	.279	-.116	-.031	.139	.119	.129	-.046
22. The dub works exclusively according to plan and program	.477	.270	.243	-.235	.321	-.167	-.257	.139	-.006	-.197	-.110	.304
23. Everyone follows the club's statutes and rules of conduct	-.442	.315	.226	.117	.562	-.149	.072	.103	.349	-.169	.015	.098
24. Stakeholders (interests of individuals and groups) in the dub are clear enough	.632	.311	.034	-.023	.210	.116	.299	-.120	-.038	.108	.170	.258
25. Everyone in the club is one team and that's how we work	-.749	.268	.051	.092	.032	.078	-.151	.024	.174	-.007	.040	.387
26. The goals of the club are not the same for everyone and are not clear to everyone	-.014	.041	-.570	.143	-.047	.313	.063	-.216	.038	-.528	.244	-.197
27. The organization of work and tasks in the club is good	-.415	.380	.145	-.236	.573	-.116	.010	-.150	-.019	-.126	-.180	.042
28. There are long-term, medium-term and short-term plans and goals of the club	.539	.294	.013	.407	.093	-.192	-.392	.247	-.091	.024	-.096	.104
29. Our state association is a stable financial institution	.216	-.307	.659	-.300	.104	.401	.081	.075	-.028	.125	.088	.055
30. Our national association represents the basis of the development and initiation of football	.371	.140	-.105	.097	.479	.354	-.271	.188	.412	-.047	.099	-.160
31. The advantages of the dub are maximum help from city structures	-.355	-.032	.188	-.206	-.246	.397	-.082	.238	-.425	.367	-.095	.140
32. Own infrastructure is a great advantage for the club	.513	.351	-.152	.261	.060	.329	-.028	-.025	-.112	.013	-.018	.113
33. The financial assistance of the club is defined by the regulation on financing	-.065	-.182	-.342	-.202	.433	.378	.417	-.077	-.012	.212	.332	.142
34. Financial support from higher levels of the state towards the club should be better	-.022	.729	-.222	.219	-.190	.008	-.212	-.108	.026	.102	.176	-.007
35. Competent and high-quality human resources work in key positions in our state association	-.615	-.026	.333	-.442	-.041	.187	-.077	.130	.246	-.086	.233	-.031
36. Our state association functions on legal regulations and laws	.493	-.089	.004	.110	.214	.521	-.497	-.071	-.033	-.156	-.073	.076
37. The plan and program provide funds for quality training of the existing staff in the club	-.403	-.224	.417	-.481	.009	.042	-.260	.128	.057	.159	-.223	-.223
38. Our national Federation has all the necessary infrastructure for the development of sports	.629	-.102	.202	.146	-.002	.375	-.311	.280	.193	-.123	.022	.058
39. Our state association has excellent cooperation with clubs	-.159	-.313	.153	-.331	.613	.258	-.107	.038	-.017	.099	-.291	-.181
40. The relationship between businessmen and our club is on an enviable new footing	.015	.482	-.305	.305	-.322	.452	.179	.341	.045	.187	-.010	-.001
41. The political environment contributes to the development of sports	-.545	.305	.079	-.231	-.071	-.070	.212	-.009	-.379	-.292	-.036	.406
42. The organization of football clubs in the county is at an enviable new level	.120	.514	-.407	.092	.318	.226	.042	.128	-.232	-.127	-.390	-.080
43. All government structures in the city/county have recognized the importance of top sport	-.496	-.078	-.108	-.392	.090	.476	.360	.080	-.055	-.219	-.003	-.016

In the structure matrix (table 3), orthogonal projections of the vector of manifest variables onto the vectors of latent dimensions are presented. Analyzing the structure of the matrix, we see that four variables have been separated into the first factor (the club's policy is destructive, we have excellent communication with the environment, all the set goals are realistic and achievable, we are all a team in the club and that's how we work), so this factor can be defined as a factor focus on achieving goals. In the second isolated factor, most of the variables were singled out (interpersonal relations in the club are bad, quality and top results in the club are long-term goals, the club's communication with schools is as effective as possible, the culture of management and athletes is at an enviable level), so this factor can be define as a factor of interpersonal relations.

In the case of the third isolated factor, variables were singled out (our club has a clear strategic direction, professional people are in important positions in the club, in our club everyone does the work for which they are responsible), so this factor can be defined as the factor of the direction of human resources. Variables have the greatest projection in the fourth isolated factor (managerial policy in the club is good, clear goals and quality plans and programs are set in the club, competent and high-quality human resources in our state association work in key positions), so this factor can be defined as a factor competitiveness of human resources. Variables have the greatest projection in the fifth isolated factor (financial support from higher levels of the state towards the club should be better, the plan and program provide funds for the quality training of the existing staff in the club, our state association has excellent cooperation with clubs, so this factor can be defined as factor systemic support for sports). Variables have the highest projection in the sixth isolated factor (enough work is done on club promotion and marketing, the club's statutes and rules of conduct are followed by everyone, the club's advantage lies in the maximum

help from city structures), so this factor can be defined as a factor in the planned direction of club activities . The biggest projection in the seventh isolated factor is the variable (financial assistance of the club is defined by the regulation on financing), so this factor can be defined as a factor of club finances. Variables have the highest projection in the eighth isolated factor (a greater number of people and volunteers are needed for the better work of the club, mass is our goal, the communication of the club at the international level is excellent, the relationship between businessmen and our club is at an enviable level, organization in clubs in the county area is at an enviable level), so this factor can be defined as a factor of the quantitative and qualitative level of human resources in the club. Variables have the greatest projection in the ninth isolated factor (there are long-term, medium-term and short-term plans and goals of the club, our state association represents the basis of development and starting football, own infrastructure is a great advantage for the club, our state federation functions on legal regulations and laws, our state federation has all the necessary infrastructure for the development of sports), so this factor can be defined as a factor of insistence support for sports. Variables have the highest projection in the tenth isolated factor (the goals of the club are not the same and clear to everyone, all government structures in the city/county have recognized the importance of top sport), so this factor can be defined as a factor of the culture of the management of sports workers. In the case of the eleventh isolated factor, variables were singled out (our club needs reorganization, there is a sufficient number of sponsors for the smooth operation of the club), so this factor can be defined as a factor of the organizational aspect of club management. In the twelfth isolated factor, the most variables were singled out (the organization of work and tasks in the club is good, the political environment contributes to the development of sports), so this factor can be defined as a factor of external and internal conditions in the club.

Table 3. Matrix of the structure of the organization of sports associations and unions of functional managers

	Structure Matrix											
	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
1. Our club needs reorganization	.210	-.163	.136	.181	.031	.077	.036	-.281	.044	.182	.811	-.256
2. Our club has a clear strategic direction	.008	.062	.752	.125	-.069	.170	.040	.080	.057	-.161	.306	.060
3. People in the management system of the club are not professional enough	.456	.030	.233	-.026	.172	-.019	.082	-.248	.046	-.013	.690	-.368
4. The choice of quality athletes and talents in the club is good	-.448	-.284	-.135	.417	-.004	-.192	.454	.181	.018	.304	.237	.070
5. There is a sufficient number of sponsors for the smooth operation of the club	.345	.432	.201	-.055	-.081	.026	.334	-.047	.259	-.073	-.530	-.383
6. Professional people are in important positions in the club	-.145	.128	.829	.176	-.133	-.029	-.103	-.130	-.184	.122	-.205	-.167
7. A larger number of people and volunteers are needed for the better work of the club	-.125	.316	-.073	-.088	-.228	.023	-.040	.873	-.063	.014	-.005	.230
8. Managerial policy in the club is good	-.263	.173	.367	.704	-.052	.073	-.248	-.277	-.026	.040	.216	.060
9. In our club, great attention is paid to working with younger ages	-.376	.453	-.193	-.092	-.036	-.105	-.204	.234	.002	.014	-.269	.603
10. Clear goals and quality plans and programs were set in the club	.015	.177	.346	.715	.077	-.070	.338	-.316	.123	.273	.200	.023
11. The club's policy is destructive	.745	.211	-.093	-.338	-.186	.204	-.009	-.088	.283	.174	.208	-.506

12. Interpersonal relations in the club are bad	-.197	-.916	-.047	-.029	-.015	.062	.086	-.125	-.120	-.111	-.085	-.100
13. Enough is being done on club promotion and marketing	-.124	.188	-.212	.000	-.101	-.773	.091	.146	-.120	.344	-.289	.123
14. In our club, everyone does the work they are responsible for	-.279	.064	.695	.043	.035	-.073	-.162	-.122	.007	.378	.180	.192
15. Massiveness is our goal	.130	.223	.045	-.163	-.111	-.155	.043	.820	.021	.008	-.309	-.030
16. Quality and top results in the club are long-term goals	.229	.856	.231	.175	-.118	-.150	.126	.111	.272	.147	-.350	-.173
17. We have excellent communication with the environment	-.937	-.030	.130	.106	.139	-.018	-.186	-.008	-.217	.059	-.120	.378
18. The club's communication with the schools is as effective as possible	-.140	.838	.030	.073	-.155	.001	-.229	.106	.116	.363	-.228	.135
19. The club's communication at the international level is excellent	-.275	.172	.498	-.172	.029	.328	-.312	-.551	.135	.140	-.116	.165
20. The culture of management and athletes is at an enviable new level	.192	.810	.272	-.013	-.200	-.108	.092	.230	.180	.272	-.409	-.121
21. All set goals are realistic and achievable	-.860	-.165	.246	-.079	.039	.112	-.093	-.051	-.153	.006	-.170	.393
22. The club works exclusively according to plan and program	.394	.485	-.076	.098	.021	-.272	-.087	.067	.464	.345	-.072	.252
23. Everyone follows the club's statutes and rules of conduct	-.437	-.059	.224	.127	.291	-.569	.108	.098	-.010	.133	.119	.563
24. Stakeholders (interests of individuals and groups) in the club are clear enough	.355	.470	.104	.220	-.344	-.157	.488	.145	.336	.162	-.236	-.122
25. Everyone in the club is one team and that's how we work	-.622	-.338	.103	-.189	.090	-.045	-.054	-.010	-.205	.079	-.123	.706
26. The goals of the club are not the same for everyone and are not clear to everyone	-.047	-.223	-.185	.049	-.277	-.082	.112	.112	.122	-.841	-.151	-.049
27. The organization of work and tasks in the club is good	-.269	.082	-.066	.188	.465	-.454	.107	.064	-.166	.086	-.239	.597
28. There are long-term, medium-term and short-term plans and goals of the club	.137	.194	-.121	.392	-.458	-.174	-.288	.152	.568	.424	.004	-.100
29. Our state association is a stable financial institution	.192	.401	.356	-.127	.452	.399	.281	-.394	.238	.188	.182	-.074
30. Our national association represents the basis of the development and initiation of football	-.039	.078	-.082	.056	.055	-.304	.246	.175	.796	-.033	-.015	-.156
31. The advantages of the club are maximum help from city structures	-.272	-.033	-.051	-.099	.248	.745	.042	-.036	-.173	.190	-.091	.249
32. Own infrastructure is a great advantage for the club	.123	.198	-.002	.349	-.438	.034	.187	.205	.528	.010	-.337	-.135
33. The financial assistance of the club is defined by the regulation on financing	.048	-.198	-.181	-.033	.166	.003	.891	.055	-.028	-.243	.011	-.016
34. Financial support from higher levels of the state towards the club should be better	-.452	.159	-.151	.053	-.549	-.176	-.149	.315	.101	.060	-.485	.158
35. Competent and high-quality human resources work in key positions in our state association	-.443	.059	.121	-.551	.534	.149	-.017	-.136	-.228	-.119	.128	.466
36. Our state association functions on legal regulations and laws	.240	.061	-.114	.164	-.015	.141	.039	-.242	.825	-.069	-.196	-.160
37. The plan and program provide funds for quality training of the existing staff in the club	-.190	.050	-.001	-.364	.759	.226	-.228	-.203	-.188	.190	.092	.146
38. Our national Federation has all the necessary infrastructure for the development of sports	.283	.238	.169	.000	-.134	.192	-.047	-.065	.829	.077	.127	-.267
39. Our state association has excellent cooperation with clubs	.036	-.120	-.132	.074	.835	-.015	.277	-.164	.141	.051	.061	.047
40. The relationship between businessmen and our club is on an enviable new footing	-.371	-.055	.125	.082	-.470	.324	.134	.618	.198	-.101	-.260	-.011
41. The political environment contributes to the development of sports	-.178	.040	.022	.040	.077	.136	-.039	.080	-.506	-.118	-.150	.807
42. The organization of football clubs in the county is at an enviable new level	-.037	-.010	-.240	.522	-.079	-.127	.124	.586	.275	-.152	-.419	.171
43. All government structures in the city/county have recognized the importance of top sport	-.171	-.154	.045	-.171	.479	.293	.379	.144	-.260	-.532	-.037	.373

The correlation of the matrix of isolated components (table 4) shows that the first factor has the highest

correlation with the twelfth factor (-.323), which can be characterized as a weak correlation.

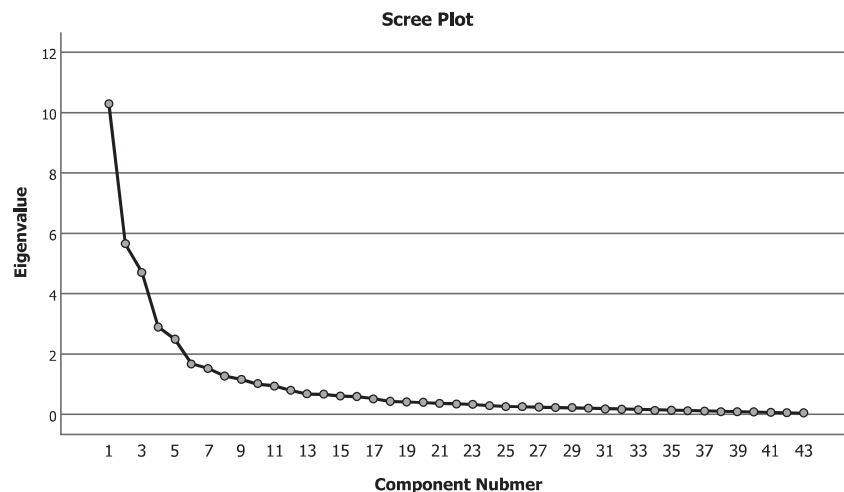
Table 4. Intercorrelation matrix of isolated components of the organization of sports organizations

Component Correlation Matrix												
Com.	1	2	3	4	5	6	7	8	9	10	11	12
1	1.000	.145	-.069	-.021	-.039	.002	.075	-.051	.144	-.034	.085	-.323
2	.145	1.000	.130	.006	-.048	-.028	-.047	.061	.149	.175	-.150	.035
3	-.069	.130	1.000	.043	.001	.089	-.007	-.133	-.012	.048	.076	-.018
4	-.021	.006	.043	1.000	-.124	-.113	.089	.013	.121	.065	.015	.001
5	-.039	-.048	.001	-.124	1.000	.031	.107	-.183	-.109	-.005	.128	.164
6	.002	-.028	.089	-.113	.031	1.000	-.038	-.100	-.021	-.094	.046	-.046
7	.075	-.047	-.007	.089	.107	-.038	1.000	.082	.067	-.077	-.031	-.061
8	-.051	.061	-.133	.013	-.183	-.100	.082	1.000	.023	-.062	-.143	.086
9	.144	.149	-.012	.121	-.109	-.021	.067	.023	1.000	.062	-.047	-.142
10	-.034	.175	.048	.065	-.005	-.094	-.077	-.062	.062	1.000	.043	.010
11	.085	-.150	.076	.015	.128	.046	-.031	-.143	-.047	.043	1.000	-.070
12	-.323	.035	-.018	.001	.164	-.046	-.061	.086	-.142	.010	-.070	1.000

By looking at the scree plot, we can see the exact break of the curve, which tells us about taking factors at the relevant level among functional managers,

that is, the most dominant factors were clearly distinguished (graph 1).

Graph 1. Scree plot of isolated components of the organization of sports organizations of functional managers



CONCLUSION

As a research technique, factor analysis is such that the interpretation of these results is always largely left to the personal judgment of the researcher, and not to any firm statistical rules. The number of factors obtained by factor analysis is often large, which was also the case this time. Using the method of principal components for functional managers, 12 isolated factors were extracted, which exhaust 84.3% of the common valid variance. Orthogonal projections of vectors of manifest variables onto vectors of latent dimensions are presented in the structure matrix. Analyzing the structure of these variables, we can see that twelve isolated factors were singled out, each explaining and hypothetically covering certain

areas of this research in their own way. Each of these isolated factors is determined by the variables that have the highest projections on each of the twelve isolated factors. It can be seen that all twelve isolated factors are dominated by variables and answers that hypothetically cover the work space and mid-level management competencies, and that the main focus of the respondents is on the competencies of functional managers, i.e. the mid-level management of the organization they belong to. In some isolated factors, one can also notice a focus on top management jobs, which is to some extent expected considering the job description of respondents who are part of functional management.

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