SCIENTIFIC WORK REVIEW

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ETHICS OF VALUES IN SPORT MANAGEMENT

Summary

This paper discusses the values as the central integrating factor of personality and important concept in the ethics of sports management. The integrity and dignity of the person appears as an undisputed fact in the three most important ethical direction (utilitarianism, deontology and virtue ethics). These are sufficientreasons for which we can conclude that ethics is essentially related to the behavior of individuals guided by values. We believe that the phenomenon of values in the context of ethics is not enough to be seen only as integrating factor of personality which is reflected in the standards of behavior, motivation and self-actualization.Values represent a powerfull integrating factor in the field of sports and organizational structure, which is primarly reflected in setting organizational goals related to leadership and corporate communication.

Key words: *values, sports management, motivation, goals, leadership.*

1. INTRODUCTION

A value system is a set of values that an individual possesses. This set often also entails a hierarchy of values within it. It is implicit that all values possessed by an individual are most probably complementary, rather than contradictory. Schwartz (1992) supported this idea empirically and discovered that the analyses of relations among 56 values, including Rokeach's terminal and instrumental values, generate 10 sets of values named value types.

Schwartz also mentioned a set of values (power, achievement, hedonism, stimulation, and self-direction), which represent individual interests, whereas another set of values (benevolence, tradition, and conformity) represent collective interests. The remaining values (universalism and security) are borderline by their nature.

The aforementioned results clearly allude to the fact that values can lead to the specific modes of behaviour. For instance, Rokeach (1973) emphasises values which enable individuals to choose among plenitude of terminal states and instrumental means for achieving the final outcome. Similarly, Shwartz (1992) suggests that certain values can shape our

inclination towards either individualism or collectivism. Therefore, owing to their multiple functions, values have a significant role in our lives.

Rokeach classified the functions of values into three broad categories: standards for the leading activities, plans for resolving conflicts, and their motivational functions.

In contemporary sport management, performance of individuals, groups, and organisations, depend, among other things, on the degree of compatibility of values that different individuals have and exhibit at work. As with competence, different people bring different values to their work. In every corporation, it is understood that not all employees can share the same ethical values; each one of them acts according to their own value system and experience. Nevertheless, some values can be fostered (cf. McDonald &Zepp, 2001:237). However, in management, some values can and must be coordinated by socialisation. This is why in ethics of sport management it makes sense to view values as integrative factors when it comes to an individual, but also actions of individuals and groups in modern organisations.

The term 'values' per se has different meanings depending on the context. Generally, value refers to equivalence or worth of things or actions in terms of money or goods (e.g. the value of a sport talent); something that is desirable (e.g. the value of participation in sport); or the belief in what is right (e.g. the profit value should not be emphasised in business).

Values are probably the most complex field of individual variables, which also include competence and personality traits. Nevertheless, "channelling values of an individual is important, since these precise values often influence long-term goals and decisions. Most people are able to tolerate almost anything that is short-term, but when faced with the fact that they are supposed to do anything unappealing that forms a part of their long-term career in a company, they become less tolerant. In these situations, the individual value system becomes much more important in the decision making process" (Branhan, 1991: 244).

The analysis of the level of comfort in an association with specific individuals or groups shows that a part of the comfort (or discomfort) stems from the degree to which beliefs and attitudes among individuals match or do not match. Most people have experienced a certain amount of convergence or divergence among values at their work. In the light of this, people can be satisfied with or more motivated for one particular type of job compared to the others. If it is detected that values (including attitudes and beliefs) have an impact on work, it is necessary to make sure to recruit people who share beliefs and goals with the given company, and to promote the company's values and goals (cf. Čokorilo, 2011: 166-167).

1. MATERIALS AND METHOD

In this paper, descriptive – analytical-synthetic method was primarily used. By means of this method, theoretical and empirical research from the field of values and ethics of sport management was critically analysed. The integrative function of values in individuals and

sport management was examined. In humanistic psychology, values are defined as an integrative factor of comprehensive, healthy (mature) personality, since they hold together all the traits and competences, which in turn creates a very generalised attitude towards all aspects of life. From this point of view, values represent an important precondition for humanisation of modern organisation in human resources management.

2. RESULTS AND DISCUSSION

2.1. The integrative function of values in personality

The hierarchy of values

As previously mentioned, individuals can have several values in any life stage. It is, however, important to mention that these values do not have the equal significance for all given situations. Rokeach (1973: 6) proved that despite the fact that people adopt certain values as absolute and unchangeable, in the course of their lives, they learn to make a hierarchy of values according to priority and importance of each one of them. "When thinking, talking, or trying to teach somebody about a value of ours, we usually do not think about the other values we have, that is, we consider them absolute. However, when one value is activated at the same time as the others in a given situation, the behavioural outcome will be the result of the relative importance of all values active in the given situation". In essence, different situations activate different values that people have, while the intensity which they confirm these values with also varies from situation to situation.

Values as standards

In essence, values of an individual set the standards of their behaviour. This way, people support a drug test or not, appreciate or despise a film after watching it, or try to influence other people's opinion about the salary of government officials. All these behaviours stem from people's value systems. In other words, values define standards governing human thoughts and actions (cf. Čokorilo, 2008: 229).

Motivational functions of values

Rokeach (1973: 14) proved that "values are in the final analysis the conceptual tools and weapons that people use to maintain and enhance their self-esteem". Values contribute to maintenance and enhancement of self-esteem by helping an individual to fit into society, overcome threats to their ego and test their own perception and competence in the process of self-actualisation.

Ego-defensive functions of values

When an individual's needs, feelings and actions do not meet the social norms and expectations, they can protect their ego by relying on the values that justify their feelings or behaviour. Therefore, "values are ready-made concepts provided by our culture so that such justifications can proceed smoothly" (Rokeach, 1973: 15-16). For example, when a university athlete cancels the contract with the team, thus putting them in an unfavourable position, the athlete can justify the act by stating that the value of education is more important than the value of sport. The social environment would support such justification.

The self-actualisation function

The content of certain values focuses on personal competence, knowledge, success, and wisdom. This function reflects the individual's need for understanding the context of events they participate in, in order to remain consistent in their perception and beliefs. To the degree where these values are highly ranked, they also constitute striving of an individual for self-actualisation: "To become everything that one is capable of becoming" (Maslow, 1943: 382). Estimation of one's own personal competence and experience, along with situational demands, has the influence on the choice of the specific physical activity for participation and the level of contest an individual takes part in. Taking values as the starting point, an individual chooses a particular activity and contest level, which is a step in the process of self-actualisation. According to Rokeach (1973), this testing of one's own knowledge and competence against personal values and the reality is essential in self-actualisation.

In short, values that individuals have are of great help, since they provide standards for their actions and decision-making, justification for self-esteem maintenance, medium for personality integration, social integration and means of self-actualisation (cf. Čokorilo, 2006: 79).

2.2. The integrative function of values in an organisation

Values in sport organisations

As already mentioned, values impact the overall behaviour, but also life in a sport organisation. Given that values undoubtedly form the basis of perception and behaviour of an individual, it is logical that values which members of a sport organisation have influence the processes in the organisation. On the one hand, compatibility among values of different members in an organisation might lead to the development of a positive organisational culture, commitment of its members and productivity. On the other hand, divergence of values among members might lead to conflict and in turn produce dysfunctional effects. In any case, the bigger the divergence is, the greater the negative consequences are. These facts are of utmost importance to every sport manager and his activities in a sport organisation.

Values, goals of an organisation, and purposes

Since goals are the planned outcomes of strategic planning, they are more or less the specific aim which individuals or sport organisations strive for. A goal can be achieved, and once achieved it is expended. Organisations often avoid considering ultimate goals (the basic idea that management is built around) or formulate unattainable goals in order to avoid facing the question about what to do next. The solution to this problem is not a higher, more distant, or elusive goal. It is rather the purpose, value, or point. Therefore, a purpose is a way of being or functioning, viewed by an individual or organisation as a value per se. The purpose concerns what is good, or valuable, in itself. It does not encompass solely final goals, but also the way of taking actions and the way of being. The purpose creates a framework of values, where certain questions concerning goals and means of attaining them are considered (cf. Pastin, 2001: 102).

Personal values affect processes in an organisation in many different ways. The first critical domain is setting goals of an organisation and the choice of a course of action for attaining the goals. It would be unreasonable to expect all employees and shareholders to participate in setting the goals. Senior administrators and major shareholders set the goals. This powerful coalition also makes decisions about the course of action for attaining the set goals. The second important aspect is that the majority of other members of the organisation (e.g. employees or shareholders) support the set goals and values underlying these goals in order for the organisation to be successful. If there is no such support, the survival of the organisation may become questionable.

Values and business communication

Apart from their impact on the choice of goals and processes, values and discrepancies among them also influence the communication processes among employees. To put it simply, in a communication process, the received messages are never identical to the sent ones, there are distortions (e.g. added content, omitted content, or other modifications) compared to the original. Senders encode their ideas into a verbal or non-verbal form of symbols. Receivers decode the symbolic form in order to obtain the meaning of the message. This may be the way errors occur in encoding and decoding phases. In essence, these errors or distortions are conspicuous in groups whose members have different values (Čokorilo, 2008: 231). Citing Singer (1987), Adler (1990: 57-58) advocated that values can influence the perception as well as the stimuli existing in a message. This way, employees with different values can choose different pieces of information from the environment and as a result have disparate interpretations of the very same encounter. Similarly, in communication, the greater the differences between values of the sender and receiver are, the greater the chance is for them to interpret the situation differently and to assign different meanings to the same words and actions.

Values and leadership

Apart from the aforementioned aspects, we can also include processes of coordination and motivation of members of a group by their leader. Employees' characteristics are an

important factor in successful leadership. These characteristics include the size of a group of employees, homogeneity, cohesion and stability of the group, as well as experience, maturity, gender, national and religious affiliation of group members. Values that members have influence their perception of the leader to the same degree they influence communicative and attributive processes. Their perception of the leader's influence and the reasons for it vary according to values that a person has. James, Chen, &Cropanzano (1996) discovered that Taiwanese and American employees differ not only in their cultural values, but also in their views on leadership ideals. Even within one cultural context (e.g. USA or Canadian), effectiveness of a leader depends on the concordance between values of the leader and the group members. When it comes to moral behaviour of employees, the leader setting an example has the biggest influence, therefore his or her behaviour has to be impeccable all the time. Without a good role model on the top of hierarchy of an organisation, moral problems at lower levels are inevitable.

3. CONCLUSION

The previous analysis brings us to the conclusion that there are major differences in value systems among people as individuals but also in subgroups. We can also conclude that values are not always consistent with one another (e.g. individualism with conformity or competitiveness with cooperativeness).

Perspectives or conflicts based on value systems are more common between managers and employees. Brown (1976) suggested that such conflicts stem from different exposures to organisational and management values. Society is the main source of values for all its members, however, being a member at the management level exposes managers to an additional set of values over the course of years, leading to divergence of values, which triggers the emergence of conflicts.

The "value-free" business is a popular theme. However, if we accept the fact that individuals' values influence their perception and behaviour, it is necessary to accept the fact that values which people in business have also influence their actions.

The belief that values and value systems are important in the analysis of organisations and their management gives the integrative importance to values in management. According to Barney (1986: 657): "Organisational culture typically is defined as a complex set of values, beliefs, assumptions, and symbols that define the way in which a firm conducts its business." Manager's values influence his or her decisions, while members' values influence the reactions to these decisions. Value systems in management set the tone and direction of goals and processes in an organisation. The influence of values is manifested through plans, organisational structure, leadership styles, evaluation of individual's performance, and organisation's effectiveness. If employees share organisation's values, which are the basis of its goals and processes, they would be more motivated to implement the assigned plans and decisions (Čokorilo, 2008: 232).

Therefore, from the point of view of ethics in sport management, values that managers and other employees in an organisation posses have to be in concord at least in the aspects where values direct the organisational process. For instance, it is natural that people in organisations strive for success and pleasure. However, the values underlying striving for success are: success, competitiveness, diligence, delayed pleasure, conformity, and obedience. These values are not consistent with striving for pleasure, if this pleasure is immediate and restricted to the experience of success.

If managers and other people who organise and run a firm differ in the aforementioned values, the conflict is inevitable. Therefore, it is necessary to make the goals of an organisation as well as its fundamental values clear to everybody. What is more, when recruiting clients and volunteers, as well as professionals, managers should try and, if possible, make sure, that they share common organisational values.

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