CHAPTER 6

CONCLUSIONS, RECOMMENDATIONS, LIMITATIONS AND IMPLICATIONS FOR FURTHER RESEARCH

6.1 INTRODUCTION

In order for sport organizations to function effectively and efficiently, and to sustain a competitive edge in the sport industry, one of the functions that must be performed competently is the management of human resources. The aim of the study was to propose guidelines for the management of human resources and in particular, of professional sports coaches. The objectives of the study (refer to chapter 1, paragraph 1.3.2) were to do a literature study to ascertain what theoretical models exist with human resources management in the sport industry, measure the current state of affairs with regard to the management of professional sports coaches in South Africa and to compare the literature with current practice in the sport industry.

From the responses obtained in the empirical study it was evident that there was no standard “model” for the management of professional sports coaches at sport organizations in South Africa. Therefore a structured approach to the management of professional sports coaches was proposed through guidelines described in chapter three.

A literature survey that provided in depth information about the management of human resources at organizations was conducted. The roles of the main role players, namely the professional sports coach and the human resources manager were clearly outlined and the various human resources practices were described at length. Furthermore, structured in depth interviews were conducted
with both professional sports coaches and human resources managers at sport organizations. The information obtained from the in depth interviews and the information obtained through the literature survey contributed to the development of structured questionnaires which were administered to human resources managers and professional sports coaches at sport organizations affiliated to the South African Sports Commission in all nine provinces in South Africa. The responses obtained through the questionnaires were subjected to statistical analysis and contributed to the empirical study. The empirical study provided an insight into the current state of affairs regarding the management of professional sports coaches in South Africa.

The empirical findings when compared with the literature study provided evidence that gaps, that need to be addressed by human resources managers at sport organizations, exist with regard to the management of professional sports coaches in South Africa.

This chapter focuses on the conclusions and recommendations with regard to the study undertaken. Limitations with regard to the study and implications for future research within the scope of this field are also dealt with.

6.2 CONCLUSIONS

Several conclusions were drawn from the present study. In many instances the responses of the professional sports coaches correlated with those of the human resources managers (refer to table 6.1, page 264), indicating that the perceptions of both professional coaches and human resources managers were similar with regard to the management of professional sports coaches.
6.2.1 CONCLUSIONS WITH REGARD TO GUIDELINES FOR HUMAN RESOURCES MANAGEMENT IN SPORT ORGANIZATIONS

It emerged from the study that sport has developed as an enterprise alarmingly over the past two decades. This is reflected in the large sponsorships, increased participation, emergence of new sport codes and increased spectatorship in sport. At one stage the sport industry, which was a small industry, relied almost solely on the goodwill of volunteers. Today, however, the sport industry has evolved to such an extent that it now demands professional employees in addition to volunteers to provide sport products.

The aim of the study was to propose guidelines (refer to chapter 3, figure 3.13) for the management of professional sports coaches in South Africa. The literature study, the in depth interviews as well as the empirical study contributed to the development of guidelines for the management of professional sports coaches in South Africa.

The increased demand for professional employees like professional sports coaches in the sport industry has placed greater demands on human resources managers. Human resources managers are now called upon to take a more proactive role in sport organizations since human resources management (once known as personnel management) now enjoys equal status with other departments such as marketing, finance and public relations (refer to chapter 2, paragraph 2.5). When embarking on recruitment and selection, human resources managers will need to be innovative in dealing with issues like labour and employment laws, diversity, advancement in technology, and globalization. Human resources managers face the challenge of ensuring that whilst adhering to the labour laws of South Africa, they are also able to build a competent labour force to ensure that their organizations have the competitive edge in sport.
Human resources managers will have to take into account various factors like individual-organization fit, individual-job fit and the character traits of the professional sports coach before a final selection is made (refer to chapter 3, paragraph 3.4.1.2). The professional sports coach is a unique employee – unlike a salesman or a clerk – who has to have certain essential skills to perform his/her job. It is for this reason that job analysis plays such a crucial role in the recruitment and selection process. If the job analysis is properly conducted, it is likely that the coach most suited to the post will be selected (refer to chapter 3, paragraph 3.4.1.1).

Compensation in most organizations is based on skills, the job performed, seniority and performance (refer to chapter 3, paragraph 3.4.2.1). However, in sport organizations there are other factors that need to be taken into account when determining the compensation of the professional sports coach. The job of the professional sports coach is characterized, among other things, by long hours, odd hours, inclement weather and intrusions on family life. As a result of these factors, it is not an easy task to determine the compensation that the professional sports coach should be offered. The compensation of professional sports coaches at many organizations is structured in the same way as the compensation of other employees is structured. Unlike other employees whose productivity is easy to assess and on which to base compensation, the productivity of the professional sports coach is difficult to assess and allocate compensation on. The productivity of the sports coach is manifested in many forms like winning teams, disciplined teams and winning athletes, to name a few.

Sport organizations are in the main service providers (refer to chapter 2, paragraph 2.7). As such the professional sports coach has more contact with the customers (media, spectators and athletes) than any other employee in the sport organization (Rogers, Clow & Kash, 1994). Because of their frequent interaction with customers, coaches play an important role in portraying the image of the sport organization. Therefore the training and development of coaches needs to
be approached differently from that of other employees so that the coach can understand and respond to the needs of the customers. In order to meet the training and development needs of coaches, most of the sport organizations are liaising with THETA through their SGB’s to get their coaching qualifications and short courses in line with SAQA standards. This will not only make the coach marketable in South Africa, but will also make his/her qualifications to be recognized internationally.

It is evident from the literature study that job security is a very important aspect that affects the careers of professional sports coaches at sport organizations (refer to chapter 3, paragraph 3.4.2.2). Job security needs are satisfied for many employees in an organization by job continuity (no layoffs), a grievance system (to protect against unfair dismissal) and an adequate insurance and retirement benefit package (for security against illness and the provision of income in later life (Griffin, 1990). In many instances job continuity for professional sports coaches is not guaranteed. Job security seems to be obsolete at most organizations (Bagshaw, 1997). Much depends on the skills of the coach, the talent of the team, the win/loss record of the coach and the objectives of the organization. The responsibility for the management of security of employment is shifting among many from the responsibility of the employer to more proactive strategies on the part of employees to ensure that they remain employable. Therefore, the management and continual updating of a personal portfolio of skills, knowledge and expertise is seen as core to ensuring continuity of employment, if not continuity with a specific employer (Cornelius, 2001).

From the literature study it was also evident that the appraisal of the coach’s performance is both difficult and controversial (refer to chapter 3, paragraph 3.4.4.1). There are many reasons for this. Appraising professional sports coaches is not as straightforward as appraising the other employees in a sport organization. Unlike the other employees, the appraisal of the professional sports coach goes beyond just the job description of the coach, which may prove
successful in other job situations (MacLean & Chelladurai, 1995). The performance of the professional sports coach is dependent on many factors such as the resources (athletes, equipment and facilities) available at the coach’s disposal, the objectives of the organization, the strength of other teams, the expectations of the athletes and other related factors. It is therefore possible that the criteria used to appraise professional sports coaches may differ from organization to organization and from coach to coach. Therefore generic performance appraisal tools may not be as effective in appraising professional sports coaches as it would be to appraise other employees in the sport organization.

The performance of the coach in sport organizations is appraised because the success of an organization is dependent on the quality and performance of its personnel who guide, define and implement operations in sport organizations; it is not possible to manage an organization effectively without reliable information about an employee’s work performance and because sport organizations are consumer-oriented organizations whose consumers deserve quality (MacLean, 2001). Furthermore, performance appraisal also helps to facilitate better information exchange, enhance communication, clarify organization and employee expectations, and highlight actual and potential shortfalls in performance as well as to strengthen manager/employee relations.

There are many problems associated with performance appraisal, especially with regard to professional sports coaches. One of the problems associated with the appraisal of professional sports coaches is that many human resources managers tend to appraise them in the same way that other employees are appraised (MacLean, 2001). In most other instances human resources managers use the win/loss record of the professional sports coach to appraise the sports coach. In many instances professional sports coaches are also unaware of the criteria used to appraise their performances.
In many instances, the conclusions drawn from the literature study are reflected in the perceptions of the professional sports coaches and human resources managers (refer to table 6.1, page 264).

6.2.2 CONCLUSIONS WITH REGARD TO CURRENT PRACTICE OF HUMAN RESOURCES MANAGEMENT

6.2.2.1 Coaches’ perceptions

Factor analysis was conducted on the data captured from the responses of professional sports coaches. Five factors, namely recruitment and selection, training and development, job security, labour relations and compensation were extracted.

The conclusion that can be drawn with regard to the recruitment and selection of coaches’ factor is that at the majority of the sport organizations sport coaches do not experience problems with job description and job specification. The majority of the coaches (90% and more) were in agreement that their job specification and job description communicated clearly the requirements of their jobs (refer to chapter 5, table 5.8). This is an indication that job analysis is conducted competently at most sport organizations.

The responses of the coaches with regard to the training and development factor revealed that more than 50% of the coaches perceive that their sport organization shows concern about their personal growth as coaches, encourages them to train further, makes it compulsory to further their qualifications in the sport code that they coach and provides opportunities for them to improve their coaching qualifications. However, most professional coaches (53% = 129) indicated that they do not receive professional counseling with regard to their careers (refer to chapter 5, table 5.9). One can thus conclude that although at most sport organizations the training and development of the coach is taken
seriously to ensure the upward mobility of coaches both qualification-wise and career-wise; the need still exists for professional coaches to be counseled about their careers.

With regard to the compensation factor, the majority of the coaches (more than 60%) agreed that their compensation was based on their qualifications and experience (refer to chapter 5, table 5.10). Many of the coaches (45% = 109) were of the opinion that their remuneration did not compare with that which was offered at other sport organizations (refer to chapter 5, table 5.10). One may conclude that the remuneration that they receive is lower than that which is paid at other sport organizations. The qualitative study supported this perception and indicated that professional sports coaches were not satisfied with their compensation. One can thus conclude that at the majority of the sport organizations there are professional sports coaches who are dissatisfied with the compensation that they receive.

The perceptions of the coaches with regard to job security indicated that most of the coaches were not secure in their positions. The possible reasons for this were that they were underpaid, unmotivated and not given professional counseling. Furthermore, at most of the sport organizations (54% = 131) there are no means in place to ascertain whether sports coaches are secure in their positions (refer to chapter 5, table 5.11). One can thus conclude that at most sport organizations there exists a need to have mechanisms in place to ensure the job security of coaches.

With regard to the labour relations factor, it emerged that at most of the sport organizations (57% = 138) there were no disciplinary code and grievance procedure (refer to chapter 5, table 5.12). One can thus conclude that this may possibly be one of the reasons for the high turnover of professional sports coaches at sport organizations in South Africa. Most of the coaches (57% = 137) had legal employment contracts at their sport organizations (refer to chapter 5,
table 5.12), yet most of the coaches were not secure in their jobs. One can conclude that the contract may possibly favour one of the parties, namely the sport organization, only. The qualitative study supported the view that the contracts were not as binding on the sport organizations as they were on the sports coaches. Eighty two percent (198) of the coaches did not belong to a trade union (refer to chapter 5, table 5.12). One can thus conclude that a trade union that caters for the interests of professional sports coaches is non-existent, and that there was a need for a trade union for professional sports coaches.

There were individual items from which several conclusions can be drawn, in the professional coaches’ questionnaire that were not included in any of the factors.

In most instances the performance of the professional coaches (more than 50%) was measured by the coach’s win/loss record (refer to chapter 5, table 5.13). One can thus conclude that most sport federations either do not have tested performance appraisal tools to appraise the performance of the coach or do not have competent personnel to appraise the performance of the coach.

The management and administration skills of the coach are in most instances (81% = 196) measured during performance appraisal (refer to chapter 5, table 5.13). One can thus conclude that in addition to the routine coaching tasks, other tasks such as management and administration skills are measured during performance appraisal. This means that coaches need more than just coaching skills and competencies to perform their jobs.

In 63% (153) of the instances professional sports coaches indicated that they received timely feedback on how they were performing (refer to chapter 5, table 5.13). One can conclude that most professional coaches are made timeously aware of their positive points or shortcomings with regard to their jobs.
Seventy eight percent (190) of the coaches indicated that they were recruited because of their coaching qualifications and 87% (211) were recruited because of their coaching experience (refer to chapter 5, table 5.13). One can thus conclude that coaching qualifications and experience are important criteria in the recruitment of coaches.

Two percent (5) of the coaches indicated that their remuneration was based on their age (refer to chapter 5, table 5.13). One can thus conclude that age was not considered as a criterion to determine remuneration in most of the sport federations.

In many instances, the perceptions of the professional sports coaches on the five factors were similar to those of the human resources managers (refer to table 6.1, page 263).

6.2.2.2 Human resources managers’ perceptions

Factor analysis was applied to the data obtained through the responses of the human resources managers. This resulted in the extraction of five factors, namely recruitment and selection, training and development, compensation, job security and labour relations.

With regard to the recruitment and selection factor, 78% (180) of the human resources managers agreed that formal, recognised qualifications were a prerequisite for the recruitment and selection of professional coaches (refer to chapter 5, table 5.35). One can thus conclude that qualifications are regarded as an important criterion in the recruitment and selection of coaches. The majority of the human resources managers (more than 88%) agreed that the job description and job specification communicate clearly the requirements of the job to the coach (refer to chapter 5, table 5.35). One can thus conclude that job analysis is conducted thoroughly by the human resources managers at sport organizations.
A total of 65% and more of the human resources managers agreed that: opportunities exist at their sport organizations for sport coaches to improve their qualifications, it is compulsory for professional sports coaches to improve their qualifications, and professional coaches get timely feedback on how they are performing (refer to chapter 5, table 5.36). One can thus conclude that at most sport organizations there are structures in place for the training and development of coaches. Fifty two percent (122) of the human resources managers responded that professional counseling with regard to the coach’s career was not offered to professional sports coaches at their organization (refer to chapter 5, table 5.36). This is ironical considering that the organization makes every effort to ensure the training and development of coaches but does not offer professional counseling.

More than 65% of the human resources managers agreed that the remuneration package offered at their organization was based on qualifications and experience (refer to chapter 5, table 5.37). One can thus conclude that the most important criteria to determine the remuneration of professional sports coaches at sport organizations are qualifications and experience. Thirty three percent (75) of the human resources managers perceive that the remuneration offered to professional sports coaches at their organizations does not compare with that offered at other sport organizations (refer to chapter 5, table 5.37). The qualitative study supported this view. The majority of the human resources managers who participated in the in depth interviews were of the opinion that their coaches were being remunerated fairly. One can thus conclude that the majority of human resources managers perceive that the remuneration that professional sports coaches at their organizations receive, to be fair.

With regard to the job security factor, there were divided perceptions with respect to whether there were measures in place to ensure the job security of coaches. Thirty nine percent (91) agreed that measures were in place to determine the job security of professional sports coaches while 47% (108) disagreed (refer to
chapter 5, table 5.38). The perceptions of the human resources managers concerning the benefits that their organizations provide to professional sports coaches were also divided. Fifty percent (116) of the human resources managers perceived that the benefits offered to professional sports coaches at their organizations were sufficient for their sports coaches while 41% (95) disagreed (refer to chapter 5, table 5.38). One can thus conclude that there are differences between different sport organizations regarding benefits offered to their professional sports coaches.

With regard to the labour relations factor 47% (108) of the human resources managers agreed that there is a clearly defined disciplinary code and grievance procedure for professional sports coaches at their organizations (refer to chapter 5, table 5.39). One can thus conclude that at many of the sport organizations a clearly defined disciplinary code and grievance procedure for professional sports coaches is lacking. Fifty percent (114) of the human resources managers agreed that professional sports coaches at their organizations are made aware of their rights according to the Labour Relations Act (LRA) (refer to chapter 5, table 5.39). One can thus conclude that at many sport organizations information about the LRA is not imparted to professional sports coaches. A total of 71% (163) of the human resources managers agreed that their coaches had legal employment contracts (refer to chapter 5, table 5.39). One can thus conclude that at most sport organizations sports coaches are contractually bound by the sport organization.

There were individual items from which several conclusions can be drawn, in the human resources managers’ questionnaire that were not included in any of the factors.

Sixty one percent (139) of the human resources managers perceived that the performance of the professional coaches is measured by the win/loss record of the coach (refer to chapter 5, table 5.40). One can thus conclude that at most
sport federations either there is no suitable performance appraisal tool to measure that performance of the coach or competent personnel to appraise the performance of coaches. In addition, 11% (26) of the human resources managers indicated that performance appraisal of professional coaches is done by an outside consultant (refer to chapter 5, table 5.40). One can thus conclude that at most sport federations performance appraisal is done by personnel from within the organization.

Six percent (15) of the human resources managers perceived that age was used as a criterion to determine remuneration of professional coaches (refer to chapter 5, table 5.40). One can thus conclude that at most sport federations age is not used as a criterion to determine remuneration of coaches.

Ninety percent (207) human resources managers indicated that the views of professional coaches are taken into account in the selection of athletes (refer to chapter 5, table 5.40). One can thus conclude that at most sport organizations the views of professional coaches are considered when athletes are selected.

Eighty eight percent (200) of the human resources managers indicated that coaching experience was a prerequisite for the recruitment of professional coaches at their federations (refer to chapter 5, table 5.40). One can thus conclude that experience is an important criterion at most sport federations for recruiting coaches.

6.2.2.3 Coaches’ perceptions versus Human resources managers’ perceptions

The perceptions of the professional sports coaches and human resources managers on the five factors were compared and in most instances there was correlation between their responses (refer to table 6.1, page 263). With regard to recruitment and selection both professional sports coaches and human
resources managers were in agreement that the job description and job specification communicate clearly the requirements of the job to the coach. One can thus conclude that job analysis is conducted thoroughly at most sport organizations.

With regard to training and development, both professional sports coaches and human resources managers were in agreement that opportunities for the development of professional sports coaches were offered at their organizations. They were also in agreement about the lack of professional counseling for professional sports coaches at their organizations.

Whilst most professional sports coaches indicated that they were not secure in their job situation, the perceptions of the human resources managers in this regard were divided. One can conclude that at some sport organizations human resources managers are unaware whether their coaches feel secure in their jobs or not. More coaches (54% = 131) than human resources managers (39% = 91) indicated that there were no measures in place to ascertain whether professional sports coaches felt secure in their jobs. One can thus conclude that either at some sport organizations there are measures in place to ascertain the job security of coaches, which the professional sports coaches are unaware of or that such mechanisms do not exist at certain sport organizations.

There were also differences between the perceptions of professional sports coaches and human resources managers with regard to compensation. While 42% (98) of human resources managers perceived that the compensation that professional sports coaches received at their organizations was comparable to that offered at other sport organizations, 33% (79) of professional sports coaches indicated that the compensation that they received was comparable to that which was offered at other sport organizations. Furthermore, during the in depth interviews human resources managers expressed the opinion that professional sports coaches at their organization were fairly compensated for their jobs while
professional sports coaches were of the opinion that the compensation that they received was inadequate. One can thus conclude that in many instances human resources managers and professional sports coaches do not communicate their opinions about the compensation that professional sports coaches receive, to each other.

With regard to the labour relations factor a comparison of the professional sports coaches and human resources managers revealed that most of both professional sports coaches and human resources managers were in agreement that a disciplinary code and grievance procedure were non-existent at their organization. Most of them also agreed that information with regard to the LRA was not disseminated to professional sports coaches in most instances. Most professional sports coaches and human resources managers were also in agreement that professional sports coaches had employment contracts at sport organizations.

6.3 RECOMMENDATIONS FOR THE MANAGEMENT OF PROFESSIONAL SPORTS COACHES

The findings of this study are significant because they provide empirical evidence that gaps that need to be addressed by human resources managers at sport organizations exist regarding the human resources management of professional sports coaches in South Africa. Arising from the findings, recommendations with regard to the management of professional sports coaches in South Africa are made (refer to table 6.1, page 264).

It is evident from the study that the two main criteria used for recruiting professional coaches are experience and qualifications. It is recommended that because of the uniqueness of the professional coach as an employee and the multiple roles that the coach is expected to play (refer to chapter 3, figure 3.8), greater attention should be focused on the job description and job specification of
the coach. The job analysis should include factors such as the problem solving ability of the coach, the ability of the coach to disseminate information, the ability of the coach to function in groups, the ability of the coach to work under pressure and the capacity of the coach to learn and apply new methods. Sport organizations need to commit more resources to the selection process itself and guard against using a generic job analysis. The process should be structured in such a way that it includes a realistic preview of expected behaviours from the professional sports coach. This may facilitate the selection of possibly the best coach for the job and may reduce coach turnover at sport organizations which in turn may improve performance, increase motivation and attract high calibre coaches from outside the organization.

Sport organizations should approach training needs with a customer focus since the customers (both athletes and spectators) play a pivotal role in sport. Without the customer, there will be no need for coaching. In order to attract and retain customers, sport organizations need to ensure that they have competent and qualified coaches. It is therefore recommended that sport organizations emphasize coach education and training by providing sports coaches the opportunity to enhance their competency and improve their qualifications. This can be done by offering short courses and coaching qualifications which have been approved by the SGB’s and meet with SAQA requirements. In addition, structured mentorship programmes (as suggested by Launder, 1995) and regular refresher courses for coaches could be offered to coaches. This will not only consolidate their knowledge and experience but will also provide the opportunity for regular exchange and updating of ideas and knowledge related to sports coaching. Another way of ensuring the development of the coach is to establish a coach’s forum where an exchange of ideas on coaching can take place. Most professional coaches indicated that their management skills as well as administration skills are appraised during performance appraisal. It is therefore recommended that opportunities be given to coaches to improve all skills and competencies related to coaching so that they become multi-skilled. By the
coach being multi-skilled the organization can benefit by utilizing the services of coaches in other areas if the need arises and the coach can benefit by enhancing his/her marketability through the acquisition of additional skills. Short courses, coaching clinics and coaching workshops can contribute to this.

Furthermore, ongoing professional counseling by either external experts or trained internal personnel and regular constructive feedback should be given to professional sports coaches. Professional counseling can contribute to developing the professional coach career-wise and this may in turn contribute to greater productivity and enhanced loyalty. It may also motivate professional sports coaches to strive towards greater heights in their careers. In addition, professional coaching should not only be career-focused but should also be able to help professional coaches to cope with the demands of their job which may include conflict, stress and intrusions into family life.

The study reveals that a fair number of professional coaches are not happy with the compensation that they receive. This has an impact on factors such as job satisfaction, loyalty, coach turnover and coach performance. It is suggested that compensation be tied not only with performance but also with the job itself, acquisition of new skills and knowledge, hours worked, responsibilities and accountabilities. This will provide motivation for the coach to strive for more knowledge, thereby developing his/her potential which will ultimately result in better performances and results. Human resources managers should also investigate the possibility of including benefits such as medical aid, pension, insurance and travelling allowance in the compensation package of professional coaches.

Many professional sports coaches are afraid to lose their jobs. Most of this fear is tied into the control and hierarchy-dominated fabric that is prevalent in many sport organizations. The fear of losing their jobs distracts from high-quality, collaborative coaching. Although Bagshaw (1997) comments that job security is
obsolete, sport organizations can offer the alternative to professional sports coaches in the form of opportunities to gain inner security. Human resources managers in sport organizations can do this by empowering their professional sports coaches by giving them more responsibility, autonomy, and participation in decision making so that they feel that they are an important part of the organization. Currently there are no trade unions for professional sports coaches in South Africa. A trade union may play an important role in ensuring the job security of coaches by providing a “mouthpiece” for any grievances that coaches may have (Battu, McMaster & White, 2002). Unions can also negotiate for better contracts and better compensation, which may increase the job security of professional sports coaches and motivate them to remain longer in the organization.

Human resources managers should reexamine the contracts that professional coaches have and include elements that could contribute to job security. They should ensure that contractual agreements between professional sports coaches and sport organizations and these agreements should be equally binding on both parties. Contractual agreements that are equally binding will reduce uncertainty for both the sport organization and the professional sports coach because they establish formalized links between the two. The links serve as a protection against any change in the relationship between them for a specified time period. In addition, human resources managers should investigate means by which, the job security of professional coaches can be ascertained. Regular meetings between human resources managers and professional coaches with the purpose of discussing job security-related issues are recommended.

Human resources managers and professional sports coaches at most of the sport organizations agreed that professional sports coaches at their organizations were not familiar with the LRA. An understanding of labour relations can be beneficial in that it can help with the speedy solution of labour problems (Ackers, 1994). It is therefore recommended that information on the
LRA is disseminated to the coaches through meetings, posters, literature or any other means so that professional sports coaches are aware of their, as well as the federations’, rights. The establishment of a trade union for professional sports coaches can also ensure that the professional sports coaches are aware of their rights according to the LRA. There was agreement between most of the professional sports coaches and human resources managers that there was no disciplinary code and grievance procedure for professional sports coaches at their organizations. Workshops or meetings to discuss disciplinary code and grievance procedure issues can be held from time to time at sport organizations.

Performance appraisal represents the most significant area of conflict between current and recommended practices. It is evident from the literature study that performance management practices need to change significantly. Deming (Bowen et al., 1992) argues that the performance appraisals in many organizations focus too much on the individual – and often try to assign blame for problems encountered to individuals. He argues that most problems are the product of systems and processes. Thus focus on individuals is counterproductive, in that it diverts attention from the root, that is, systemic causes of the problems. Most human resources managers and professional coaches indicated that the performance of professional coaches was based on the professional coaches’ win/loss record. There are many factors beyond the coach’s control that contribute to a win or loss (refer to chapter 3, paragraph 3.4.4.1). It is therefore recommended that, rather than looking at the individual in isolation, the human resources manager looks also at the factors that contribute ultimately to the performance of the coach. Factors such as facilities, equipment, calibre of athletes, the game plan, the strength of the opposition and the period that the coach has been with the team/athletes must be considered. The organization also has to consider its own role in the coach’s performance. For instance, it should consider whether it has provided training and development opportunities, adequate incentives and job security, to name a few. Most managers indicated that they do not use outside consultants to appraise their
coaches. It is recommended that outside consultants, who are experts in the field, be used to perform this function so that the element of subjectivity is eliminated. The alternative is to train someone internally to perform this crucial task that may have positive or negative consequences for both the organization and coach.

6.4 LIMITATIONS

The study in question had limitations that warrant attention. Firstly, there is currently no national database for professional sports coaches in South Africa. One of the reasons for this is that most federations that are involved in offering coaching courses do not follow up on coaches that have successfully completed their courses. As a result one can only “guess” the number of professional sports coaches in South Africa.

Another limitation was that there was a lack of control over how respondents completed the questionnaires. As a result it became vulnerable to factors like, for example, the time the respondents had to complete the questionnaire. It is possible that greater accuracy could have been achieved if the questionnaire was completed in the presence of the researcher or his assistants. This was not possible because the area under survey was geographically scattered.

6.5 IMPLICATIONS FOR FURTHER RESEARCH

The current study presents several research opportunities. The findings of the current study raise questions regarding the evaluation of professional sports coaches. Possible performance management systems for professional sports coaches can be investigated in order to refine or supplement the current performance management systems. Future research with regard to compensation systems may help sport organizations structure their compensation packages in line with other sport organizations and to the satisfaction of professional sports coaches. Other possible areas for future
research may include probing gender relations with regard to coaching, and investigating the perceptions of female professional sports coaches in sports organizations since women have just recently emerged as important stakeholders in professional sports coaching.

6.6 CONCLUSION

There is a dearth of information on human resources management in sport. This is regrettable and has to be addressed if sport organizations are intent on gaining the competitive edge in the sport industry. The study shows that the sport industry is traditionally seen as a poor employer. Work in this sector is characterized by long hours, low pay and arbitrary supervision. The study indicates a rather unsophisticated approach to human resources management and one that does not generally reflect good human resources management practice. It is unlikely that sport organizations will survive in an increasingly competitive environment if they ignore people-related concerns. Demographic changes, workforce diversity, changing managerial and coaching skills requirements, and government legislation are changing the very nature of sports organizations.

Professional sports coaches are an integral part of the human resources at sport organizations. The vital role that they play in sport organizations contributes to the extent to which the sport organization is successful. It is for this reason that professional sports coaches need to be managed efficiently and effectively. Therefore specific actions are needed in order to establish and implement programmes, policies and strategies with regard to the human resources management of professional sports coaches. This can be possible if sport organizations view human resources management not just as a set of policies and practices or as an isolated department but as a department that functions alongside other departments in the organization.
<table>
<thead>
<tr>
<th>HR FACTOR</th>
<th>DESCRIPTION</th>
<th>COACHES' PERCEPTION – CURRENT PRACTICE</th>
<th>HR MANAGERS' PERCEPTION – CURRENT PRACTICE</th>
<th>COMPARISON</th>
<th>RECOMMENDATION</th>
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<tr>
<td>Recruitment and Selection</td>
<td>Bergmann &amp; Taylor (Slack, 1997) define recruitment as the process of locating, identifying and attracting applicants capable of and interested in filling job vacancies. Bridges and Roquemore (1996: 259) describe selection as &quot;the process of reviewing the qualifications of applicants for specific jobs and hiring those that appear most qualified to do a particular job&quot;.</td>
<td>Job description and job specification is communicated clearly. Recruitment and selection is based on qualifications and experience.</td>
<td>Job description and job specification communicate clearly the requirements of the job. Formal recognised qualifications are a prerequisite for recruitment and selection.</td>
<td>Correlation between perceptions of professional coaches and HR managers. Correlation between perceptions of professional coaches and HR managers.</td>
<td>Job analysis should include factors such as the problem solving ability of the coach, ability of the coach to disseminate information, ability of the coach to function in groups, ability of the coach to work under pressure and the capacity of the coach to learn and apply new methods. Commit more resources to the selection process.</td>
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<tr>
<td>Training and Development</td>
<td>Compensation is the human resources management practice that deals with every type of reward that individuals receive for performing organizational tasks. Sport organizations show concern regarding training and development. Most professional coaches do not receive counseling regarding their careers.</td>
<td>Opportunities exist at most sport organizations for the training and development of professional coaches. Professional counseling with regard to professional coaches careers is not given at most sport organizations.</td>
<td>Correlation between perceptions of professional coaches and HR managers. Correlation between perceptions of professional coaches and HR managers.</td>
<td>Approach training needs with a customer focus. Emphasize coach education and training. Provide short courses and qualifications that meet SAQA requirements. Encourage the establishment of a coaches’ forum. Encourage coaches to be multi-skilled. Offer ongoing professional counseling.</td>
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<td><strong>Compensation</strong></td>
<td>Compensation is the human resources management practice that deals with every type of reward that individuals receive for performing organizational tasks.</td>
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<tr>
<td><strong>Professional coaches</strong></td>
<td>Professional coaches are not satisfied with the compensation received.</td>
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<tr>
<td><strong>Compensation is based on qualifications and experience</strong></td>
<td>Mixed perceptions about professional coaches satisfaction with compensation received.</td>
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<td><strong>Job Security</strong></td>
<td>Job security needs are satisfied for many employees in an organization by job continuity (no layoffs), a grievance system (to protect against unfair dismissal) and an adequate insurance and retirement benefit package (for security against illness and the provision of income in later life) (Griffin, 1990).</td>
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<td><strong>Most professional coaches do not feel secure in their jobs</strong></td>
<td>Mixed perceptions about job security that professional coaches experience.</td>
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<td><strong>Most sport organizations do not have the means to ascertain the job security of professional coaches</strong></td>
<td>Professional coaches have legal employment contracts.</td>
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<td><strong>Labour Relations</strong></td>
<td>Clegg (1979) describes labour relations as the rules governing employment together the ways in which the rules are made and changed, interpreted and administered, while Gouws (1997) views labour relations as the relation between employees and employers.</td>
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<td><strong>Most sport organizations do not have a disciplinary code and grievance procedure</strong></td>
<td>Correlation between perceptions of professional coaches and HR managers.</td>
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<td><strong>Correlation between perceptions of professional coaches and HR managers</strong></td>
<td>Professional coaches and HR managers differ with regard to compensation.</td>
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<tr>
<td><strong>Professional coaches and HR managers differ with regard to job security of coaches</strong></td>
<td>Assist coaches to get inner security.</td>
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<td><strong>Mixed perceptions about measures to ascertain the job security of coaches</strong></td>
<td>Empower coaches by giving more responsibility, autonomy, and decision-making powers.</td>
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<td><strong>Mixed perceptions about job security that professional coaches experience</strong></td>
<td>Encourage the establishment of a trade union.</td>
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<tr>
<td><strong>Professional coaches and HR managers differ to an extent regarding job security of coaches</strong></td>
<td>Reexamine contracts and make them equally binding on both parties.</td>
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<td><strong>Professional coaches and HR managers differ to an extent regarding job security of coaches</strong></td>
<td>The establishment of a trade union.</td>
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<td><strong>Professional coaches and HR managers differ to an extent regarding job security of coaches</strong></td>
<td>Information on labour relations to be disseminated through meetings, posters and literature.</td>
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<td><strong>Information on labour relations to be disseminated through meetings, posters and literature</strong></td>
<td>Workshops on grievance procedures and disciplinary code is encouraged.</td>
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<td><strong>Encourage the establishment of a trade union</strong></td>
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| Performance Appraisal | Schuler (1983: 275) defines performance appraisal as “a formal measured system of measuring and evaluating an employee’s job-related behaviours and outcomes to discover how and why the employee is presently performing on the job and how the employee can perform more effectively in the future so that the employee, the organization and society all benefit”. | Performance is measured by the win/loss record of the coach | Correlation between perceptions of professional coaches and HR managers | HR managers need to look at other factors beside the win loss record of professional coaches.
Consider factors such as resources available, calibre of athletes, game plan, strength of opposition and the period that the coach has been with the athlete/team.
Reexamine the role of the organization in the performance of the coach.
Use external experts or trained internal personnel to appraise professional coaches. |