

# Managerial roles and their application in non-profit sports organisations

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## ABSTRACT

This article focuses on leadership and the role of managers in the field of non-profit sports organisations, knowing that this area of activity is still largely neglected by research. The main goal of this research was to find out what roles managers currently play in the management of non-profit organisations in the field of sports. The method of a quantitative questionnaire survey was applied and the respondents were 270 non-profit sports organisation managers. The research shows that the roles of managers of non-profit sports organisations have significantly affected interpersonal activities to fulfil the mission of these organisations more than to strengthen their economic performance. The overshadowing of some managerial roles creates an incentive to focus on the creation of educational offers aimed at strengthening leadership, management of subsidies from public sources, and the possibility of using marketing in the field of creating their own financial resources.

## KEYWORDS

practice of managing; institutional framework; HRM, performance of non-profit organisations; Henry Mintzberg

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## INTRODUCTION AND THEORETICAL BACKGROUND

Management can be described as an economic activity of great importance. The beginning of this activity can be connected at the latest with manufacturing production. The range of activities referred to as management is constantly increasing, along with the growth of economic activity, whether in the form of process management, the output of which is tangible, or intangible products.

Management has gained a new dimension along with the development of information technology. However, it is also necessary to realise that the phenomenon of management consist of different of activities in for-profit and non-profit organisations, which significantly affects the modification of the training of experts – managers in economic

practice. It is basically a matter of classifying managerial roles and defining how important and numerous those used for managerial activity are. This article specifically addresses leadership and the role of managers working in non-profit organisations.

In a way, non-profit organisations are economic entities that have certain elements identical to for-profit organisations. However, they do not measure their success by generating a certain amount of profit, but by fulfilling the mission on which they are based. Their mission is of a different nature in relation to the needs of society. These are, for example, from church and sports organisations, those in the field of social services, schools, all the way to organisations of a specific nature, whose creation is based on legal norms – organisational units of the state, municipality, region, etc.

These organisations, like for-profit organisations, need a certain attractive vision, a charismatic leader, effectively managed processes, quality staff, satisfied customers, etc. Fulfilling the mission of non-profit organisations is associated with the need to secure financial resources. The management of these organisations thus strives for the economic prosperity of the organisation, which should be transformed into outputs of social value according to the interests and needs of society. Management must act in a business-like way while keeping social needs in mind. These sometimes-conflicting activities place great demands on the managers of these organisations and the fulfilment of their roles.

Non-profit sports organisations in the Czech Republic are characterised by the following principles similar to Salamon and Anheier (1992). They include:

- institutionalised organisations which show at least the rudiments of a formal organisational structure;
- private organisations which are not subordinated to state administration;
- non-profit organisations which are not established with the purpose of profit-making and do not allow profit distribution among the owners or management of the organisation; a profit, if any, needs to be used to achieve the goals of the given organisation;
- self-governing and independent organisations which are capable of self-governance and have established procedures and structures;
- volunteer organisations utilising the volunteer work of their participants.

The legal form of a non-profit sports organisation in the Czech Republic is a registered association. The creation and functioning of an association is governed by the Civil Code. A registered association is defined as an organisation that has its mission and its “main activity can only be the satisfaction and protection of those interests for which the association is founded. Entrepreneurship or other gainful activity cannot be the main activity of the association.” (Civil Code, 2019)

A sports association acts as an organiser of sports events and sports offers, an owner or operator of a sports facility, a party in contractual negotiations, an accounting unit, tax or charge payee, an employee, an entrepreneur carrying out additional or ancillary economic activity, a participant in proceedings, a subject of the official definition of personal identity, identification and status of natural persons, and a participant in restitution transfers of (also immovable) property.

It is obvious from the above list that there is abundant space in which to play sports manager roles, i.e., the main theme of our research.

Sports clubs in the Czech Republic are dedicated to a single sport only (e.g. football clubs) and/or to several sports (namely in large towns/cities with more than

100,000 inhabitants). It is then significantly reflected in the organisational structure and position of sports managers.

In single-sport clubs, sports managers perform the roles of chairpersons (presidents) of executive committees, secretaries-general of clubs, economists, or members of executive committees responsible for the management of certain divisions (e.g. use and maintenance of the sports club's property). These are top management positions. On the lower level, they manage the respective sports activity in an individual team (operational management). This activity is performed by head coaches and trainers. The management is, therefore, two-level, which is namely performed by volunteer officials and, to a much lesser extent, workers in a certain employment relationship according to the applicable legal regulations.

Multi-sport clubs consist of separate organisational units having the form of sports groups. Each sports group independently organises its activity according to the rules of the respective branch of sport and conditions of the competition rules of the respective body of the association, while at the same time taking into account its own income, total resources of the sports club, and its material-technical base. The work of sports managers is, therefore, similar at the top management level of the sports club, and on the middle management level of the respective sports group. They again perform the roles of presidents, secretaries-general, economists, and other managerial roles in sports groups (top management), as well as the roles of chairpersons of sports groups, secretaries of sports groups, economists of sports groups, and other members of executive committees of sports groups and employees (middle management). The basic level is again represented by sports managers – athletics directors, head coaches, and trainers (operational management). The management is, therefore, three-level. Management is again performed both by volunteer officials and employees in various employment relationships.

As regards the main sources of funding of sports associations, they include in particular:

- contributions from their own members;
- income from sports, social, and charitable activities organised by the association;
- gifts and support from natural and legal persons;
- income from advertising, lease of property of the association, and sale of rights and property;
- income from ancillary economic activities;
- income from deposits and accounts of the association;
- proceeds from securities;
- subsidies, funding and grants from bodies of the association, bodies of umbrella sports organisations, from the state budget, municipal budgets, and from the European Union.

The presented research was carried out in non-profit sports organisations in the Czech Republic; these organisations have a long tradition in the country.

This research builds on a number of works in the field of personnel management: Čáslavová, Kraft, Voráček (2010, 2011), Čáslavová, Kraft, Voráček, Bártová (2014), and Čáslavová, Kraft, Omčirk (2018), which were part of grants P39 and Q19 of Charles University in Prague.

The issue of managerial work in non-profit organisations appears in literature in various contexts. Their personal characteristics, motivation, performance, the role of managers and the degree of specialisation are evaluated, often in comparison with the business environment. There are many authors who deal with these topics; for example, we present Goldman and Kahnweiler (2003), who prepared the profiles of successful executive directors of non-profit organisations according to their personality traits. Austin, Regan, Gothard, and Carnochan (2012) document the importance of personal identity and values in the context of the manager's role and their identity and values, namely within the framework of the great number of roles played by managers in non-profit organisations. Lukeš and Stephan (2012) compared the motivation of managers in non-profit and in for-profit organisations, whereas they claim that in the current market conditions it is necessary that even managers of non-profit organisations place an emphasis on a commercial approach. Di Zhang and Swanson (2013) present the difference in focus of for-profit and non-profit organisations, where non-profit organisations focus strongly on the social goals of the organisation and, as regards finances, focus namely on securing sufficient finances for operation of the organisation and achievement of its social goals. Damanpour and Schneider (2019) dealt with the influence of managers' characteristics (demographic, personal) on the approach to innovation. However, as regards managers in non-profit organisation, they say that leaders in their organisations, public administrators, and business managers alike can influence workers' motivation and job satisfaction, create a work and social climate to improve morale, and encourage and reward innovation and change.

In examining literary sources, we have not found any significant source to address managerial roles in non-profit sports organisations, although a number of papers are devoted to the performance of non-profits. Cornforth and Edwards (1999) focused on the relationship between the abilities and skills of top managers and the areas of their contribution to the strategic management of non-profit organisations. Micheli and Kennerley (2005) present selected methods of performance measurement for non-profit organisations, such as the Balanced Scorecards or Performance Prism. Mwenja and Lewis (2009) note the influence of various groups of factors on the perceived performance of a non-profit organisation, whereas they established that the strategic and the political dimensions have a stronger relationship with the perceived organisational performance in non-profit organisations as compared to the other dimensions. McMurray, Islam, Sarros, and Pirola-Merlo (2012) examined the impacts of leadership on non-profit organisation working team atmosphere and performance. As regards non-profit sports organisations, Novotný and Lukeš et al. (2008) present significant factors which affect the success of non-profit sports organisations. Nowy, Wicker, Feiler, and Breuer (2015) compare for-profit and non-profit sports organisations from the point of view of their focus and success in various dimensions of the organisation's performance, such as financial dimension, product dimension, customer dimension, and strategic dimension. This is despite the fact that a capable manager of a non-profit sports organisation is an important factor in its success and performance. It is remarkable especially in the sense that these sports organisations work with a large number of clients (club members, the general public); in addition to employees, they also engage volunteers and face more

challenges when working with a diverse structure of financial resources. They work with subsidies from the state and local government, with resources from their own activities, resources from entrepreneurs, membership fees, and gifts from individual donors. In terms of their own activities, sports organisations have income from the provision of sport and other services, admission to sporting events, consulting, and rental, as well as income from the rental of gyms and halls, accommodation, and advertising income. For these reasons, it is necessary to examine the role of managers of non-profit sports organisations as one of the factors of performance of these organisations.

The best-known division and classification of managerial roles is historically presented by Henry Mintzberg, who classified these roles on the basis of a study of the common work of managers in his book “The Nature of Managerial Work”, which was published in 1973 (Kumar, 2015; Tengblad, 2006). Opinions on the difference of managerial roles from classical managerial functions and activities are presented and promoted in his publications practically to this day by Mintzberg (1989), Mintzberg (2004). Table 1 lists the Mintzberg roles mentioned.

**Table 1** The role of managers according to Mintzberg

<b>Interpersonal Roles</b>	
Figurehead	The manager represents the organization in all matters of formality. The top level manager represents the company legally and socially to those outside of the organization. The supervisor represents the work group to higher management and higher management to the work group.
Liaison	The manager interacts with peers and people outside the organization. The top level manager uses the liaison role to gain favours and information, while the supervisor uses it to maintain the routine flow of work.
Leader	It defines the relationships between the manager and employees. Responsibilities are at the heart of the manager-subordinate relationship and consist of motivating subordinates, structuring and overseeing their development, inspiring their improvement, and balancing effectiveness.
<b>Informational Roles</b>	
Monitor	The manager receives and collects information about the operation of an enterprise. The monitor seeks internal and stakeholder’s facts regarding problems which could affect the company. Responsibilities consist of a department’s assessment of the threats and opportunities and assessing internal operations that may rise. All of the data received in this role needs to be stored and maintained.
Disseminator	The manager transmits special information to the organization. The top level manager receives and transmits more information from people outside the organization than the supervisor.
Spokesperson	The manager disseminates the organization’s information into its environment. Thus, the top level manager is seen as an industry expert, while the supervisor is seen as a unit or departmental expert. The spokesperson transmits facts about the company to stakeholders and serves in a PR ability by lobbying others and using informing to keep key stakeholders up to date about the operations of the enterprise.
<b>Decisional Roles</b>	
Entrepreneur	The manager initiates change, new projects, identifies new ideas, and delegate idea responsibility to others.

<b>Decisional Roles</b>	
Disturbance Handler	The manager deals with threats to the organization. The manager takes corrective action during disputes or crises, resolve conflicts among subordinates, and adapt to environmental crisis. The disturbance handler takes corrective action when the company faces critical, unanticipated problems. A generalist position that is important when a corporation is all at once transformed or upset and support and requires calming.
Resource Allocator	The manager decides who is allocated resources, schedules, sets budget priorities, and chooses where the organization will apply its efforts.
Negotiator	The manager negotiates on behalf of the organization. The top level manager makes decisions about the organization as a whole, while the supervisor makes decisions about his or her particular work unit. The negotiator represents the company in primary negotiations affecting the supervisor's areas of duty and is a selected assignment this is fundamental for the representative, a figurehead, and a useful resource allocator roles.

Source: Mintzberg in Kumar (2015), Mintzberg in Altamony, Masa'deh and Gharaibeh (2017)

The Alexander (1979) study further specifies the role of Mintzberg at various levels of management in a profit-oriented environment, as shown in Table 2.

**Table 2** Managerial roles according to the level of management in a profit-oriented environment

Role order	Top Management	Middle Management	Operational Management
1.	Leader	Leader	Leader
2.	Liaison	Disturbance Handler	Disturbance Handler
3.	Entrepreneur	Liaison	Liaison
4.	Monitor	Spokesman	Monitor
5.	Disseminator	Resource Allocator	Disseminator
6.	Spokesman	Entrepreneur	Resource Allocator
7.	Disturbance Handler	Monitor	Entrepreneur
8.	Resource Allocator	Disseminator	Spokesman
9.	Negotiator	Negotiator	Negotiator
10.	Figurehead	Figurehead	Figurehead

Source: Alexander (1979)

Other concepts of managerial roles are described in the study by Buckley and Monks (2004) However, they focus only on HR managers. They include, classification of HR manager roles according to Storey (1992) into four roles of “advisers”, “change-makers”, “handmaidens”, and “regulators”. Ulrich (1997) also defines four roles of HR managers: “strategic partner”, “change agent”, “administrative expert”, and “employee champion”. Rossheim, Kim, and Ruchelman (1995) developed role types on the basis of artistic innovation and access to financial resources, they identified four types of managers, “entrepreneur”, “artist”, “administrator”, and “caretaker”. However, this

classification is adapted to the area of Nonprofit Urban Arts Agencies. An interesting classification, which was specified in the area of management of cities and municipalities, is presented by Svava (1987), who gives the following managerial roles in the respective dimensions:

- Ceremony and Presiding: ceremonial tasks, spokesman for council, presiding officer,
- Communication and Facilitation: educator, liaison with manager, team leader,
- Organisation and Guidance: goal setter, organizer, policy advocate,
- Promotion: promoter, directing staff.

Quinn in Diskienė, Tamaševičius, and Kalvaitytė (2018) “focused on effective manager’s performance and determined eight roles such as director, producer, monitor, coordinator, facilitator, mentor, innovator, and broker, which are significant for manager’s activities”. DuBrin in Diskienė, Tamaševičius, and Kalvaitytė (2018) extended Mintzberg roles to a final 17 (strategic planner, operational planner, organizer, liaison, staffing coordinator, resource allocator, task delegator, figurehead, spokesperson, negotiator, motivator and coach, team builder, team player, technical problem solver, entrepreneur, monitor, and disturbance handler) which reveal the complexity of managerial work. These 17 roles were conceptualised by Laud, Arevalo, and Johnson (2016) into four dimensions: leadership roles, workflow roles, manpower roles, and team roles. Diskienė, Tamaševičius, and Kalvaitytė (2018) further argue that despite all the different concepts of managerial roles, the Mintzberg framework of managerial roles still remains, despite some of its shortcomings, highly valid and widely applicable to managerial work description for most areas. The same authors then apply a reduced Mintzberg concept in their research focusing on small and medium-sized businesses in Lithuania, which includes only six managerial roles: analyzer, representor, leader, innovator, decision maker, and networker.

While Snyder and Wheelen (1981) conducted a study in a non-profit-oriented environment, and applied the Mintzberg classification of managerial roles, including the same observation method. Kessler, Heron, and Spilsbury (2017) in specific health care industry and environment, identified and classified very specific managerial roles for the particular environment of the health care industry and environment. For our research, we used a classification for the Czech environment created by Stýblo (2007) in Čáslavová (2020, 14–15), which identifies a total of 11 managerial roles, representing various activities that managers carry out in their daily work. The list and basic activities performed for each role are presented in Table 3.

**Table 3** Roles of managers and basic activities of individual roles

Role	Activity
Analyst	<b>Collection and Analysis of information</b> – estimation of trends on the basis of relevant data – working with data and graphs
Planner	<b>Creation, development, and implementation of plans</b>
Creator of changes	<b>Initiation, implementation, and enforcement of changes</b> – encouraging and leading people to change

Role	Activity
Resource allocator	<b>Deployment and networking of resource allocators</b> – taking care of available resources – monitoring the effectiveness of their use
Communication partner	<b>Influencing and persuading people</b> – creation of communication channels – sharing views with others – listening to others
Educator	<b>Leading people at work</b> – identification of people's educational needs – creating a favourable climate for business education
Disturbance handler	<b>Search and identification of problems</b> – creation and evaluation of decision-making and problem-solving variants
Helper to others	<b>Creating a climate of openness and support</b> – promoting open relationships between people in the organisation
Coordinator	<b>Demonstration and improvement of new systems and processes</b> – effective management of individuals, groups, and goal setting – systematic approach to management
Team builder	<b>Creating a team from individuals and groups</b> – creating an effective team of mutually supportive people
Executive manager	<b>Effective use of available resources in the management process</b> – support of systematic work – creating enthusiasm for new ways and methods of management

Source: Stýblo in Čáslavová (2020, p. 14–15)

The non-profit environment on which this research is focused has significant specifics for the work of managers, which can be reflected in the examined managerial roles. This specificity is stated by Čáslavová (2020, 26).

Advantages:

- less competitive work environment than in for-profit organisations,
- there are incentives for managers in the form of tax breaks,
- the existence of a large range of services and programmes.

Disadvantages:

- services and programmes are constrained by a tight budget,
- there is no standard career advancement,
- the management process of non-profit organisations is influenced by decisions and regulations of governmental organisations and state bodies and their financial support,
- voluntary and non-professional workers are also considered for work in managerial positions,
- following on from the previous ones, the performance of non-profit organisations often decreases.

The choice of managerial roles according to Stýblo in Čáslavová (2020, 14–15) seems to us to be suitable for the environment of non-profit sports organisations, where the emphasis is on the mission of the organisation, the meaning of work, and shared values.



Horch and Schütte (2003) classify the most frequent managerial activities in German sports clubs and organisations, whereas these activities consist namely of the core managerial functions (organizing, controlling, planning, analysing) together with Mintzberg roles.

## RESEARCH OBJECTIVES

The previous research focusing on the work of managers in non-profit organisations carried out in Czech conditions (Novotný, Lukeš, 2008; Lukeš, Stephan, 2012) dealt with the personality traits and motivation of managers. However, it did not deal with how these categories are reflected in non-profit organisation management. This also applies to non-profit sports organisations, where we have no research data in this respect. The current conditions in Czech society require increased performance of non-profit sports organisations, which is fully in the hands of their managers. This can be specifically seen in how their activity is planned by sports managers, whether they are able to create a certain strategy, how they obtain and manage financial resources, and whether they work as actual leaders of a group of volunteer and professional workers of these organisations. What is the reality? An insight into the current status is provided by the actual managerial roles fulfilled by these workers.

The theoretical contribution of our research is firmly linked to the main objective of this research, i.e. to determine the differences in the frequency of managerial roles held in non-profit sports organisations in the Czech Republic and to establish the correlation between them, in general, by individual management levels (top, middle, operational), and by the type of employment relationship (full-time job, part-time job, volunteer, self-employed). The knowledge gained from the research results can be applied to the concept of its managerial activities, namely leadership, i.e., creative management of the work groups of these organisations.

The following research questions were formed:

1. Does a different management level or a different type of employment relationship of a manager result in a difference in frequency of held managerial roles?

The affirmative response is conditional on the ranking by frequency of roles at individual management levels (top management x middle management x operational management) or on the ranking by frequency of type of employment relationship (full-time job, part-time job, volunteer, self-employed). In the case of a variance in the frequency ranking, the statistical significance of the variance in measured values is examined using the ANOVA analysis.

2. Does a different management level or a different type of employment relationship of a manager result in a different correlation between managerial roles?

The response will be affirmative if with the determined different correlation, the correlation coefficients fall in another correlation power range according to Hendl (2015) – low =  $|0.1-0.3|$ , medium =  $|0.3-0.7|$ , high =  $|0.7-1.0|$  – with minimum significance level  $\alpha = 0.05$ .

## METHODOLOGY

A quantitative questionnaire survey was used for this research, the respondents of which were managers of non-profit organisations in the Czech Republic. The selection of or-

organisations and their managers was therefore made as a deliberate sample, the main features of which were the scope of the organisation in the non-profit sector and the managerial position of the respondent in this organisation. The survey itself was conducted by a group of trained interviewers, who assisted the respondents in completing the questionnaires. The total sample size is 270 respondents. The respondents were further broken down (with a view to ensuring a more detailed analysis of the results) by the level of management at which they worked for their respective organisations, and by whether they were part-time or full-time employees. The resultant structure of the research sample was as shown in Table 4.

**Table 4** Structure of the research sample

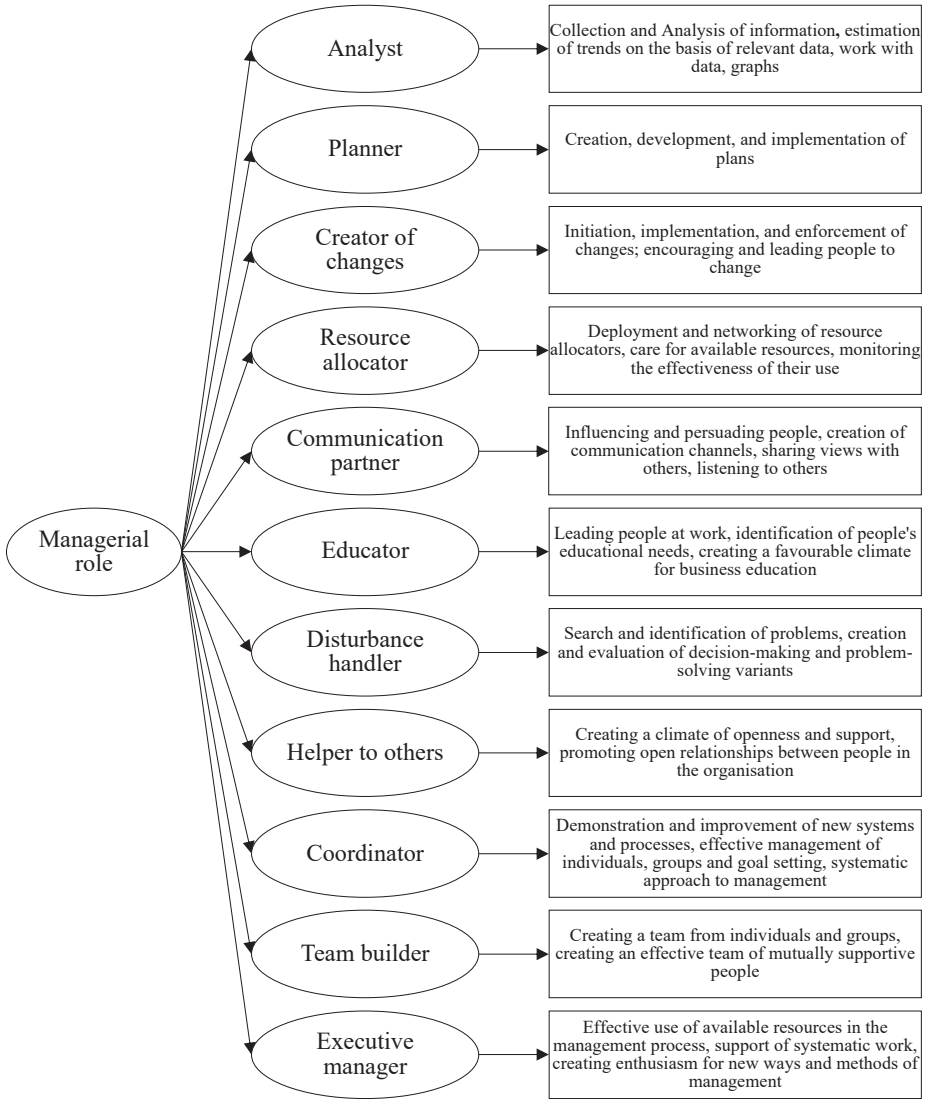
	Absolute frequency	Relative frequency
<b>Management level</b>		
Top management	101	37.407
Middle management	90	33.333
Operations management	79	29.259
Total	270	100
<b>Part-time/full-time employees</b>		
Full-time job	120	44.444
Part-time job	57	21.111
Volunteer	89	32.963
Self-employed	4	1.481
Total	270	100

Source: own data

The questionnaire contained a set of 11 activities and duties that managers perform. This set of activities and duties was created on the basis of an overview of managerial roles, as stated by Stýblo in Čáslavová (2020, 14–15). The individual activities listed in the questionnaire can be seen in Figure 1. These activities have always represented certain managerial roles.

Respondents reported on how often they perform these activities on an eight-point rating scale (1 – never, 2 – almost never, 3 – very rarely, 4 – occasionally, rarely, 5 – often, 6 – very often, 7 – almost every day, 8 – daily).

Several statistical methods are used to analyse the obtained data. The overall results of the managerial roles held in non-profit organisations are presented using mean values and standard deviations of the eight-point rating scale (see Table 5). The same statistical indicators are also used for individual categories of respondents (according to the level of management and according to the amount of work). The ranking of frequency of individual managerial roles is determined according to the resultant total average values, which answers research question No. 1. Furthermore, the individual groups of respondents (according to the level of management and according to the



**Figure 1** Operationalization of the managerial roles  
Source: own processing according to Stýblo in Čáslavová (2020, p. 14–15)

amount of work) are compared as independent selections using analysis of variance ANOVA, again at the level of reliability  $\alpha = 0.05$  (the critical cut-off p-value must therefore take on lower values in order to demonstrate a statistically significant difference between the tested groups of respondents).

In the analysis of the dependence of the managerial roles held at the level of management and on the amount of workload a correlation is used where one variable is the role of the manager and the other variable the level of management, or full-time/

part-time job. This dependence is also verified using the Chi-Square test for individual managerial roles. The confidence level considered in the test is 0.05.

To determine whether some managerial roles are related and conditioned, a mutual correlation between individual roles is used both in the overall results and for sub-individual categories of respondents. By means of correlation analysis, the colinear relationship between individual managerial roles was determined – i.e. the correlation between two roles (variables) was analysed using the “each with each” system. By means of the above correlation analyses, research question No. 2 is answered.

Given the overall scope of the resulting data, only the most important and significant findings and results are listed in the Results section.

## RESULTS

As already mentioned, a total of 270 respondents (managers of non-profit organisations) in various managerial positions were included in the research. Directors, presidents/chairmen, vice-chairmen, owners, executives, financial directors, marketing managers, project managers, etc., were represented. A total of 30 managerial positions were represented.

### Frequency of held managerial roles – RQ1

The overall general results show (see Table 5 and Graph 1) that the most common managerial roles in non-profit organisations are “communication partner” (5.83), “planner” (5.39), “helper to others” (5.33) and “educator” (5.11). In addition, the frequency of these roles is confirmed by almost the smallest standard deviations from all managerial roles (1.56 for the “communication partner”, 1.51 for the “planner”), which demonstrates the great agreement between the respondents’ answers. The least frequent roles in non-profit organisations are “analyst” (4.01) and “resource allocator” (4.14). However, there are high standard deviations for these two roles, so it cannot be said that there is too much agreement between the respondents’ answers in this respect.

**Table 5** Overall results of managerial roles in non-profit organisations

Role	Activity	Mean value	Ranking	Standard deviation
Analyst	<b>Collection and analysis of information</b> – estimation of trends on the basis of relevant data – working with data and graphs	4.01	11	1.79
Planner	<b>Creation, development, and implementation of plans</b>	5.39	2	1.51
Creator of changes	<b>Initiation, implementation, and enforcement of changes</b> – encouraging and guiding people to change	4.80	6	1.52
Resource allocator	<b>Deployment and networking of resource allocators</b> – taking care of available resources – monitoring the effectiveness of their use	4.14	10	1.82

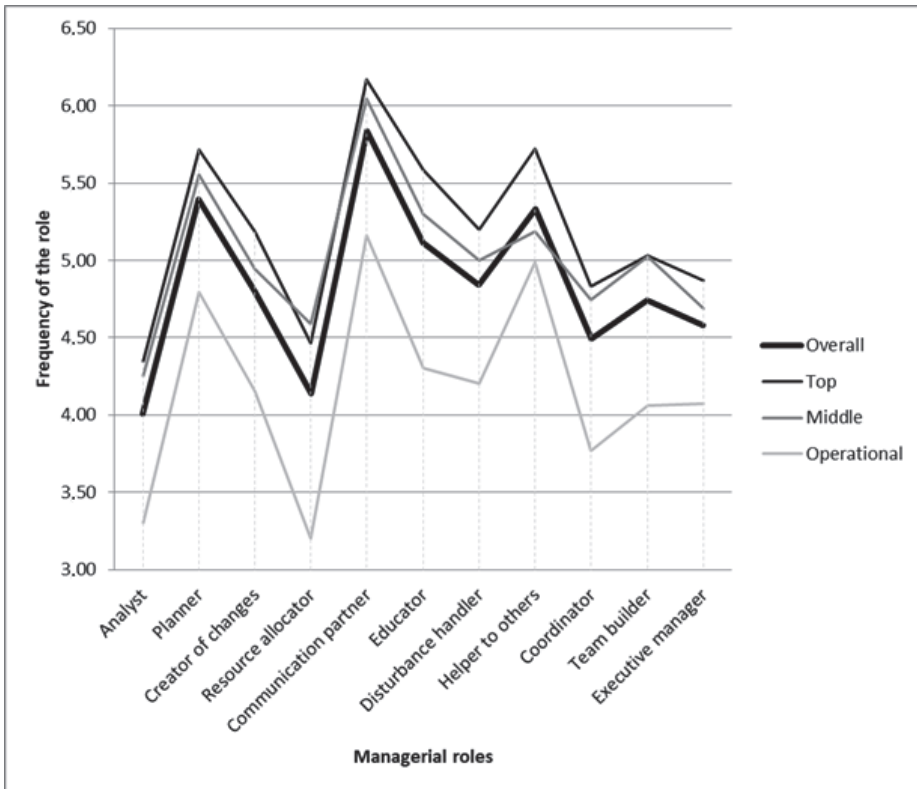
Role	Activity	Mean value	Ranking	Standard deviation
Communication partner	<b>Influencing and persuading people</b> – creation of communication channels – sharing views with others – listening to others	5.83	1	1.56
Educator	<b>Leading people at work</b> – identification of people's educational needs – creating a favourable climate for business education	5.11	4	1.93
Disturbance handler	<b>Search for and identification of problems</b> – creation and evaluation of decision-making and problem-solving variants	4.84	5	1.70
Helper to others	<b>Creating a climate of openness and support</b> – promoting open relationships between people in the organisation	5.33	3	1.72
Coordinator	<b>Demonstration and improvement of new systems and processes</b> – effective management of individuals, groups, and goal setting – systematic approach to management	4.49	9	1.75
Team builder	<b>Creating a team from individuals and groups</b> – creating an effective team of mutually supportive people	4.74	7	1.83
Executive manager	<b>Effective use of available resources in the management process</b> – support of systematic work – creating enthusiasm for new ways and methods of management	4.58	8	1.64

Note: 1 – never, 2 – almost never, 3 – very rarely, 4 – occasionally, rarely, 5 – often, 6 – very often, 7 – almost every day, 8 – daily  
Source: own data with use of the managerial role classification according to Stýblo in Čáslavová (2020, p. 14–15)

### Frequency of held managerial roles by management level

One of the specific tasks of the research is the analysis of held managerial roles according to the level of management in the organisation. The obtained data show that the managerial roles held at individual levels basically copy the overall results, with the only difference being that the higher the level of management, the higher the frequency of the roles played. Everything can be clearly seen in Graph 1. Detailed results are shown in Table 6. Although the main overall results apply, a small deviation can be seen in the role of “resource allocator”, where this role is most often held by managers at the middle level of management in the organisation (4.59 vs. 4.47 in top management). Then, in the role of “team builder”, the achieved average value in top management and middle management is almost the same (5.03 vs. 5.02); however, according to the standard deviation, the answers of individual respondents are more concentrated around the average values found in middle management. So even here it can be stated that the role of “team builder” is most often held at the level

of middle management in the organisation. At the operational level of management, all examined roles are significantly less frequent than at higher levels. However, the roles of “communication partner” and “helper to others” are most often held, which confirms the theory that at the operational level of management the most common work is with the employees themselves and therefore it is necessary to pay attention to these roles. The “helper to others” is then very close to the middle level of management in its frequency value.



**Graph 1** Overall results and results by management level of managerial roles in non-profit organisations  
Source: own data

Statistical measurement of the dependence of the roles held at the management level was performed using cross-correlation, which, however, did not show a medium dependence for any role (the correlation coefficient did not exceed 0.2712). For more accurate measurements, the Chi-square test was used, whose calculated values (see Table 6) at a confidence level of 0.05 indicated the existence of a statistically significant dependence on the managerial role “communication partner” at the top management level (0.0004) and at the operational management level for the roles of “analyst” (0.0299), “planner” (0.0020), “creator of changes” (0.0057), “resource allo-

**Table 6** Held managerial roles according to the level of management

Role	Top management (n = 101)				Middle management (n = 90)				Operational management (n = 79)			
	Mean value	Ranking	Standard deviation	$\chi^2$	Mean value	Ranking	Standard deviation	$\chi^2$	Mean value	Ranking	Standard deviation	$\chi^2$
Analyst	4.35	11	1.87	0.6391	4.26	11	1.59	0.4850	3.30	10	1.70	0.0299
Planner	5.71	3	1.51	0.1474	5.56	2	1.21	0.4660	4.80	3	1.63	0.0020
Creator of changes	5.19	6	1.44	0.3733	4.94	7	1.34	0.8000	4.15	6	1.59	0.0057
Resource allocator	4.47	10	1.85	0.3950	4.59	10	1.59	0.1002	3.20	11	1.68	0.0004
Communication partner	6.17	1	1.65	0.0004	6.04	1	1.07	0.3691	5.16	1	1.70	0.2364
Educator	5.58	4	1.97	0.2282	5.30	3	1.71	0.7982	4.30	4	1.87	0.0249
Disturbance handler	5.20	5	1.86	0.1058	5.00	6	1.41	0.3945	4.20	5	1.62	0.0442
Helper to others	5.72	2	1.78	0.0890	5.19	4	1.53	0.2282	4.99	2	1.75	0.2549
Coordinator	4.83	9	1.85	0.2260	4.74	8	1.55	0.4242	3.77	9	1.63	0.0142
Team builder	5.03	7	1.76	0.8830	5.02	5	1.54	0.5492	4.06	8	2.02	0.0216
Executive manager	4.87	8	1.68	0.2472	4.69	9	1.49	0.9370	4.08	7	1.64	0.0924

Note: 1 – never, 2 – almost never, 3 – very rarely, 4 – occasionally, rarely, 5 – often, 6 – very often, 7 – almost every day, 8 – daily  
 Source: own data

cator" (0.0004), "educator" (0.0249), "disturbance handler" (0.0442), "coordinator" (0.0142), and "team builder" (0.0216).

While differences in measured values between individual groups of respondents according to the level of management can be observed both in Graph 1 and Table 6, their statistical significance was subjected to ANOVA analysis at the level of significance  $p = 0.05$ . The results of the analysis confirm what can be seen in the mentioned Graph 1 and in Table 6. The P-values for each individual role were in the interval  $p = <0.0000002; 0.0107129>$ , which confirms the statistically significant difference of individual groups according to the level of management in the examined roles. A more detailed ANOVA then made it possible to determine that the group of managers at the lowest operational level of management is statistically significantly different for almost all managerial roles. In the case of differences between operational management and middle management for individual roles, P-values were in the interval  $p = <0.0000002; 0.0121720>$ , except for the role of "helper to others", where  $p = 0.4283605$  (i.e., greater than 0.05). For statistically significant differences between operational management and top management, p-values were found for all managerial roles in the interval  $p = <0.0000050; 0.0064315>$ . Therefore, based on these results, it can be stated that managers at the level of operational management hold the examined managerial roles to a significantly lesser extent than at higher levels of management. The only role that managers play at the operational level of management to an extent similar to that at higher levels is the role of "helper to others" (mean value = 4.99). Together with the role of "communication partner" (mean value = 5.16), these two roles are most common for the operational level of management. These roles are also confirmation of the fact that managers at the operational level of management are closest to subordinates and end employees performing daily work in the organisation.

A statistically significant difference between the results of middle management and top management was demonstrated only in the role of "helper to others", where  $p = 0.0287672$  (less than 0.05). For the other roles, these two groups of respondents did not differ significantly, the p-values were in the interval  $p = <0.2324264; 0.9753744>$ , i.e., always greater than  $p = 0.05$ .

### **Frequency of held managerial roles by type of employment relationship**

The results of the analysis of managerial roles depending on the amount of work also copy many of the overall results; however, there are more minor differences than at management levels. Detailed results are shown in Table 7 and Graph 2. Only four respondents were represented in the research group who are in an employment relationship with a non-profit organisation as "self-employed", and therefore the results of this group cannot be considered informative and relevant. They are listed here only for the sake of completeness; however, only the results of the remaining three groups of respondents are worked with henceforth.

As with management levels, the frequency of managerial roles is highest for the highest working hours, i.e., full-time jobs. Managers employed on a full-time basis most often play the roles of "communication partner", "planner". and "educator". If a given managerial position is only a part-time job, the most frequently held roles of managers are "communication partner", "helper to others", and "educator". Volunteers in the position of managers are mainly "communication partners", "planners",



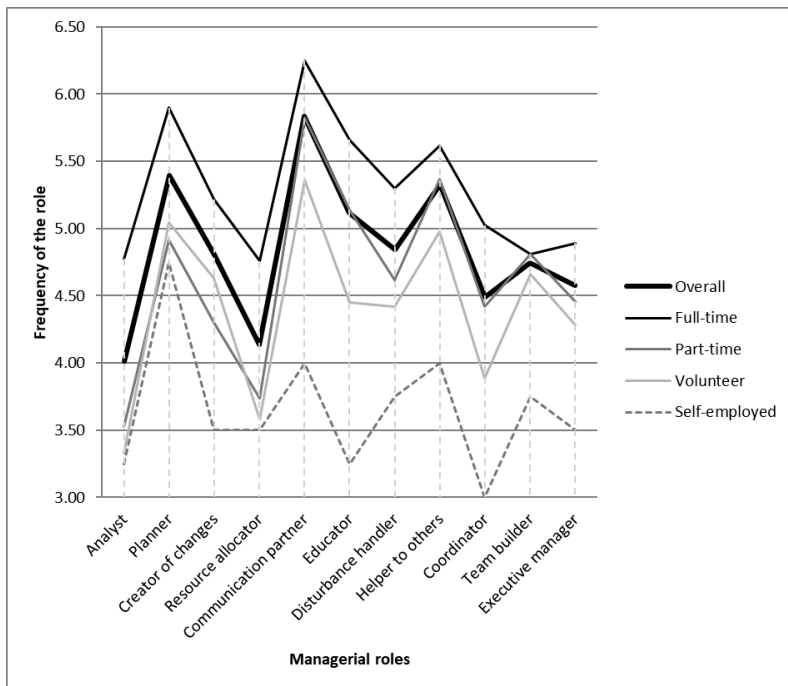
**Table 7** Held managerial roles according to the amount of work

Role	Full-time job (n = 120)				Part-time job (n = 57)				Volunteer (n = 89)				Self-employed (n = 4)			
	Mean value	Ranking	Standard deviation	$\chi^2$	Mean value	Ranking	Standard deviation	$\chi^2$	Mean value	Ranking	Standard deviation	$\chi^2$	Mean value	Ranking	Standard deviation	$\chi^2$
Analyst	4.78	10–11	1.51	8.54E-08	3.53	11	1.73	0.1047	3.33	11	1.80	2.42E-04	3.25	9-10	1.30	0.3910
Planner	5.90	2	1.35	0.0251	4.91	4	1.45	0.4872	5.04	2	1.54	0.3607	4.75	1	1.30	0.0810
Creator of changes	5.22	6	1.32	0.1219	4.30	9	1.39	0.0749	4.63	4-5	1.67	0.2343	3.50	6-8	1.80	0.3788
Resource allocator	4.76	10–11	1.62	0.0135	3.74	10	1.73	0.5104	3.58	10	1.87	0.1686	3.50	6-8	1.80	0.8536
Communication partner	6.25	1	1.36	0.1074	5.82	1	1.48	0.7955	5.36	1	1.66	0.0920	4.00	2-3	1.87	0.0130
Educator	5.66	3–4	1.71	0.1224	5.14	3	1.70	0.7285	4.45	6-7	2.09	0.0314	3.25	9-10	1.92	0.3112
Disturbance handler	5.30	5	1.48	0.1426	4.61	6	1.76	0.8273	4.42	6-7	1.79	0.3516	3.75	4-5	1.79	0.2108
Helper to others	5.62	3–4	1.51	0.3411	5.37	2	1.82	0.6213	4.98	3	1.82	0.5839	4.00	2-3	1.87	0.4019
Coordinator	5.03	7	1.46	0.0404	4.42	8	1.83	0.9068	3.89	9	1.85	0.0728	3.00	11	1.22	0.5110
Team builder	4.81	8–9	1.76	0.9905	4.81	5	1.73	0.7946	4.66	4-5	1.94	0.9307	3.75	4-5	2.17	0.5584
Executive manager	4.89	8–9	1.55	0.4511	4.46	7	1.67	0.6047	4.28	8	1.66	0.6580	3.50	6-8	1.50	0.2955

Note: 1 – never, 2 – almost never, 3 – very rarely, 4 – occasionally, rarely, 5 – often, 6 – very often, 7 – almost every day, 8 – daily  
Source: own data

and “helpers to others”. Thus, regardless of the amount of work, interpersonal roles, or cooperation with people and their leadership in general are very common. Interestingly, the role of “team builder” is played as often in both full-time and part-time jobs. In team work, where it is necessary to work with the team constantly and in the most intensive contact between employees, this need would correspond to full-time work within the organisation, but it turns out that even part-time managers play the role of “team builder” to the same extent. Another interesting result is the fact that the roles of “planner” and “creator of changes” are more often held by managers in the position of volunteers (5.04 and 4.63) than in part-time jobs (4.91 and 4.30). The biggest difference in values between the levels of working time can be observed in the roles of “resource allocator”, “educator”, and especially “analyst”. Especially for the role of “analyst”, it is very important that the manager be employed within the organisation on a full-time basis, which can be expected for the analytical role.

No strong or medium correlation was found when measuring the correlation between the held managerial roles and the number of working hours by means of correlation. The correlation coefficient did not exceed 0.3610. However, using the Chi-square test, some statistically significant dependencies were found, also at a confidence level of 0.05. At the full-time job level, there was dependence on the roles of “analyst” ( $8.54E-08$ ), “planner” (0.0251), “resource allocator” (0.0135), and “coordinator” (0.0404). At the level of part-time job there was no statistically significant dependence, at the level of volunteer in the roles of “analyst” ( $2.42E-04$ ) and “educator” (0.0314).



**Graph 2** Results of managerial roles according to the amount of work in relation to the overall results  
 Source: own data

Similar to management levels, the diversity of working hours is tested for the groups of respondents using ANOVA analysis. Due to the small number of respondents in the self-employed group, there was a statistically significant difference between the groups of respondents at the basic level of ANOVA analysis for all managerial roles ( $p$  values  $< 0.05$ ), except for the role of “team builder”, where the total value  $p = 0.6685430$ , which is greater than  $0.05$ . In a more detailed ANOVA analysis between individual groups, statistically significant differences ( $p < 0.05$ ) can be observed between managers for full-time job and part-time job, for the roles of “analyst” ( $p = 0.0000025$ ), “planner” ( $P = 0.0000181$ ), “creator of changes” ( $p = 0.0000371$ ), “resource allocator” ( $p = 0.0001892$ ), “disturbance handler” ( $p = 0.0077645$ ), and “coordinator” ( $p = 0.0196374$ ). A statistically significant difference is also evident between groups of full-time job managers and volunteers, where, in addition to the aforementioned role of “team builder”, they reach  $p = <1.91E-09; 0.0070948>$ . There was a statistically significant difference between part-time job and volunteers only for the role “educator” ( $p = 0.0397952$ ), otherwise for all other roles the value of  $p$  is  $> 0.05$ . As already mentioned, due to the small number of respondents in the self-employed group, the difference cannot be assessed here due to the insufficient informative value of the results of this group.

Overall, it can be summarised that some roles can be held both in a full-time and part-time jobs, or even as a volunteer. These roles include, in particular, the “communication partner”, the “helper to others”, the “team builder”, and the “executive manager”, i.e., interpersonal roles in particular. Conversely, for roles such as “analyst”, “planner”, “creator of changes”, “resource allocator”, “disturbance handler”, and “coordinator”, the manager needs to be employed full-time. These roles are held and required very often and for a large amount of time, so there is no suitable part-time or even volunteer position.

**Correlation between held managerial roles – RQ2**

No strong correlation was demonstrated between the individual managerial roles in the overall results. However, a medium degree of correlation can be observed between the following roles – Table 8.

**Table 8** Correlation between the individual managerial roles in the overall results

Managerial roles		Correl. (Sig.)
Coordinator	Executive manager	0.5975***
Coordinator	Educator	0.5307***
Coordinator	Disturbance handler	0.5080***
Coordinator	Helper to others	0.5061***
Educator	Creator of changes	0.5633***
Educator	Communication partner	0.5298***
Analyst	Planner	0.5191***

Note: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$

Source: own data

Overall, it can be said that the individual managerial roles do not affect each other and thus there is no strong connection between the examined roles. At the intermediate level, however, the role of “coordinator” is linked to other roles – “executive manager”, “educator”, “disturbance handler”, and “helper to others”. These connections are logically based on the characteristics of individual roles, where the “coordinator” takes care of the coordination of cooperation between employees and also the coordination of activities in terms of system management. The medium interrelationship between the “educator” and the roles “creator of changes” and “communication partner” is based on the constant need to communicate all changes correctly and appropriately between employees, or to inspire other employees to change. Also, the intermediate connection between the “analyst” and the “planner” is logical, given the systemic concept of planning, which should always be preceded by a thorough analysis.

**Correlation between held managerial roles by management level**

By means of partial correlation analyses, different correlations between measured managerial roles were determined at different management levels. Table 9 shows managerial roles between which different correlation levels were determined (low, medium, high – see RQ2) at different management levels.

**Table 9** Correlation between the individual managerial roles according to the level of management

Managerial roles		Correl. (Sig.)		
		Top management (n = 101)	Middle management (n = 90)	Operational management (n = 79)
Analyst	Creator of changes	0.2986***	0.3135***	0.2634***
Analyst	Resource allocator	0.3735***	0.4065***	0.2753***
Analyst	Communication partner	0.3883***	0.0064	0.2188***
Analyst	Educator	0.3480***	0.2337***	0.2532***
Analyst	Disturbance handler	0.3577***	0.3462***	0.2536***
Analyst	Helper to others	0.1628**	0.3008***	0.1158
Planner	Resource allocator	0.5227***	0.3777***	0.2180***
Planner	Communication partner	0.3972***	0.0835	0.4445***
Planner	Disturbance handler	0.4108***	0.2852***	0.4227***
Planner	Executive manager	0.2934***	0.4162***	0.2852***
Creator of changes	Resource allocator	0.3428***	0.5191***	0.2679***
Creator of changes	Communication partner	0.4666***	0.2171***	0.3645***
Creator of changes	Helper to others	0.3419***	0.3082***	0.2002***
Creator of changes	Team builder	0.3767***	0.1399*	0.3039***
Creator of changes	Executive manager	0.3700***	0.4356***	0.1948**
Resource allocator	Communication partner	0.4847***	0.1538*	0.2718***

Managerial roles		Correl. (Sig.)		
		Top management (n = 101)	Middle management (n = 90)	Operational management (n = 79)
Resource allocator	Educator	0.3883***	0.2211***	0.2785***
Resource allocator	Disturbance handler	0.4077***	0.2321***	0.3949***
Resource allocator	Executive manager	0.3603***	0.2651***	0.4320***
Communication partner	Helper to others	0.5238***	0.2862***	0.2721***
Communication partner	Coordinator	0.4962***	0.0934	0.2873***
Communication partner	Team builder	0.3295***	0.2946***	0.3429***
Communication partner	Executive manager	0.3976***	0.1060	0.3955***
Educator	Helper to others	0.4265***	0.3232***	0.2827***
Educator	Executive manager	0.4242***	0.2988***	0.4182***
Disturbance handler	Team builder	0.3366***	0.2905***	0.2787***
Disturbance handler	Executive manager	0.5081***	0.2429***	0.3098***
Helper to others	Team builder	0.4970***	0.1540*	0.2502***
Helper to others	Executive manager	0.4294***	0.2362***	0.4282***
Coordinator	Team builder	0.4482***	0.2204***	0.4347***

Note: \* p < 0.05; \*\* p < 0.01; \*\*\* p < 0.001  
 Source: own data

At the top management level (as compared to other management levels), medium levels of correlation are typical especially between the managerial roles “planner” – “resource allocator” (0.5227, p < 0.001), “communication partner” – “helper to others” (0.5238, p < 0.001), and “disturbance handler” – “executive manager” (0.5081, p < 0.001). Middle management is characterised by medium levels of correlation, especially between the managerial roles “creator of changes” – “resource allocator” (0.5191, p < 0.001). Operational management is then characterised by the medium level of correlation between the managerial roles “planner” – “communication partner” (0.4445, p < 0.001). Table 9 clearly shows the response to research question No. 2, i.e., that in many cases a different management level leads to different correlations between managerial roles.

**Correlations of held managerial roles by the type of employment relationship**

Similar to the management levels, correlations between managerial roles were measured with different types of employment relationships. Table 10 shows managerial roles between which different correlation levels (low, medium, high – see RQ2) were determined for different types of employment relationship.

**Table 10** Correlation between the individual managerial roles according to the amount of work

Managerial roles		Correl. (Sig.)		
		Full-time job (n = 120)	Part-time job (n = 57)	Volunteer (n = 89)
Analyst	Creator of changes	0.1916**	0.4317***	0.3219***
Analyst	Resource allocator	0.1548*	0.5268***	0.4211***
Analyst	Educator	0.2898***	0.3987***	0.2059***
Analyst	Disturbance handler	0.2467***	0.3082***	0.3955***
Analyst	Helper to others	0.0243	0.1724**	0.3359***
Analyst	Coordinator	0.1801**	0.3858***	0.3994***
Analyst	Executive manager	0.1208*	0.2884***	0.3355***
Planner	Resource allocator	0.3209***	0.2624***	0.5436***
Planner	Communication partner	0.3415***	0.2216***	0.5034***
Planner	Helper to others	0.1000	0.2439***	0.3530***
Planner	Coordinator	0.1241*	0.3642***	0.5606***
Planner	Team builder	0.0516	0.2720***	0.3537***
Planner	Executive manager	0.1140	0.4511***	0.5273***
Creator of changes	Resource allocator	0.2982***	0.4264***	0.4410***
Creator of changes	Communication partner	0.3056***	0.2052***	0.5246***
Creator of changes	Disturbance handler	0.2709***	0.3476***	0.5130***
Creator of changes	Helper to others	0.2559***	0.4141***	0.2423***
Creator of changes	Team builder	0.1799**	0.2939***	0.4720***
Creator of changes	Executive manager	0.2232***	0.4418***	0.3883***
Resource allocator	Communication partner	0.2328***	0.2220***	0.5119***
Resource allocator	Educator	0.1120	0.2864***	0.5296***
Resource allocator	Disturbance handler	0.2643***	0.2078***	0.5092***
Resource allocator	Helper to others	0.0543	0.1141	0.4037***
Resource allocator	Coordinator	0.1828**	0.4401***	0.5121***
Resource allocator	Executive manager	0.2482***	0.4307***	0.4294***
Communication partner	Coordinator	0.2583***	0.2488***	0.4161***
Communication partner	Team builder	0.3070***	0.2544***	0.4599***
Communication partner	Executive manager	0.2899***	0.1538*	0.4504***
Educator	Disturbance handler	0.2726***	0.6143***	0.5243***
Educator	Helper to others	0.3220***	0.4702***	0.2921***
Educator	Team builder	0.2896***	0.4620***	0.5898***
Educator	Executive manager	0.1968**	0.4852***	0.5276***
Disturbance handler	Team builder	0.2536***	0.4694***	0.3612***

Managerial roles		Correl. (Sig.)		
		Full-time job (n = 120)	Part-time job (n = 57)	Volunteer (n = 89)
Disturbance handler	Executive manager	0.4105***	0.2031***	0.4509***
Helper to others	Team builder	0.3909***	0.3006***	0.2779***
Helper to others	Executive manager	0.3348***	0.2568***	0.4651***
Coordinator	Team builder	0.2719***	0.5420***	0.4957***

Note: \*  $p < 0.05$ ; \*\*  $p < 0.01$ ; \*\*\*  $p < 0.001$

Source: own data

From the point of view of type of employment relationship, it can be observed that in the case of full-time jobs a medium level of correlation between managerial roles, where the correlation coefficient would reach at least the value of 0.5, almost never occurs. This level of correlation between managerial roles can be observed in the case of part-time jobs between the roles “analyst” – “resource allocator” (0.5268,  $p < 0.001$ ), “educator” – “disturbance handler” (0.6143,  $p < 0.001$ ), and “coordinator” – “team builder” (0.5420,  $p < 0.001$ ). In the case of volunteer work, a quite substantial medium level of correlation between managerial roles as compared to the other types of employment relationship can be observed. This includes especially correlations between the roles “educator” – “team builder” (0.5898,  $p < 0.001$ ), “planner” – “coordinator” (0.5606,  $p < 0.001$ ), and “planner” – “resource allocator” (0.5436,  $p < 0.001$ ). Table 10 also shows (similar to management levels) the response to research question No. 2, i.e., that in many cases a different type of employment relationship leads to different correlation between managerial roles.

## DISCUSSION

Although the classification of roles for non-profit organisations already exists in theory (Snyder, Wheelen, 1981), a classification that reflects the management conditions of Czech non-profit organisations was used for our research in sports non-profit organisations in the Czech Republic (Stýblo in Čáslavová, 2020). Some of the roles of Snyder and Wheelen (1981) seem incomprehensible to respondents – managers of non-profit sports organisations. It was, for example, the role of the Figurehead in comparison with the Leader or the role of Entrepreneur with regard to Czech legislation, which in non-profit organisations at most allows the position of a trade. And some roles describing the management activities of non-profit sports organisations towards the fulfilment of their mission were missing – for example, the Figurehead or the Leader.

Based on the obtained results, it can be said that the most common roles of managers of non-profit sports organisations – communication partner, helper to others, educator – reflect the environment of non-profit sports organisations. These are roles related to the mission of non-profit sports organisations – explaining the mission of the sports organisation inside and outside the organisation, educating young people through sports, attracting talent, working with volunteers, training coaches, instruc-

tors, and trainers. It can be said that the role of the planner is debatable and somewhat less clear. Although this is a role that came in second place, managers could keep different types of plans in mind, especially with regard to their duration. Overall, it is known about non-profit sports organisations that strategic planning in the Czech environment with regard to its turbulence and instability is used minimally (Novotný, Lukeš et al., 2008; Čáslavová, 2020). This would be evidenced by the order of the role of the analyst, who placed 11th. In contrast, each manager participates in the preparation of the budget and its approval for the current calendar year.

Roles such as executive manager and coordinator in 8th and 9th place prove that there is a somewhat differing view of non-profit organisations in motivating managers. It's not so much about performance motivation and the need for success, but about the motives associated with the roles that ranked highest.

The roles of communication partner, educator, helper to others, and planner, which are in the first four places, do not have a strong dependence on other roles. However, moderate dependence shows a connection between roles such as communication partner, educator, and helper to others with the coordinator, which is logical given the busy organisational activities for sports services lessons for own members, sports services courses for the public, and sports events.

The differences in the resulting roles did not vary even according to the levels of management. The only questionable moment can be observed in the role of resource allocator, which is more frequently mentioned by middle-level managers, even though it exceeds the top level. This is also similar in the for-profit environment, as shown by the study by Alexander (1979), where the roles at different levels of management also do not differ much. Given the higher inclination to strategically lead the organisation, it would be logical to expect the opposite result. Overall, the role of "resource allocator" ranked 10th. There are many possible reasons for this situation; due to subsidies from public sources, managers do not feel responsible for procuring other own resources, for example from sponsorship or business activities that Czech legislation allows. At the same time, they may underestimate the marketing activities of a sports organisation or may not have the appropriate knowledge and skills to carry it out. It would be necessary to verify this situation with future research.

The results according to the type of workload can be considered conclusive only for sports managers who are employed on a trade license (called "self-employed persons" according to Czech legislation). It is a specific form of business. Only four respondents were represented in the sample. Depending on the type of job, the representation of managerial roles changes, especially between full-time workers and volunteers, which is relatively predictable. An interesting result, however, is the roles of "planner" and "creator of changes", which are relatively important and strategic roles for the operation and development of the organisation. However, these two roles are more often filled by volunteers than part-time workers. Despite the statistically insignificant difference between the two groups, they confirm the importance of a full-time job for such crucial roles as the "planner" and the "creator of changes". However, the fact that among volunteers the roles of "planner", "team builder", and "creator of changes" are in 2nd or 4th–5th place (i.e., frequently held roles) indicates a significant role and value of volunteers for sports organisations. For future research, it is highly advised to explore the roles of managers working for non-profit organisations as self-employed



individuals, where greater differences in the roles can be expected compared to traditional employment.

**RQ1: Does a different management level or a different type of employment relationship of a manager result in a different frequency of held managerial roles?**

The ranking of frequency of held managerial roles by management level differs by at least two positions with two managerial roles (see Table 6). The first managerial role concerned is “helper to others”, whereas at the top management and operational management levels this role ranks second, and at the middle management level it ranks fourth in frequency. The second managerial role with different frequency of the held role by management level is “team builder”, whereas it ranks seventh in the frequency of the held role at the top management level, eighth at the operational management level, and fifth at the middle management level.

As regards ranking by type of employment relationship, the more significant differences in the ranking of frequency of held managerial roles concern the greater number of examined managerial roles (see Table 7). The roles include “planner” (full-time job – 2., part-time job – 4., volunteer – 2.), “creator of changes” (full-time job – 6., part-time job – 9., volunteer – 4.–5.), “educator” (full-time job – 3.–4., part-time job – 3., volunteer – 6.–7.), and “team builder” (full-time job – 8.–9., part-time job – 5., volunteer – 4.–5.).

**RQ2: Does a different management level or a different type of employment relationship of a manager result in different correlations between managerial roles?**

With many managerial roles, a different management level results in a different correlation between managerial roles (see Table 9). Likewise, a different type of employment relationship results in a different correlation between managerial roles (see Table 10).

## CONCLUSION

The work of managers in non-profit sports organisations and their role in the management work of these organisations is not represented in previous research, so the research has focused on this issue. There are also practical reasons for this. These organisations in the Czech Republic have the legal form of a registered association. Entrepreneurship or other gainful activity cannot be the main activity of the association (Civil Code, 2019). On the other hand, it may, as a secondary economic activity, carry on business or other gainful activity, the purpose of which is to support the principal activity or use economically (Civil Code, 2019). The profit from this secondary activity can then only be used for the association’s community service activities.

The subject of the research was to answer the question of what roles managers play in the management of non-profit organisations in the field of sports, because their interest is to fulfil the mission of the organisation, which covers the needs of society with regard to people’s leisure time, fulfilling the role of health prevention, education with regard to the preference for positive values of human life, etc. On the other hand, these people must combine their mission with business activities and managerial knowledge typical of successfully managed companies.

The research shows that the higher the level of management, the higher the frequency of the managerial roles held at individual management levels played. As with management levels, the frequency of managerial roles is highest for the highest working hours, i.e., full-time jobs. The differences in the resulting roles did not differ much according to the levels of management. Depending on the type of job, the representation of managerial roles changes, especially between full-time workers and volunteers. As regards ranking by type of employment relationship, the more significant differences in the ranking of frequency of held managerial roles concern the greater number of examined managerial roles (see Table 7).

The presented research shows that the roles of managers of non-profit sports organisations have significantly affected interpersonal roles towards fulfilling the mission of these organisations more than strengthening their performance with regard to the economy in particular. The long-standing tradition of training employees of non-profit organisations in the processes of providing the activities of instructors, trainers, and coaches and the tradition of organising sports events in the field of sports for all are also evaluated here. However, the relegation of the roles – resource allocator, executive manager, and coordinator – provides an incentive to focus on creating training offers for management staff with regard to strengthening leadership, managing subsidies from public resources, and the possibility of using marketing to create their own financial resources.

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