



Master's degree thesis

IDR950 Sport Management

Time for change? Exploring the experience of hiring the first CEO to sport clubs (chairmen`s perspective)

Bjørnar Eltervåg

Number of pages including this page: 59

Molde, 14.05.18



Mandatory statement

Each student is responsible for complying with rules and regulations that relate to examinations and to academic work in general. The purpose of the mandatory statement is to make students aware of their responsibility and the consequences of cheating. Failure to complete the statement does not excuse students from their responsibility.

Please complete the mandatory statement by placing a mark <u>in each box</u> for statements 1-6 below.		
1.	I/we hereby declare that my/our paper/assignment is my/our own work, and that I/we have not used other sources or received other help than mentioned in the paper/assignment.	<input checked="" type="checkbox"/>
2.	I/we hereby declare that this paper <ol style="list-style-type: none"> 1. Has not been used in any other exam at another department/university/university college 2. Is not referring to the work of others without acknowledgement 3. Is not referring to my/our previous work without acknowledgement 4. Has acknowledged all sources of literature in the text and in the list of references 5. Is not a copy, duplicate or transcript of other work 	Mark each box: <ol style="list-style-type: none"> 1. <input checked="" type="checkbox"/> 2. <input checked="" type="checkbox"/> 3. <input checked="" type="checkbox"/> 4. <input checked="" type="checkbox"/> 5. <input checked="" type="checkbox"/>
3.	I am/we are aware that any breach of the above will be considered as cheating, and may result in annulment of the examination and exclusion from all universities and university colleges in Norway for up to one year, according to the Act relating to Norwegian Universities and University Colleges, section 4-7 and 4-8 and Examination regulations section 14 and 15.	<input checked="" type="checkbox"/>
4.	I am/we are aware that all papers/assignments may be checked for plagiarism by a software assisted plagiarism check	<input checked="" type="checkbox"/>
5.	I am/we are aware that Molde University College will handle all cases of suspected cheating according to prevailing guidelines.	<input checked="" type="checkbox"/>
6.	I/we are aware of the University College's rules and regulation for using sources	<input checked="" type="checkbox"/>

Publication agreement

ECTS credits: 30

Supervisor: Kjell Marius Herskedal

Agreement on electronic publication of master thesis

Author(s) have copyright to the thesis, including the exclusive right to publish the document (The Copyright Act §2).

All theses fulfilling the requirements will be registered and published in Brage HiM, with the approval of the author(s).

Theses with a confidentiality agreement will not be published.

I/we hereby give Molde University College the right to, free of charge, make the thesis available for electronic publication: yes no

Is there an agreement of confidentiality? yes no

(A supplementary confidentiality agreement must be filled in)

- If yes: Can the thesis be online published when the period of confidentiality is expired? yes no

Date: 14.05.18

Preface

This master thesis indicates that a two-year long master program in Sport Management at Molde University College is closing up. The thesis have been a journey of up`s and down`s but it has been an exciting journey. There have been spent many hours at the master`s room together with fellow students as well as we have developed our skills in table tennis between the struggles.

The two years at Molde University College have raised my academically skills and I have grown as a person. Through the studies, I have had internship at Møre and Romsdal Idrettskrets and I am very thankful for opportunity and sheared expertise. In addition, I have been working for Sportsklubben Træff for the last year with assignments addressed for a future CEO. The job at Træff have led me to this specific research topic and I am very glad it did! I want to thank Sportsklubben Træff for the opportunity, I have learned very much and I hope they appreciate my effort.

Finally, I want to thank for the support from my family, friends and fellow students for making my two years at Molde University College amazing. At last, I want to thank my supervisor Kjell Marius Herskedal for good guidance and support through the thesis.

Bjørnar Eltervåg

Molde, 14th may 2018

Summary

Aim of study: The aim of the study is to find motives to why voluntary sport organizations are hiring chief executive officers. Further, the aim is to find out what qualities the “right” for the job as chief executive officer. Last, is the chief executive able to meet the expectations?

Theoretical background: The theoretical framework is based on literature regarding the research topic. The literature covers in short, motives to hire professional management, hiring the right person and organizational change.

Methodology: The motives to hire chief executive officer are studied through a qualitative research method in form of interviews. The interviews were structured as open-ended and the analysis where made by content analysis.

Results: There emerged several themes in motives to hire chief executive officer, who is the right person and to what extent the chief executive officer is able to meet the expectations. Overload of work, shortness of volunteers, the need for professionalization, and the amount of assignments and their complexity. Most important factor in determine who is the right person, local belonging. There are increased positivity (to CEO) based on increased quality of internal communication and operations

Value of study: This thesis is a contribution to the literature regarding voluntary sport organizations increasing professionalism. The thesis give value to students, universities and voluntary sport organizations who want to know why voluntary sport organizations hire, who they hire and what abilities is valued.

List of Content

1.0	Introduction	1
1.1	Motivation	2
1.2	Background	2
1.3	Research question	4
1.4	Thesis structure.....	5
2.0	Theory	6
2.1	Motives to hire professional management.....	7
2.1.1	Human resource management	7
2.1.2	Shortness of volunteers	8
2.1.3	Business orientation	9
2.2	Hiring the right person	10
2.2.1	Recruitment and selection	11
2.3	Organizational change	15
2.3.1	Keeping track of environments	16
3.0	Methodology	18
3.1	Qualitative research	18
3.2	Participants	18
3.3	Interview guide	19
3.4	Procedure	19
3.5	Data analysis.....	20
3.6	Ethics	21
3.7	Trustworthiness	22
4.0	Results	23
4.1	Acknowledging the need	25
4.2	Cost-benefit (risks)	27
4.3	Criteria (skills and qualities)	29
4.4	Recruitment and selection	31
4.5	Consequence & effect.....	32
5.0	Discussion	35
5.1	Acknowledging the need	35

5.2	Cost-benefit	37
5.3	Criteria.....	38
5.4	Recruitment and selection	38
5.5	Consequence & effect.....	39
6.0	Implications	40
6.1.1	Students	40
6.1.2	Universities	40
6.1.3	Voluntary sport organizations	40
7.0	Conclusion	41
8.0	Bibliography.....	42
9.0	Appendix	46
9.1	Interview guide	46
9.2	Privacy policy	48
9.3	Request for participation in research project.....	50

List of tables and figures

Tables

Table 1: Common selection methods.	14
Table 2: Results from the content analyse sorted in phases	24
Table 3: Acknowledging the need - Overload of assignments.....	25
Table 4: Acknowledging the need - Shortness of volunteers.....	26
Table 5: Cost-benefit - Financial.....	27
Table 6: Cost-benefit - Accept	28
Table 7: Criteria - Skills and qualities.....	30
Table 8: Overview of the number of applicants in addition to the ones the organizations contacted	31
Table 9: Recruitment and selection - who were hired?	31
Table 10: Consequence & effect - More organized, better support and changed attitude .	33

Figures

Figure 1: Overview of the recruitment and selection process (Taylor, Doherty, & McGraw, 2015, p. 55)	12
Figure 2: Structure for the process of content analysis (Biddle et al., 2001, p. 797)	21

1.0 Introduction

Nowadays, voluntary sport organizations are increasingly hiring professional management (Seippel, 2002). To quote from Seippel (2002, p. 254-253): The core characteristics of voluntary sport organization is: “(a) being a member in such organization is voluntary; (b) the organizations are independent of the state and market; (c) the decision-making structures are democratic; (d) the most important resources are voluntary work; (e) the organizations have an obligation toward its members; and (f) the organizations aim is to achieve specific goals. Within voluntary sport organizations, there is a wide variety of various facilities, public spaces, sport organizations, programming and personnel that exist to facilitate for kids, youths and adults to experience organized sport (Phillips & Warner, 2016). The increase of professionalism in non-profit organizations is not only increasing in Norway, but also internationally (O’Boyle & Bradbury, 2017). The professionalization is referring to the process that leads to occupational acquire the characteristics and the expertise, which is excellent for a profession (Sund, 2004). The portion of professional management in Norway is not in comparisons with e.g. German context, as Norwegian sport organizations are still seen as dependent on voluntary work even though some clubs are hiring professional management (Seippel, 2002).

During the last decades, organizations in across businesses areas have a more professional attitude towards society and other businesses (Taylor & McGraw, 2006). The growth of professionalism in mainly private organizations, influence the society in one way or another, especially voluntary sport organizations. The way towards professionalism can be seen out from two perspectives. To some extent the commercialization that is happening in the elite sport, or through the development of physical activity and health (Broberg & Winroth, 2004). The sport development and the requirements of new competence have therefore contributed to the decision to provide sports consultants, sports pedagogics, sport managers and sport directors (Broberg & Winroth, 2004). The increased professionalism in these organizations have forced some voluntary sport organization to act. The voluntary sport organizations action towards the increased professionalism is to hire professional management.

1.1 Motivation

I have soon spent five years at Molde University College where I have done my bachelor- and soon master program in Sport Management. I have been through various courses related to management in sport organizations and find it interesting that none of the courses focus on the role as Chief executive officer within sport organizations. I find the role as chief executive officer and the increasing professionalization in voluntary sport organizations interesting. Why have organizations that have been built of volunteers suddenly decided to hire CEO? There is little knowledge around the theme, which has increased my interest. The interest of this topic has increased since I got the position as functional-CEO in a multi-sport organization with many various assignments and responsibilities.

Therefore, the aim of this study is to explore why sport clubs decide to hire chief executive officers and how the decision-making process turns out to be; do they have a clear strategy? Do they know what they are looking for? What are the benefits in hiring human resource management? What are the challenges?

1.2 Background

According to Collins (2013), men and women have always played games. The games which were performed, were performed without any referees, organizations, volunteers, attendances, etc. it was only because of physical activity (Collins, 2013). Through the years, these games have been more organized and have developed to be entertainment. The sport has modernized in line with society and become more modern. The rise of voluntary sport organizations came during the 1800s (Goksøyr, 2008; Collins, 2013). The sport organizations have not paid the same attention to the modernization as the sport activities (Goksøyr, 2008).

To mention, voluntary sport organizations have not paid enough attention to the modernization in the sponsorship market. The sponsorship market is of importance due to the provided income to the voluntary sport organization, which they depend on (Vaughan & Arsneault, 2013). The sponsorship market has been though the last years voluntary sport organizations as the market is though (Andreff, 2006). The clubs at amateur level do not only compete against other voluntary sport organizations for good sponsorship deals, but

also professional sport clubs. Organizations have changed their attitude towards sponsorship (Cornwell, 2014). Voluntary sport organizations and the local society have viewed sponsorship as a gift/contribution to community. The aim for the sponsorship is to gain goodwill in the society (Cornwell, 2014). During the last years, the view of sponsorship has changed. The sponsorship organizations expectations are high, because they expect to get more out of their money instead of it being a gift (Cornwell, 2014). Such companies increasingly see sponsorships in relation to communication platforms where they spend money to increase their awareness.

One reason why voluntary sport organizations have not paid too much attention on the modernization until recently, might refer back too many club's considerable earnings on slot machines until this opportunity was rejected by the government in 2007 (Enjolras, 2011). The monopoly of the Norwegian betting company "Norsk Tipping" occurred and together with the government, they would act to avoid gambling addiction (Enjolras, 2011; Enjolras, 2005). The slot machines provided good income for non-profit organizations; in consequence, "Norsk Tipping" started the "grassroots share program" (March 2009) where five percent of the amount betted would go to the organization/person of your choice. Today, the "grassroots share program" has raised the percentage from five to seven percent (Jødahl & Nørstebø, 2018) which makes it even more important for non-profit organizations to recruit new "gambling donors".

Since the beginning of the 2000s universities has offered sport management education to students. Voluntary sport organizations have so far just to a limited extent made benefit from this education. Traditionally "old heroes" most often former players, have been hired to increase the popularity of the club and they brought a network of contacts (Hovden, 2000). Although recruiting club ambassadors (such as former players) is still quite usual, current voluntary sport organizations are increasingly searching outside their own network in order to find educated sport managers that might be better qualified to adapt to the modern-day tasks and demands. When searching for jobs within the sport and training category at the search engine finn.no, the targeting of people that possess a sport management educational background becomes visible. This gives the impression that clubs and organizations within sport and training recognise the need to modernise.

1.3 Research question

The need to modernize and change approach indicates a situation in which voluntary sport organizations increasingly try to meet the task and demands faced internally and externally. That might have caused the increase in voluntary sport organizations hiring of chief executive officers (CEO). Yet, little do we know the employers' expressed reasons and expectations related to the hiring. The question becomes a bit strange, given that a board of voluntary engaged members hire professional CEOs to their voluntary sport organization. Questions that follow in the wake of such employments might draw upon how the salary, and how to defend the decision to pay one contributor while the others are working free. To bring knowledge that is more accurate to the table regarding motives and sustainability in this regard the following research question is shaped:

Which are the motives for hiring chief executive officers in voluntary sport organizations?

- *Employers' perspective*

In this thesis, motives are mentioned as a categorization of the energy that moves people to act (Gnoth, 1997). In order to answer the question, the perspective of the employee (Chairman) is central. As such, chairmen provide information to the current study about the hiring process, the reasons to hire, the financial side and the various tasks involved. Within a decade, non-profit sport clubs are anticipated to have three different chairmen due to turnovers' according to Seippel (2003). This means that the average tenure of the chairman is 3.3 years, which might cause challenges to maintained sustainability for the sport club. Due to the high turnover in voluntary sport organizations of chairmen, sport organizations who have hired CEO within the last three years is investigated in order to get fresh information.

To further investigate the judgements made by the board in the recruitment process, it is interesting to know who is considered the "right" candidate for the job and which phases the club goes through before, under and subsequently to the employment. For example, to what extent are the internal candidates preferred compared to externals; What skill and qualities are they looking for; how are the attitudes among the volunteers adapting to the new situation. To better explain the decision of who to employ and the short-term consequences of the employment, the following sub-question;

Who is the right person to hire as CEO in voluntary sport organization?

To what extent are the CEO`s able to meet the expectations?

1.4 Thesis structure

After reading the introductions and background information the reader will be provided with literature related to the research question. More precisely, there will be presented literature on motives to hire professional management, hiring the right person, organizational change and the underlying motivation for employment.

Thereafter the description of data collection is specified in the methodology in order to provide trustworthy results. The results are divided into themes, which presents a nice structure of stages. In the discussion, the results are presented as they have appeared in stages. At the end, the conclusion intends to answer the research questions with additional implications.

2.0 Theory

This chapter presents relevant literature and theoretical frameworks associated to the current research topic. The content of the chapter is consequently divided into three sections: Motives to hire professional management (1), hiring the right person (2), and organizational change (3). The title of each section reflects the respective research questions of the current study. The explorative nature of the study argues for a combined deductive and inductive approach to inclusion theory and literature to ensure that all findings are covered.

First of all, the literature review imposes that there is very little to find about the particular research topic regarding the Norwegian context. Some bachelor- and master's studies have been written about the role of the chief executive officer (CEO), and an overview of challenges of being a chief executive officer at a professional football club is published. The findings in those assignments conclude that the work of the chief executive officer is important, but very demanding (Hoel, 2010). The voluntary sport organizations have hired staff through the "old" or traditional model"; hiring persons who have either played for the club or been a coach or grown up in the club. They have hired among internal candidates because the decision-makers value people who have knowledge about the club and understands the clubs value (Edwardsen, 2011). The final interesting finding in this regard, deals with the tension between the different actors externally to the club and how chief executive office can please the actors based on different logics (Hauken, 2014). The main challenge for the position as CEO is to handle the tension between the different logics and the tension between the certain logics and where the actors carry different logics on more or less consistent way and try to unite them (Hauken, 2014).

International research is more related to the research topic in this assignment. According to Amis and Slack (1996), the size of an organization has impact on the structure voluntary sport organizations. Amis and Slack (1996) further explain that the number of employee's is the best measure of size. Voluntary sport organizations are differently shaped and not all employees. There are three dimensions of organizational structure; centralizations, formalization and complexity. The latter organizational structure is most common in any sport organization (Slack & Parent, 2006). Whenever one look at a sport organization one cannot avoid noting that sport organizations have different job titles, the way the organization is departmentalized or divided into sub-groups and hierarchy of authority

(Slack & Parent, 2006). Due to the voluntary sport organizations complexity it is interesting to find out how they operate and why there is a need towards professional management.

2.1 Motives to hire professional management

Motives to hire professional management is essential in order to answer the main research question. Therefore, there is provided literature that is related to the research topic. The literature covers why human recourse management is increasing in voluntary sport organizations, why there is shortness of volunteers and the increased professionalization towards sport organizations.

2.1.1 Human resource management

Human resource management (HRM) is currently a hot topic of interest, and the use of HRM principles are also likely to fit into sport organizations. For example, the shift in the way sport is driven and represented in sport governing bodies (Taylor, Doherty, & McGraw, 2015), national sport federations that traditionally were built upon volunteerism, are now utilizing a professional management. As claimed by Pynes (2013) human resource management is a formal design in organizations to ensure the effective use of employee's abilities, skills, knowledge and other characteristics to accomplish organizational goals. The implementation of HRM in voluntary sport organizations comes as influence of sport governing bodies practice (Taylor, Doherty, & McGraw, 2015).

The shift in the way sport has traditionally organized may be the most evident in bodies such as provincial/state and national level representative sport organisations where a growing number of paid employees have been appointed in roles traditionally held by volunteers (Taylor, Doherty, & McGraw, 2015, p. 5).

According to Hendry (1995), HRM is accepted as a new term for managing employees. In voluntary sport organizations, the CEO is managing members to volunteer work. The work performed by the volunteers is giving the sport organization a financial benefit most often or maintains in facilities. However, some of the volunteers are finding the CEO as an "employee cost" for the organization (Chelladurai & Kerwin, 2017). In a short-term scope, the CEO is seen as an "employee cost" but for the long-term scope when the results are in, the employee is viewed as capital (Chelladurai & Kerwin, 2017). Taylor, Doherty and

McGraw, (2015) support Hendry's view and adds; by keeping good employees and volunteers, contribute to increased satisfaction among costumers (members).

Aswathappa definition of HRM gives a better understanding of HRM-practices; "HRM is a management function that helps manager's recruit, select, train and develop members for an organization (Aswathappa, 2005, p. 5)". Aswathappas definition of HRM indicates that continuity is most appropriate for sport organizations. Taylor, Doherty, and McGraw (2015) emphasize associating, developing and retaining talented people can give the sports clubs the resources needed to flourish, grow and increase competitive advantage.

2.1.2 Shortness of volunteers

Voluntary sport organizations experience a decrease in volunteers. Voluntary work may differ between situations and organization. In Norway, voluntary work is most usually linked to non-profit organizations such as voluntary sport organisations, the Norwegian tourist association, and other non-profit organizations. The work performed by volunteers is unpaid and the people who volunteer gives their time and effort to the organization (Seippel, 2002). Andreff (2006, p. 219) has expressed a similar view from research done in France; volunteers involved in sport have been defined as devoted, voluntary, and autonomous citizens who participate to social promotion and development of sport and physical activity. Shibli et al. (1999, in Andreff, 2006, p. 219) has drawn to the attention to the fact that voluntary work is any activity which involves spending time, unpaid, doing something which aims to benefit someone (individuals or group) other than or in addition to close relatives, or benefit the environment. This definition of voluntary work is basically dealing with people that offer spare time and energy to the benefit of organization. In a study by Nichols et al. (2005), a decrease in volunteerism is addressed. The decrease in volunteerism is mainly linked to time limitations. People struggle to find time for voluntary work (Putnam, 2000).

People involved has addressed the voluntary sport organizations experience of decreasing of volunteerism as alarming. Not least because of these organization's economic significance (Andreff, 2006; Ibsen & Seippel, 2010). The work performed by volunteers which is not paid for may be substituted which expenses may be paid for. Decreasing

volunteerism (Seippel, 2002; Ibsen & Seippel, 2010; Nichols, et al., 2005) in voluntary sport organizations is described in research as a reason for why paid staff marches into sport organizations. According to Nichols et al. (2005) people do not have time to voluntary work to the same extent any more, which is challenging for voluntary sport organizations and a potential threat to the voluntary sector. Nichols et al. (2005) highlight reasons such as; lack of time after paid work, family commitments, shortage of other people volunteering, demands of specialist knowledge and reduced motivation as reasons for not engaging as volunteers. Consequently, the decrease of voluntary contributions might cause arguments for hiring professional staff.

2.1.3 Business orientation

The decrease of volunteers refers to more than lack of time. Governing bodies also seek a more professional administration, which reduce the need for volunteers in voluntary sport organizations (Andreff, 2006). According to Cuskelly et al. (1999 in Andreff, 2006, p. 222) volunteers' commitment and involvement in voluntary sport organizations increasingly face more demanding and complex tasks. Government funding agencies, sponsors and legal systems are becoming challenging and some volunteers find it difficult to cope with the complexity. Voluntary sport organizations seem to move towards the employment of paid staff to handle the demands from government funding agencies, sponsors and legal systems (Andreff, 2006).

Research by Kikulis (2000) indicates that contemporary organizations possess a changing nature. The change is referring to the adoption of more professional and business-like management practices along with the growth of the demands and complexity that is placed upon them. Dowling et al. (2014, in Schulenkorf, Sherry, & Phillips, 2016, p. 5) explain the adoption of more professional and business-like management in their research;

Professionalization has occurred from a systematic, organizational and occupational perspective. That is professionalization of sport has occurred due to: system changes – such as when an external force impacts sport; organizational factors internal to the organization – such as governance, structure, and policy; and in terms of personnel where occupations become profession (Dowling et al. 2014, in Schulenkorf, Sherry, & Phillips, 2016, p.5).

Seen from a sport organization`s perspective the increased investment in sport by both governance and business has led to the need for sport organizations to professionalize (Schulenkorf, Sherry, & Phillips, 2016). The professionalization is necessary due to the demand from the governance and businesses. These demands further require that sport organizations should structure themselves in a way that allows them to approach the development and delivery of their products and services in a business-like manner. The governance and business demand are regardless to whether their sport business is aimed at a voluntary sport organization or at a professional level or event (Schulenkorf, Sherry, & Phillips, 2016). Theory that concerns organizational changes are further elaborated in 2.3 Organizational change.

2.2 Hiring the right person

The purpose of staffing is according to Chelladurai and Kerwin (2017) divided into two different views – technical and citizenship. The technical skill emphasise that the person has the right skills to perform the job. Therefore, the emphasis is on hiring people that holds the technical skills needed, and to develop them further in those skills. Citizenship, focus on the social interactions to ensure that the “right “person for the job behave in line with norms and values of the organization. According to Schneider and Bowen (1992 in Chelladurai & Kerwin, 2017, p. 190) the view leads to the suggestion that the staffing practice need to fit both the job and the organization. That leads to the suggestion that sport organizations should rather aim for person-organization fit instead of the traditional person-job fit when hiring. According to Newell (2005, p. 115) the recruitment and selection process is of paramount importance, the aim is to select the “right” people and eliminate the “wrong” ones.

The further out-print of this section goes through the stages in the recruitment and selection process. An overview of the recruitment and selections process is provided in a model which will give the reader a clear structure of the process. As well as the overview, there is presented a table with different techniques used to select the “right” people and eliminate the “wrong”.

2.2.1 Recruitment and selection

In most large organizations within public and private sector, the recruitment and selection process are managed by the human resource (HR) department (Clegg, Kornberger, & Pitsis, 2016) in conjunction with line managers (Taylor, Doherty, & McGraw, 2015). As Chelladurai and Kerwin (2017, p. 199) states, “the recruitment is the process of attracting prospective employees through advertisement, campus recruiting, employee referrals, and searching within the organization”. Selection is about selecting individuals from a pool gathered in the recruitment process (Searle, 2009). Voluntary sport organizations do not have the same resources such as the professional organizations have, and therefore they most often do not have the same competence needed to recruit the “right” person (Clegg, Kornberger, & Pitsis, 2016). Voluntary sport organization have a lot of different work that need to be accomplished and it do not matter if volunteers or employees undertake the work. What counts is to give the work to people who can handle the task, therefore the recruitment and selection process is important (Taylor, Doherty, & McGraw, 2015).

For voluntary sport organizations, it is hard to attract and select the right person to the organization and it is a critical strategic human resource management decision. A significant key premise of hiring the right person is to ensure that the goals of the organizations becomes fulfilled (Taylor, Doherty, & McGraw, 2015). According to Taylor, Doherty and McGraw (2015) there is a number of reasons why it is critical to end up with the right person: Recruiting the right person is the difference between success and failure (1), which makes the attracting and selection the most important part of the HRM process (Clegg, Kornberger, & Pitsis, 2016); recruiting people that have a positive contribution to the culture of the organization can help the organization reach its goals (2) (Taylor, Doherty, & McGraw, 2015, p. 53); attracting the right talent (i.e., people) (Clegg, Kornberger, & Pitsis, 2016) becomes a key strategic process in ensuring the organizations future. With the right talent, the organization can transform and teach the employee to build e.g. speed and efficiency (3), and; there are direct and indirect costs associated with the employment (4). Selecting the wrong candidate can bring poor decisions, bad team moral, reduced costumer service, reduced productivity and high associated costs (Newell, 2005). The process of attracting and selecting “right” candidate is visualized by the below model:

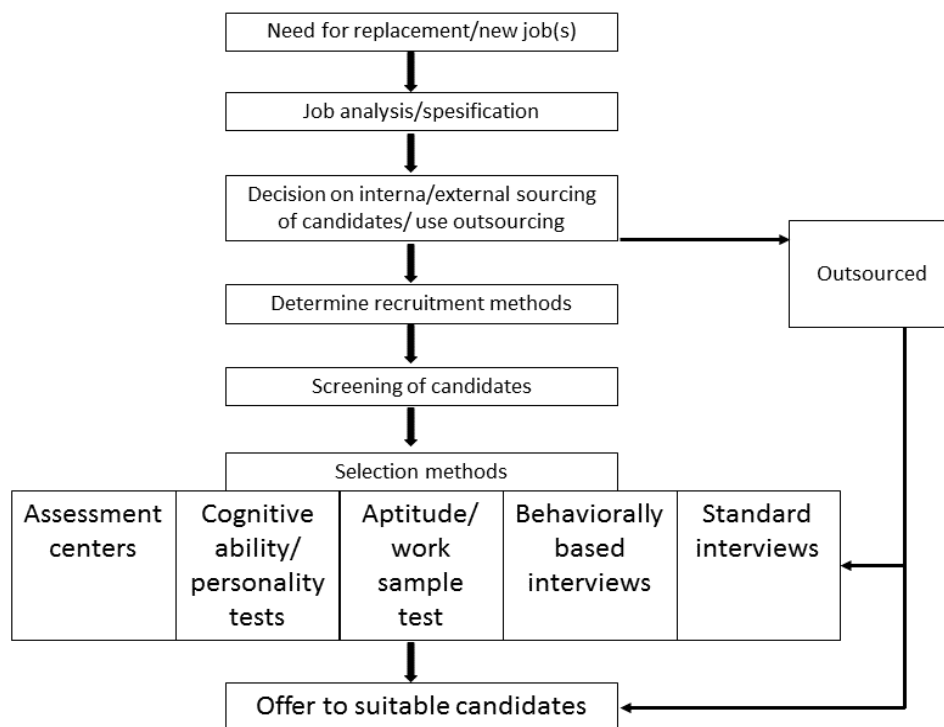


Figure 1: Overview of the recruitment and selection process (Taylor, Doherty, & McGraw, 2015, p. 55)

As one can see the recruitment and selection process, *first step* is the replacement of an employee or the need for a new job within the organization. The *second step* is to make the job analysis/specifications. Job analysis/specification is the systematic analysis of the task and responsibilities of a given job (Taylor, Doherty, & McGraw, 2015).

Third the; choice is between internal or external sourcing of candidates. Internal recruitment sources include current employers, family and friends of employees or internal transfer (Taylor, Doherty, & McGraw, 2015). These candidates have potential advantages, such as; less money need to be spent on advertisement, recruits will have information about how the organization operates and socialization, and the ability to create new opportunities for existing employees (Taylor, Doherty, & McGraw, 2015; Newell, 2005). In case of external recruitment, the organization finds candidates outside of the organization. External recruitment has higher costs, risks and longer training and adjustment than the internal (Taylor, Doherty, & McGraw, 2015; Newell, 2005). The external recruitment methods follow from *step four*, which is to determine the recruitment method; how should the organization move forward to attract candidates? The internal recruitment tends to be simpler and are often revolved around the efficient dissemination of job information (Taylor,

Doherty, & McGraw, 2015). It is very common with internal recruitment to talk to other employees/colleagues about the different candidates. The staff can help the HR manager in recruiting the “right” person for the job. External recruitment methods include traditional methods, advertisements in local newspapers, online advertisement, websites, and public agencies and a few more (Taylor, Doherty, & McGraw, 2015; Newell, 2005).

The use of e-recruitment has become a major component of the recruitment strategy for a wide range of sport organizations and is now a common method for job seekers in searching and applying for jobs (Taylor, Doherty, & McGraw, 2015, p. 56).

Screening of candidates is *step five*. In this process, the organization screen out unsuitable candidates until there is a group left with the potential to be hired (Newell, 2005). Thereafter the organization need to consider which method to select to ensure that they hire the “right” person. The most common selection methods are; behavioural based interview, assessment centre, cognitive ability test, work sample test, aptitude test, standard interview and personality inventories. According to Newell (2005) there are three basic criteria’s in evaluating which of the methods to be effective; reliability, validity and usefulness.

According to Hernon and Schwartz (2009), reliability seeks to determine to what extent the data collected, and measurement is reliable. Taylor, Doherty, & McGraw (2015) has expressed a similar view and adds that the selection technique should be free from random error with repeated use. In practice, this could be compared to a football player on trial. First, he performs very well, and the coach is ready to sign him. However, the assistant coach wants to see how the player works out during the 2-3 next days before making the decision. If performance is good overall as the first day, they sign, if not they go to the next candidate.

The validity of the recruitment process concerns how well one can measure what is intended to measure or inveterate. According to Hernon and Schwartz (2009 p. 73) “validity is concerned with the representativeness of the measuring instrument in describing the content which is intended to measure”.

Table 1: Common selection methods (Taylor, Doherty, & McGraw, 2015, p. 60).

Selection technique	Cost	Validity	Reliability
Behaviourally based interview	Low	Very good	High
Assessment centre	High	Very good	High
Cognitive ability test	Medium-low	Very good	Medium
Work sample test	Low	Good	High
Aptitude test	Medium-low	Good	High
Standard interview	Low	Poor	Low
Personality inventories	High	Poor-medium	Variable but average overall

In table 1, one can see that some techniques have better validity and reliability than other does. Choosing the right technique or combination of techniques will differ from each organization and scenario (Taylor, Doherty, & McGraw, 2015). Taylor, Doherty and McGraw (2015, p. 61-64) give a closer look into the different selection techniques; *Behaviourally based interview* – predicated on the idea that past behaviour and performance are the best predictors of future performance and that past behaviour can be closely examined via structured interviews; *assessment centre* – incorporate a range of techniques typically based on behaviour assessment; *cognitive ability test* – differentiate people on their mental capacity and can involve tests of verbal comprehension, numerical ability reasoning, inductive reasoning, patten recognition and memory; *Work sample test* – performance test attempt to simulate a job in the controlled conditions of a selection process or required candidates to provide samples of their actual work, such as a portfolio; *Aptitude test* – attempt to simulate work sampling test in situations where the candidate has not previously worked in the job for which she/he is being recruited; *Standard interviews* – traditional interview; *Personality inventories* – refers to a combination or profile of relatively stable traits that describe, and in turn predict, how an individual reacts in certain situations, including interacting with others.

After the selected method has been applied, there is no need to rush forward to hire immediately. As Taylor, Doherty, and McGraw (2015) rightly points out, the organization can check the candidates references if there is some doubt. Alternative to check the candidate’s references is to look them up in social media. Taylor, Doherty and McGraw (2015) has drawn attention to the fact that social media has changed the recruitment and

selection method for both the job seeker and organizational recruiters. There are existing different platforms such as; LinkedIn, Myspace, Facebook, etc. both job seekers and organizational recruiters use. However, the last and final step for the organization is to choose the best candidate suitable for the job.

2.3 Organizational change

According to Weick and Quinn (1999, p. 362), the basic tension of organizational change would not have been necessary if people had done their job in the first place. Weick and Quinn (1999) further presents a general description of change as a phenomenon over time. Byers, Slack and Parent (2012) share the general description with Weick and Quinn, and ads:

Change is a process of becoming different and can refer to people, structures, technologies or organizations processes. Change can be planned and deliberate or reactive in response to some environmental pressure (Byers, Slack, & Parent, 2012, p. 1).

According to Huber et al. (1993, in Weick & Quinn 2003, p. 362) organizational changes involves a difference in how the organization operates, functions, who the leaders and members are, what shape it takes and how the organization is managing their resources. Sport organizations are regularly in a state of change; people leave, and people enter, systematically develops and implements gain competitive advantage (Slack & Parent, 2006). Such organizational change has become very visible in Canadian sport, where there is increasingly hired professionalized management in sport organizations (Slack & Hinings, 1992). The aim is to speed up the professionalization and bureaucratisation in the sport organizations.

...By increasing the number of professional staff in these organizations, reducing volunteer involvement to the setting of policy, developing systems and structures to improve coordination and control, and changing the authority structure to take the day-to-day control of the operations away from the volunteers and put it in the hands of professional staff (Slack & Hinings, 1992, p. 115).

In addition to Weick and Quinn (1999) basic tension of change, organizational changes is also related to the changes in environment (Bordia et al. 2004). According to Bradbury and O'Boyle (2017) sport organizations are evolving and changing in accordance with the external environment. The changes in environment are typically related to the development of political, technical, environmental, ecological, demographic, economic and legal sectors (Bradbury & O'Boyle, 2017). Barnett and Carroll (1995) have drawn to the attention that organizations change, occur when and how the manager decide it will. First, the manager must recognize that there is a need for change and figure out how the change successfully can be implemented and managed (Slack & Parent, 2006).

The manager responsible for organizational change, know that there is some form of human resistance (Kotter & Schlesinger, 1989). According to Kotter and Schlesinger (1989), people resist organizational change because they are afraid to lose something of value. Another reason people resist organizational change is because they understand the situation differently.

2.3.1 Keeping track of environments

According Sherbourne, Davis and Marshall (1999, p. 11) "human beings survive by constantly adapting to the demands of an ever-changing environment". As mentioned earlier in the text, people no longer have time for volunteer work; task and expectations are more difficult and demanding. Board leaders in voluntary sport organizations seems to be under much pressure due to laws and regulations, different assignments, lack of volunteers, etc. and that typically affects the motivation. According to Helgesen (2011), motivation is a term that cover everything that gives our behaviour energy, direction and goals. Motivation is about getting from A to B, but in order to move from A to B, motivation is needed to have the will to reach the goal.

In the review of LePine, LePine and Jackson (2004, p. 883) drawn on the transactional perspective of stress, they define stress as "an individual's psychological response to a situation in which there is something at stake for the individual". LePine, LePine and Jackson (2004) further explains that stress is related to situations where experienced workload exceeds experienced capacity. Within health science, the transactional stress theory is most often used to predict and explain depression (Hankin & Abramson, 2001). In the

transactional model of stress, it is revealed that coping behaviours might be viewed as an ongoing transaction between personal and environmental factors, conceptions of threat or stress and the perceived effectiveness of coping strategies (Miller & McCool, 2003). In research by Miller and McCool (2003, p. 1), “there are two ways to deal with high level of stress; first, engage in a direct action at changing the environmental conditions. Second, displace entirely from the recreational setting”.

3.0 Methodology

In this part of the thesis, the author will discuss choice of design and method that will highlight the research question and judgements towards trustworthiness. The author will explain what have been done and why. Last section, trustworthiness, provides the information necessary to decide whether the

3.1 Qualitative research

In order to discover and understand why voluntary sport organizations hire CEOs, a qualitative method was adopted. According to Jacobsen (2005) researchers should use qualitative approaches when the research question is explorative, in order to produce many nuance, which usually requires concentration on a few participants. There are several ways to collect data when using a qualitative method, the method that is chosen in this assignment is open individual interviews. According to Jacobsen (2005), Veal and Darcy (2014) and Strauss and Corbin (1998) the open individual interview is most appropriate when there are few participants, when there is interest in one-person opinion and how the one-person construe and put forward his/her opinion. Open-ended individual interviews can be performed one-to-one or physical separated (phone/email) (Jacobsen, 2005; Veal & Darcy, 2014). In the current study, some of the participants where more comfortable with phone interviews due to their lack of time and the rest were carried out one-to-one. A disadvantage by phone interview is that the investigator cannot see how the participant react to the different questions nor body language. Otherwise, the advantage of phone interviews, time saving, and the participant is not affected by the investigators presence (Jacobsen, 2005).

3.2 Participants

Four different board leaders belonging to different voluntary sport organization that had recently hired a CEO agreed to take part in the study. The four respondents represent multi-sport organizations which consist of different activities such as; climbing, skiing, gymnastics, football and handball to be mentioned. The participants were all from the region Møre and Romsdal in Norway and each of the participants were able to have clear and good communication. The participants were all men in the age 40-67. The participants were required to be chairman of the organization or chairman of the group who have participated

in the process of hiring CEO. Contact was made through the interviewer's internship organization (Møre and Romsdal sport federation). Contact with the participants were established through phone calls and following email with aim and purpose of the study. Planned interviews were arranged when contacted and prior to the data collection the information letter was provided in the email.

3.3 Interview guide

The interview guide was developed based on research and previous studies related to research topic whereby own experience has had its impact. Through different searches in google scholar, EBSCOhost, SPORT Discus, library, etc. there is not much to be found on key words; professional management non-profit, professional staff sport, increased professionalism voluntary sport, CEO, managing director, motives to hire sport management, etc. therefore questions have been raised to the respondents. The guide was based on themes emerging from the literature surrounding human resource management (Aswathappa, 2005; Chelladurai & Kerwin, 2017; Hendry, 1995; Newell, 2005; Pynes, 2013; Taylor & McGraw, 2006; Taylor, Doherty, & McGraw, 2015) voluntary work (Andreff, 2006; Ibsen & Seippel, 2010; Seippel, 2002; Nichols et al. 2005) and sport development (Seippel, 2003; Schulenkorf, Sherry, & Phillips, 2016; Kikulis, 2000). The guide consists of eight sections; introduction and aim of study, information of the participant, the board, sport organizations responsibilities, CEO need assessment, process of hiring CEO, financial and response/consequence. The theme of the interview engaged the participant's quite lot and it was sometimes hard to keep the participants on the right path.

3.4 Procedure

As previously mentioned, two one-to-one interviews and two interviews over phone due to time limitations were conducted. The interviews were semi-structured in its nature, involving open-ended questions, as suggested by Jacobsen (2005). Each interview started with introduction and aim of study followed up with the participant's history of entrance to sport to loosen up. Order of questions differed from each interview as the participants answered as they talked. Some questions needed more in-depth information (e.g. in what way? other causes?) giving the interviewer a better understanding of causes and choices made in the participants situations. Further, signs were given to the participants as e.g. "uh-

huh” and “that’s interesting” which according to Veal and Darcy (2014) indicates that the interviewer still is interested and encourage the subject to keep talking or expand on the current topic.

Both one-to-one interviews were conducted in an environment chosen by the participant (work and clubhouse) which allows the participant to feel more relaxed. The phone interviews were performed according to the participant’s request (during work and Friday afternoon). All interviews were recorded with the participants` permission, using an iPhone 4 with voice recorder. The respondents were informed that they have the possibility to withdraw from the research without any reasons and the possibility to be anonymous.

3.5 Data analysis

All interviews were transcribed verbatim, which produced a total 16 pages of normal line spacing. In the transcription, all of the voluntary sport organizations are mentioned with their representative name as personal information is not to be specified. Not everyone where comfortable of sharing personal information. Of this reason, one participant was given a fictive name (Helge Ildsjel) as well as sport organization (Ålesund IL) to avoid any recognition. Subsequently to the transcription, the interviewer read the transcription, and listened to the recordings to make sure everything was understood correctly.

A content analyse is used to analyse the transcription. According to Veal and Darcy (2014) the analysis and interpretations of the content that are published or unpublished text is referd to as content analysis. Biddle et al. (2001) have provided an overview (figure 2) of the structure and rationale process on how to conduct a content analyse. At first, the interviews are transcribed. Secondly, quotes with similarities are emerging categories (Côte, Samela, & Russel, 1995). Third, first order themes are emerging by comparing quotes in categories. Next, second order themes are emerging by comparing first theme categories. The merging of categories continued until there was no longer possible to create new categories which lead to the general dimensions.

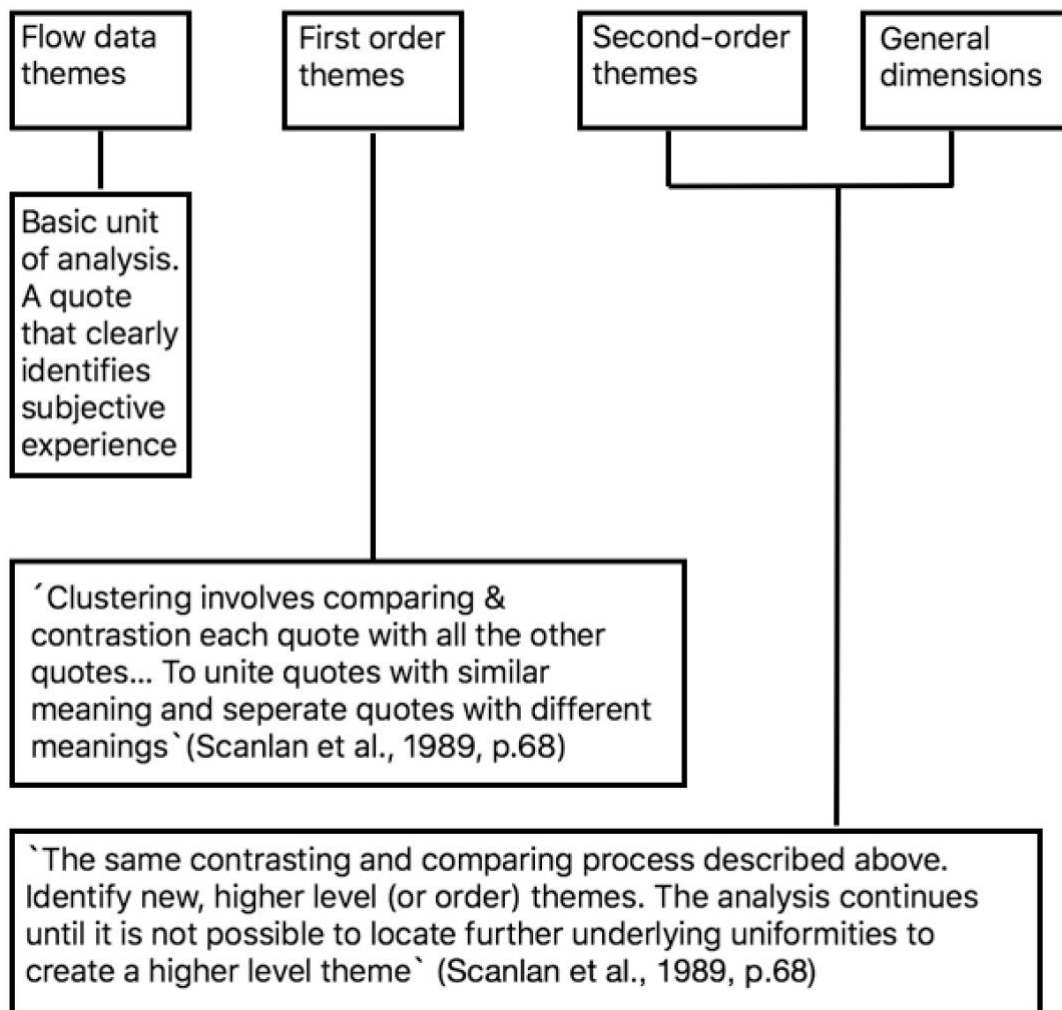


Figure 2: Structure for the process of content analysis (Biddle et al., 2001, p. 797)

A mix between deductive and inductive (Jacobsen, 2005) analyse was used due to limited literature regarding the subject area. The deductive analyse was based on themes derived from the literature and the investigators knowledge from the involvement in voluntary sport organization.

3.6 Ethics

The study was sent to the Norwegian centre of research data and were approved. All participants in the research were required to sign consent forms. The consent forms were on the backside of the information sheet, which was sent to the participants by email, as well it was brought to those who were interviewed one-to-one. The participant was made aware that they could withdraw from the study of any time without any explanation.

3.7 Trustworthiness

Traditionally, there are two key terms in evaluating research, validity and reliability (Slack & Parent, 2006). Validity and reliability measure to what degree the information presented reflects what the researcher claims the research reflects and how generalizable the research is (Veal & Darcy, 2014; Slack & Parent, 2006; Jacobsen, 2005). In qualitative research, researchers prefer to use the term trustworthiness (Veal & Darcy, 2014). To gain trustworthiness, “a thorough reporting of the process and results of the data collection and analysis is key to justify and assuring that trustworthiness exist in the study (Veal & Darcy, 2014, p. 50)”.

The interviewer has technical skills, such as; do not interrupt, do not lead into directions, stay calm, ask following up questions, etc. as well as background in management in voluntary sport organizations. Pilot interviews were not conducted due to time limitations. It was emphasized credibility as means of establishing trustworthiness. Through the interviewer’s background in sport management this was partial satisfied. This ensured to some degree empathy with the participants, as the participants lay all the cards on the table (e.g. income to CEO, amount sponsor deals, processes, etc.). Due to different pauses, eh-eh, change of sentences, etc. that is not covered in the transcription, as it would be a lot to cover. The author has Norwegian as main language and the same goes for the respondents. Due to that, the interviews were conducted in Norwegian. To mention, the transcription is not written in dialect, which is to avoid wrong interpretation. Therefore, the transcript is to the best of the ability of the interviewer retold by the author in English.

4.0 Results

This part of the thesis presents the results from the interviews of the four respondents. The author treats the data gathered from the interviews in a systematically manner that allows the author to link the information as good as possible to the investigated topic. The results are provided through the analysis that is purpose is to answer the research question. Through the analysis, five categories arise: acknowledging the need, cost-benefit, criteria, recruitment & selection, and consequence & effect. The categories are organized into tables consisting of related quotations, first- and second order themes and general dimensions respectively. In total, there are found seven general dimensions from the categories. Before presenting the findings, a presentation of the respondents is provided in order to let the reader get an understanding of who the participants are in terms of background and experience.

Odd Erik Lund, Chairman of the football group in Emblem IL has played grassroots football his entire life until he moved to Ålesund in 1994. He became team manager in the beginning of the 2000s because his kids started to play football. A couple of years later he joined the board in the football group where he has contributed in 10-12 years as member as well as deputy Chairman. The last two years he has been the board leader of the football group. Odd Erik has background from economics, project and administrations and currently works for Slettvold Møbler as sales manager.

Hallbjørn Lagstein, Chairman of Tomrefjord IL has not participated in organized sport as a kid. The interest in sport increased when he became father. His kids started with organized sports and then he started to engage as well in the beginning of the 2000s in cross-country skiing and football. Because of the kid's interest in skiing and football Hallbjørn took course in both skiing and football to become coach and team manager. The kid's activity has affected Hallbjørn in the adult life where he has become more active himself, as the kids have grown up. He has, and still participate in Birken (cross-country skiing and the triple race). Hallbjørn has been Chairman in Tomrefjord IL since March 2017. He became Chairman under the perception that a CEO was hired. Hallbjørn has background from technical college and in adult age he to further education and is currently working as production coordinator.

Helge Ildsjel, Chariman of Ålesund IL has participated in voluntary sport organizations through many decades. He has participated in football in both youth level and senior level where he has played in the second highest level in Norway. He has since the age of 16 had a position as coach, team manager or board member in the voluntary sport organizations. Helge has background from financial high school and has worked in bank for many years where he also has taken further education on college level. Helge is currently retired but still have many things to handle within the sport organization.

Kjell Magne Bersås, Chairman in Åndalsnes IL has participated in sports since he was a little kid. He started to play football as kid and continued until he became youth, he then changes from football to handball. Kjell Magne became member of the board in the handball group when his kids started to play organized sport. He was in the group for four years where two of them was as Chairman. He has served as Chairman in Åndalsnes IF for approximately one year, but he has been a member of the board for several years. Kjell Magne has background as chauffeur and has education vocational school. He has further education in research work as adult.

The respondents had many years of experience in voluntary sport organizations, but as Chairmen, the experience was varying. When it came to work and education, the respondents had jobs related to leadership and most of them had educated themselves as adult, which indicate that they have introspection. Introspection leads on to the first category in the results; acknowledging the need, which is the first phase of first hiring experience.

Table 2: Results from the content analyse sorted in phases

Acknowledging the need	Cost-benefit (risks)	Criteria (skills and qualities)	Recruitment and selection	Consequence and effects
<ul style="list-style-type: none"> - Overload of work - Short of volunteers - Trends and requirements 	<ul style="list-style-type: none"> - Financial (salary) - Accept Work 	<ul style="list-style-type: none"> - Identity - Technical skills - Financial understanding - Communications skills - Structure 	<p>Applicants</p> <p>Age/Number/From where</p> <p>Who got the job?</p> <p>Education/work/personal</p>	<ul style="list-style-type: none"> - More organized - Better support - Changed attitude

4.1 Acknowledging the need

The respondents are introspect as mentioned above when they educate themselves in adulthood to cover the needs for future jobs. The introspection is present in the interviews when the chairmen acknowledging the need for hiring CEO. First sign to acknowledging the need for CEO is that there are too many assignments assigned to the chairman which also are complex and difficult. There is an *overload of assignments*, which is demanding and time consuming.

Table 3: Acknowledging the need - Overload of assignments

Raw data	1 st order themes	2 nd order themes	General dimensions
KB: <i>It is a multi-sport organization and it takes a lot of time. We have several sports and in addition, we are shareholder in Rauma ski resort AS as we are shareholders in Troa AS. We also have FFO (after school football training) etc. it is very comprehensive</i>	It is very comprehensive		
HI: <i>At the annual year meeting, the board were keen to professionalise the organizations administration. We discovered quickly that there were many things to solve. I worked very hectic, but it takes a lot of work. The board then settled and wished to go quickly to action, and that was the first step forwards a CEO.</i>			Need to offload and organize volunteers
HL: <i>The assignments is to arrange volunteer work, we have a culture house that need maintains. We have a lot of volunteer work and volunteers and that needs to be organized and we had to hire CEO to administrate it.</i>	Need to organize volunteers		
OL: <i>Now there is so much thing that steals the time. There becomes a shortage of time. There are many requirements in being volunteer</i>	Shortage of time among volunteers		

Overload of work is transferable to the next finding in acknowledging the need. Overload of work seems to be as a consequence of *short of volunteers*. None of the respondents can handpick their volunteers, as there are not too many to pick between. The pile of volunteers is stable but there could have been even more. Volunteerism is neither increasing nor decreasing but there is shortage of them.

Table 4: Acknowledging the need - Shortness of volunteers

Raw data	1st order themes	2nd order themes	General dimensions
<i>OL: It becomes more and more difficult to get enough volunteers in grassroots football. Sport where more important for people 20-30 years ago.</i>	Increasingly more difficult to get enough volunteers		
<i>KB: There are a lot of demands related to voluntary sports organizations. There is no difference if the sport organizations are voluntary based or is a huge sport organization with lot of employees. It is still the same demands and duties</i>			Access to voluntaries lower than required
<i>HL: The requirements from the public and from the sport, makes the assignments for the board more laborious, hard and requires more expertise in more fields than before. That is my experience after joining various boards since 1994. Stricter requirements downwards in the joints</i>	Increased demands on voluntary sports organisations		
<i>OL: There are higher requirements from the NFF (Norwegian football federation), requirements of leadership courses, and competence on different area, quality club, documentation, quality control and routines. There are a lot of imposed demands.</i>			

It is obvious that the chairman's do not wish to have the workload assigned for their position in a voluntary sport organization. Due to the workload, shortness of volunteers and trends & requirements the chairman's have acknowledged the need for hiring CEO.

Moreover, acknowledging the need is present when the respondents are asked about whether the workload and lack of volunteers were motives to hire CEO. The respondents are clear that not only the workload and lack of volunteers have pushed forward the need for hiring CEO, but also *trends and requirements* are a consequence of acknowledge the need.

4.2 Cost-benefit (risks)

The respondents indicate that there are costs and benefits when hiring CEO for the first time. The cost and benefits that were found during the analyse are categorised as financial, accept and work. *Financial* refers to the club economy; how do they manage to generate income to provide the CEO?

Table 5: Cost-benefit - Financial

Raw data	1 st order themes	2 nd order themes	General dimensions
<p>OL: We are very clear that the CEO shall receive fixed salary. The position shall be financed through the income of sponsors.</p> <p>HI: Our aspiration is that the hiring of CEO will increase sponsorship income, and the increased income will contribute to the CEO salary.</p> <p>Today, that have not seemed to work</p>	Salary through increased sponsorship income		
<p>KB: CEO receives fixed payment through FFO and sponsorship income</p>	Income through FFO	Paying the CEO through increased sponsorship and existing activities	CEO should generate his own income in the long term
<p>HI: We have two big tournaments that generate a lot of income</p>	Income through tournaments		
<p>OL: We want to be careful in taking more from our members, but it will be a normal increase in the long term</p>	Increased fees for members	Increased fees and less money to the groups in the short term	
<p>HL: CEO is payed through the board's main account. In the start, it will have an effect on the groups; they get less money</p>	Less money to the groups in the start		

The next risk assessment *accept* is related to what extent the members of the club agree with the board to hire CEO. In order to hire a CEO, the clubs members have to have a democratic vote during the annual year meeting. The members have to vote whether to hire or not where the choice who gets the most votes win.

Table 6: Cost-benefit - Accept

Raw data	1st order themes	2nd order themes	General dimensions
<i>KB: It was not a united voting, but it went through with good margins</i>	Support in terms of voting		
<i>KB: We have full control on the sport organizations commitments. We have started FFO, leisure club for youth and we have started morning sessions every Friday before school.</i>	Better control of organisational commitments entails support internally		
<i>HL: There is a complete different structure in the sport organization, the memberships list is more or less correct. Before it was 220-230 registered members, now there is close up to 400 members. All of the group leaders are very positive to the CEO appearance who can help them with different assignments. OL: First and foremost, we can say that we have lightened the workload on the volunteers and that is important to still manage to keep them as volunteers. That is really important!</i>	Group leaders positive based on more structure and support	Internal support	Internal and external accept for a hired CEO based on experience and optimism
<i>HI: We have not noticed any big differences since we hired due to the club has recently merged, and there is a lot of things that the need to be brought up to the board. We do not notice anything yet, but in the long term is it clear that it will be noticed. OL: We must give the CEO the justice that he has not managed to bring in a lot of income yet, but there are some sponsor packages in different levels.</i>	Expecting change in the long term		(Internal and external accept for a hired CEO based on experience and optimism)
<i>KB: The new activities/arrangements have been appreciated by the business sector and that alone have given us 40.000 kr extra in sponsorship.</i>		External support	

To some extent, there are unanimous agreement in the clubs. It comes clear that there are members that are sceptical to hire CEO. Not everyone at the clubs *accept* that there is a change coming. At least the organizations have some members who are engaged, which is positive. Those who opposed the hiring of CEO have not understood the *work* the board is fighting. It is evident that the CEO`s have managed to reduce the workload for the Chairman`s. At first, it comes clear that the CEO is hired to do practical work. Even though the CEO have been hired for a half year the chairman has noticed that the CEO contribute very well.

In short time the CEO have managed to cover the assignments that were performed by the chairman`s. There are not mentioned any difficult tasks, which indicate that it is important to start with assignments who are not too difficult in the beginning. The costs in hiring CEO is related to economy. On the other side, the benefit is the accept and labour force. It is easier for the chairmen to manage the sport organizations and it is easier for volunteers to engage when the workload is reduced.

4.3 Criteria (skills and qualities)

There are identified five skills and qualities the respondents have marked as important. The skills and qualities are; local, technical skills, financial understanding, communication (oral, written and social) and structured. The criteria`s that are listed up are related to the work assignments for the job as CEO.

Table 7: Criteria - Skills and qualities

Raw data	1 st order themes	2 nd order themes	General dimensions
<p>KB: We published the job description in the local newspaper and on our homepage. We did it because we have as a requirement that the CEO should have local belonging.</p> <p>HL: The CEO have belonging to Tomrefjord. We put the job description in the local newspaper and we shared it in Facebook</p> <p>OL: Through the research process, we discovered that we had a need for local belonging to easier access the business sector.</p>	Local belonging to access the business sector		
<p>OL: We had made a list of what is of importance for us and income was important, and to create income one have to be extrovert, positive and not have problems talking to strangers. The social approach was more important than the typical education. We thought that it was very important. We wanted to have one who had one or another formal education, because then we knew that the person knows how to write and have good language. Otherwise were we relatively open.</p>	Social skills	Communicative (soft) skills and network	Interpersonal, educational, and management qualities required
<p>KB: Sales experience was an important ability.</p>	Sales experience		
<p>HL: He currently works with IT and web solutions and have knowledge for accounting</p>	IT and Web solutions		
<p>HI: A CEO need to have the abilities that is not present in the board. For our interest that means; create income, communication and routines. Make the organization have structure and routines so that the club becomes more united.</p>	Structure, administrative skills and financial background	Working with numbers and structure (hard skills)	
<p>OL: We thought that it was necessary for the coming CEO to have one or another form for financial and administrative background since it is necessary to work with numbers and such.</p>			

The respondents signalise that the perfect person for working as CEO is local, have technical skills, financial understanding, good communication and structured.

4.4 Recruitment and selection

Who are the applicants?

The pile of applicants were not overwhelming. One organization hired internally, two sport organizations had local advertisement and the last one went out wide. In table 2 below, the number of applicants is unveiled. In addition to the applicants, Tomrefjord and Åndalsnes contacted a possible candidate, which they knew had the right skills needed to become CEO. Emblem can mention that they had many applicants who had educations from Sport Managements from Høgskolen in Molde, but due to their lack of local affiliation, they were opted out.

Table 8: Overview of the number of applicants in addition to the ones the organizations contacted

Club	Applicants
Emblem	Unknown, but it is indicated more than 5
Tomrefjord	2 + 1
Åndalsnes	3 + 1
Ålesund	0

Who got the job?

Table 9: Recruitment and selection - who were hired?

Raw data	1 st order themes	2 nd order themes	General dimensions
<i>HL: Young person who have played football, been engaged in clubs, and have some background for organizations and sports. He is extrovert and independent and he is like "trøndere" most, likeable.</i>	Young, likable, former footballer with some related education		
<i>OL: We choose to go for a person that is relatively young. When the CEO started, he was not more than 25 years, just finished studies and have never had a permeant job. He came straight from school.</i>	Young and unexperienced straight from studies		Young, extrovert, educated and unexperienced
<i>OL: It might have been risky of us because we had experienced people in the applications. If we had chosen to go for a person with more experience it can imagine that the sponsorship deals might have come quicker.</i>	Sponsorship deals might have come quicker with more experience		

Åndalsnes IF:

Former professional football player with sales experience. The person is local, social, has courage, trust and is impatient.

Ålesund IL:

The person who is CEO in Ålesund has local belonging and got permission from the permanent job to become CEO of the sport organization.

It is evident that the Chairmen are eager to have a CEO with local affiliation. Hiring a local who knows the sport organizations and knows people in the local community is important for the Chairmen.

4.5 Consequence & effect

A half year has finished with CEO at the table and the respondents have noticed that the CEO has contributed well to the organization. The typical stress related to the Chairman position has reduced significantly. Earlier the Chairmen pointed out lack of volunteers, complex and difficult assignments, external factors and focus on professionalization as motives to hire CEO. The results from the interview indicate that the Chairmen now have more time available as they have become *more organized*.

Table 10: Consequence & effect - More organized, better support and changed attitude

Raw data	1 st order themes	2 nd order themes	General dimensions
<p>HL: In the long run, I believe that it will be easier to get more volunteers.</p> <p>HL: It is easier for people to volunteer in the sport organization when they know that there is a CEO who can support them.</p>	Easier for people to volunteer		
<p>HL: The members receive more information and we believe that they appreciate it. CEO keep the website more alive.</p>	Better information to members	More involvement of and positivity among volunteers	
<p>HL: Members do not hesitate to contribute, because they know that they can suggest different volunteer work and be aware that the one who suggest do not have to be the same to conduct the work. The suggestions are put forward to the CEO who can implement the suggestion on behalf of the member.</p>	Convey suggestions from members to the board		Increased positivity (to CEO) based on increased quality of internal communication and operations
<p>HL: The board meetings were going well before the CEO was hired, but now there is much better structure. The structure within and around the club is the same, but it has become even better. There are not errors and mistakes to the same extent earlier.</p>	Better structure and fewer errors		
<p>KB: It is easier for the club to rent out own locals, CEO works as a cashier and send membership fees, and other fees. It is easy to say that the daily operations have become better, but it is very extensive.</p>	Daily operations and collection of money works better	Positive attitudes based on better efficiency in daily operations	
<p>OL: It is clear that the assignments have become better. I feel that we get more distinct and more follow-up cases. Now we have a higher pace if you know what I mean. We get more things done, but there are always new assignments coming. Nevertheless, we keep a higher pace.</p> <p>OL: First, we have delegated the secretary function to the CEO, ha-ha. That is important job, but it is clear that it is much easier to get things done. Because you can actually ask the CEO to do, the assignments that one usually needed to take a couple of hours free from work to do. Alternatively, what one usually did in the evenings.</p>	<p>Better quality, pace and continuity of work</p> <p>Offload of board members</p>		
<p>KB: In the period after the hiring, I can tell that the ones who voted against have acknowledged that they were wrong. Those who were negative at that time, are not so negative now.</p> <p>HL: Even those who rejected hiring CEO in the old board (before the merge) and who have continued in the new board after the merge acknowledge gradually the need for a CEO was present.</p>	The ones who voted against hiring a CEO acknowledged that they were wrong	Increased positivity among board members	

As a consequence of hiring CEO and being more organized, there is *better support* from the members. It is easier for volunteers/members to start projects because they know if they do not have the time to complete or start the project, the CEO can lead the project.

The respondents can tell about resistance related to the appointment of CEO but can tell even more of the support in the decision-making. It is clear that the organizations that have received resistance, have received resistance from old acquaintances that have previously been a board member at the sport organization. When those who resisted saw the effect of hiring CEO, they admit that they do not disagree about the decision-making in hiring CEO. They have *changed attitude*.

5.0 Discussion

To keep contact to the research question, the results will be discussed in relation to the literature review. The structure is as follows; first, a short summary of the results is provided thereafter these are discussed. The general dimensions from the results continues the basis for the discussion.

The results are divided into five stages, each stage have one or more general dimensions. First stage, acknowledging the need. There is *need to offload* the volunteers and there is need to have someone who can *organize volunteers*. It is evident that the *access to voluntaries are lower than required*. Second stage, cost-benefit (risks). The costs of hiring CEO is that the *CEO should generate his own income in the long term*. Benefits related to the hiring is the *internal and external accept for a hired CEO based on experience and optimism*. Third stage, criteria (skills and qualities). There are identified specific criteria's in order to become CEO, which is based on *interpersonal, educational and management qualities*. Forth stage, recruitment and selection. The ones who been appointed the job as CEO are *young, extrovert, educated and unexperienced*. Last stage, response and consequence. The response has been *increased positivity (to CEO) based on increased quality of internal communication*.

5.1 Acknowledging the need

The Chairmen in the respective voluntary sport organizations have different background, but they have been involved in voluntary sport organizations for a long time. Through experience and commitments, the chairman's have acknowledged that there is a need for hiring CEO when there is not possible to get enough volunteers. They have discovered that there is *need to offload and organize volunteers*. The Chairman's perception on the situations fits to Pynes (2013) explanation of human resource management. In order to reach the organizational goals, organizations have to ensure effective use of employee's (volunteers) abilities, skills, knowledge and another characteristic.

The acknowledgement of hiring CEO occur as a consequence of the sport governing bodies and national federations. According to Taylor, Doherty and McGraw (2015) there is a shift in the way sport is driven and represented. They further mention that the sport governing bodies and federations who were built on volunteerism is now replaced with professional

management. Could it be that voluntary sport organizations are affected by the professionalization in sport governing bodies and national federations? To some extent it seems to be reasonable that voluntary sport organizations are affected by the professionalization central in the within sport organizations. To mention, the football federation provided many assignments to voluntary sport organizations who have football as one of their activities. E.g. when there is a transfer in football the club who receive a new player have to do the “complicated” transfer for the football federation, in addition the voluntary sport organization have to pay to complete the transfer.

On one side it might be that, sport governing bodies and federations have professionalized due to changes in society. People might have other things to do which is more important than volunteering for sport organizations. It is reasonable that the sport governing bodies and federations have professionalised in order to keep up with society. On the other side, demands from the state in order to receive funds might be present. If the state wants to receive information on how the money is spent, this contributes to the complication that might lead to professionalized management that replace tasks that previously have been carried by volunteers. Andreff (2006), Kikulis (2000) and Schulenkorf, sherry and Phillips (2016) confirms that the governing bodies seek more professionalization from voluntary sport organization, which confirm that there are change in voluntary sector. The new requirements put pressure on the chairman based on an imbalance between the perceived capacity at personal and/or organizational levels and the expected tasks to solve, which cause an undesired and stressful situation.

The *need to offload* and the *access to voluntaries lower than required* are putting pressure on the chairman's. In order to adapt to comprehensive assignments and shortness of volunteers, the chairman together with the board have moved towards to the hiring of CEO. The move towards CEO is a way to adapt to the circumstances. As described by Sherbourne, Davis and Marshall (1999) human beings survive by constantly adapting to the demands of an ever-changing environment. The stress that surrounds the chairman's is “forcing” the sport organizations to hire. As mentioned by LePine, LePine and Jackson (2004), stress is an individual's response to a situation where there is something at stake for the individual. For the chairman's the existence of the club is at stake and in addition whether to continue or quit as chairman. Miller and McCool (2003) argue that there are two options in order to

coping with stress; first, engage a direct action at changing the conditions or two, displace entirely for the recreational setting.

5.2 Cost-benefit

The cost-benefit is relating to organizational change. As expressed by Weick and Quinn (1999) the basic tension of organizational change would not have been necessary if people had done their job in the first place. Could it be that the need for hiring CEO would be gone if there were enough volunteers? If there were, enough volunteers it could be that had not been necessary to hire CEO. It can also be that the need for hire CEO would be present due to the complexity of the assignments assign to the sport organizations. For instance, Emblem have had problems in early 2000s which they solved by hiring a sport director.

In 2002, we experienced abrasion. We had a hard time in establishing youth teams, the players flew. We did not either have U19 team; therefore, we had very poor recruitment to the senior team. In 2012, we hired a sport director to deal with the problem. Today, we have two U19 and three senior teams, and we are now managing to keep our own players (Odd Erik Lund, Emblem IL).

As mentioned by the respondents, the hiring of professional management will firstly be a cost for the groups in the short term. However, in the long term, *CEO should generate his own income* through sponsorship deals. On one side it seems reasonable that the CEO should be able to generate own income through sponsorship deals. On the other side, it might not be a clever move, because if sponsorship deals are the only source of generating income the CEO will probably prioritise own salary in front of running a voluntary sport organization. That emphasize that the CEO need to be creative. In order to generate income not only from sponsorships. The benefits in hiring CEO is the accept and the contribution to the workload which lead to satisfaction among the members. There is *internal and external support for hired CEO based on experience and optimism*. The result support Taylor, Doherty and McGraw (2015) research where they express that keeping good employees and volunteers contribute to increased satisfaction among costumers (members).

5.3 Criteria

To discuss the skills and qualities the respondents have marked as important it is referred to Chelladurai and Kerwin (2017) view in the purpose of staffing. There is identified five skills and qualities in the results; local, social, technical skills, financial understanding and structure. As Chelladurai and Kerwin (2017) explain, the purpose of staffing is divided into two views, technical and citizenship. The skills and qualities listed up by the respondents fits to Chelladurai and Kerwins (2017) view of citizenship. The respondents have focused on local belonging, which is the main essence in citizenship.

Through the research process, we discovered that we had a need for local belonging to easier access the business sector (Odd Erik Lund, Emblem IL).

Citizenship focus on social interaction to ensure that the “right” person behave in line with norms and values of the organization (Chelladurai & Kerwin, 2017). On one side, it is a clever move in hiring a local who know the norms and values. On the other side, it might lead to the wrong person. There are people with more experience and knowledge, which could be a better match to the job. In accordance with Schneider and Bowen (1992, in Chelladurai & Kerwin 2017, p. 190) the person hired should fit the job and organization. It is reasonable to think that those who not have local belonging do not fit the organization. The reflection might be because of the risks connected to the hiring. If there is a mismatch between organization and employee, there is money thrown out the window. Therefore, it seems that there is a better probability that the local fits the organizations better than foreigners do.

5.4 Recruitment and selection

Therefore, it is important with a thorough recruitment and selection process. There can be raised questions to whether the recruitment and selection process in the respective sport organizations have been done appropriate. To some extent, they have followed the procedure of Taylor, Doherty and McGraw (2015) recruitment and selection process. At stage four in the process, the respondents have not been active enough as is comes clear that they have not managed to get more than approximately three applicants in the recruitment. A possible explanation to the low pile of applicants might be that there are not too many interested in

the position and that the local community is very low in numbers of habitants. Another assumption related to their activity towards recruitment is that the use of social media has not been used to the best ability. Further, they have used traditional interviews, which assemble poor validity and low reliability according to Hernon and Schwartz (2009). Since the pile of applicants are low interviews is a reasonable choice for them. The respondents have ended up with CEOs who are young, local, extrovert, educated and unexperienced.

5.5 Consequence & effect

At last, the consequence and effect in hiring CEO is discussed. All of the respondents can imply that the effect of hiring CEO have resulted into more leisure time for themselves and other volunteers. The workload has reduced magnificent since the CEO arrived. It is easier for volunteers to volunteer when they have a CEO to support them. There is better structure, organization and there is higher tempo. That indicates that Pyne (2013) have right according to the use of HRM. There is *increased positivity (to CEO) based on increased quality of the internal communication operations*. The organizations have slightly changed, but it has been a necessary change. As Weick and Quinn (1999) explain, organizational change involves difference in how the organization operates, functions, etc. which is a factor to change the members perception. The members who voted against the proposal of hiring CEO have change attitude towards the hiring of CEO.

6.0 Implications

6.1.1 Students

This thesis implicates those students who are eager to work for voluntary sport organizations should engage in sport organizations to gain experience. It is evident that local belonging is important for voluntary sport organizations and their chairman's therefore students should interact to gain local identity.

6.1.2 Universities

Universities who educate sport managers can use this thesis to understand why and who voluntary sport organizations hire CEO. The universities can focus more on local identity, communications skill and financial knowledge.

6.1.3 Voluntary sport organizations

This thesis is useful for other voluntary sport organization who find themselves in a similar situation. Sport organizations who is sitting on the fence and cannot decide whether to hire or not may see this thesis as useful in the decision-making. New knowledge can facilitate decision-making.

7.0 Conclusion

The motives to hire CEO in voluntary sport organization is based on overload of work, shortness of volunteers and the need for professionalization. The amount of assignments and their complexity, as well as the number of volunteers is lower than required, has pushed forward the need for hiring CEO. The main challenge has been; is there enough money to provide a CEO?

The right person to hire as CEO in voluntary sport organizations has local belonging, communicative skills and have financial knowledge. Most important factor in determine who is the right person, local belonging.

The CEO`s have performed over expectations and have changed the attitude of those who resisted the actions towards the employment. There are increased positivity (to CEO) based on increased quality of internal communication and operations.

8.0 Bibliography

- Amis, J., & Slack, T. (1996). The size-structure relationship in voluntary sport organizations. *Journal of Sport Management*, pp. 10 (1), 76-86.
- Andreff, W. (2006). Voluntary work in sport. In W. Andreff, & S. Szymanski, *Handbook on the economics in sport* (pp. 219-224). Cheltenham: Edward Elgar.
- Aswathappa, K. (2005). *Human resource and personnel management*. New Delhi: Tata McGraw-Hill.
- Barnett, P. W., & Carroll, G. R. (1995). Modeling internal organizational change. *Annual Review of Sociology*, pp. 21: 217-236. Retrieved from <https://search.proquest.com/docview/199622610?accountid=40814>
- Biddle, S. J., Markland, D., Gilbourne, D., Chatzisarantis, L. N., & Sparkes, A. C. (2001). Research methods in sport and exercise psychology: Quantitative and qualitative issues. *Journal of sport sciences*, pp. 19 (10), 777-809.
- Bordia, P., Hobman, E., Jones, E., Gallois, C., & Callan, J. V. (2004). Uncertainty during organizational change: Types, Consequences, and Management Strategies. *Journal of Business and Psychology*, pp. 18 (4), 507-532. Retrieved from <https://search.proquest.com/docview/196878996?accountid=40814>.
- Bradbury, T., & O'Boyle, I. (2017). The continuing evolution of sport management. In T. Bradbury, & I. O'Boyle, *Understanding sport management: International perspectives* (pp. 273-281). London: Routledge.
- Broberg, I., & Winroth, J. (2004). Breddeidrottens arbetsmarknad - Idrott, friskvård och hälsa. In I. Broberg, Å. Bäckström, P.-G. Fahlström, M. Gunnarsson, N. Hassmén, P. Hassmén, . . . B. Sund, *Perspektiv på sport management* (pp. 282-301). Stockholm: SISU Idrottsböcker.
- Byers, T., Slack, T., & Parent, M. M. (2012). *Key concepts in sport management*. London: Sage.
- Chelladurai, P., & Kerwin, S. (2017). *Human resource management in sport and recreation* (3 ed.). Human Kinetics.
- Clegg, S. R., Kornberger, M., & Pitsis, T. S. (2016). *Managing & organization: An introduction to Theory and Practice* (4 ed.). London: Sage Publications.
- Collins, T. (2013). *Sport in Capitalist Society*. London: Routledge.
- Cornwell, B. T. (2014). *Sponsorship in marketing: Effective communication through sports, arts and events*. New York: Routledge.
- Côte, J., Samela, J. H., & Russel, S. (1995). The knowledge of high-performance gymnastics coaches: Methodological framework. *The sport psychologist*, pp. 9, 65-75.

- Edvardsen, R. (2011). Breddefotballens ledere: En kvalitativ analyse av daglig leder-rollen i to norske breddeklubber. Oslo, Norge.
- Enjolras, B. (2005). *Idrettens økonomi og effektivitet*. Retrieved from Institutt for samfunnsforskning: <http://hdl.handle.net/11250/177483>
- Enjolras, B. (2011). *Norsk Idrett: Organisering, felleskap og politikk* (2 ed.). Oslo: Akilles.
- Gnoth, J. (1997). Tourism motivation and expectation formation. *Annals of Tourism research*, pp. 24(2), 283-304.
- Goksøyr, M. (2008). *Historien om norsk idrett*. Oslo: Abstrakt forlag.
- Hankin, L. B., & Abramson, L. Y. (2001). Development of gender differences in depression: and elaborated cognitive vulnerability - transactional stress theory. *Psychological Bulletin*, pp. 127 (6), 773-796.
- Hauken, B. (2014). Uriaspost i logikkenes teater: En katrlegging av hovedutfordringene som daglig leder i tippeligaklubber. Oslo, Norge.
- Helgesen, L. A. (2011). *Menneskets dimensjoner: Lærebok i psykologi* (2 ed.). Kristiansand: Høgskoleforlaget.
- Hendry, C. (1995). *Human Resource Management: A strategic approach to employment*. New York: Routledge.
- Hernon, P., & Schwartz, C. (2009). Reliability and validity. *Library & information science research*, pp. 73-74.
- Hoel, E. U. (2010). Rollen som daglig leder i et idrettslag. Hvilke utfordringer og forventninger kan man møte? Molde, Norge.
- Hovden, J. (2000). Gender and leadership selection processes in Norwegian sporting organizations. *International Review for the sociology of sport*, pp. 35(1), 75-82.
- Ibsen, B., & Seippel, Ø. (2010). Voluntary organized sport in Denmark and Norway. *Sport in society*, pp. 13:4, 593-608.
- Jacobsen, D. I. (2005). *Hvordan gjennomføre undersøkelser? Innføring i samfunnsvitenskapelig metode* (2 ed.). Kristiansand: Høgskoleforlaget.
- Jødahl, R., & Nørstebø, A. S. (2018). *Norsk Tipping*. Retrieved from Norsk Tipping: <https://www.norsk-tipping.no/artikler/na-bli-grasrotandelen-enda-mer-verdt>
- Kikulis, L. M. (2000). Continuity and Change in Governance and Decision Making in National Sport Organizations: Institutional Explanations. *Journal of Sport Management*, pp. 14 (4), 293-320.
- Kotter, J. P., & Schlesinger, L. A. (1989). Choosing strategies for change. *Harvard Business Review*, 294-306.
- LePine, J. A., LePine, A. M., & Jackson, C. L. (2004). Challenge and hindrance stress: relationships with exhaustion, motivation to learn, and learning performance. *Journal of applied psychology*, pp. 89(5), 883-891.

- Miller, T. A., & McCool, F. S. (2003). Coping with stress in outdoor recreational setting: An application of transactional stress theory. *Leisure Science*, pp. 25 (2-3), 257-275.
- Newell, S. (2005). Recruitment and selection. In S. Bach, *Managing human resource: Personnel management in transition* (pp. 115-147). Oxford: Blackwell publishing.
- Nichols, G., Taylor, P., James, M., King, L., & Garrett, R. (2005). Presures on the UK voluntary sport sector. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, pp. 16(1) 33-50.
- O`Boyle, I., & Bradbury, T. (2017). The new sport management enviornment. In T. Bradbury, & I. O`Boyle, *Understanding sport management: International perspective* (pp. 3-10). London: Routledge.
- Phillips, P., & Warner, S. (2016). Community sport. In E. Sherry, N. Schulenkorf, & P. Phillips, *Managing sport development: An international approach* (pp. 77-90). Routledge.
- Putnam, R. D. (2000). *Bowling alone: the collapse and revival of American community*. New York: Simon & Schuster.
- Pynes, J. E. (2013). *Human resource management for Public and Nonprofit Organizations: A strategic approach*. San Francisco: John Wiley & Sons, incorporated.
- Schulenkorf, N., Sherry, E., & Phillips, P. (2016). What is sport development? In E. Sherry, N. Schulenkorf, & P. Phillips, *Managing sport development: An international approach* (pp. 3-11). Routledge.
- Searle, R. (2009). Recruitment and selection. In D. G. Collings, & G. Wood, *Human resource management: A critical approach* (pp. 151-168). Oxon: Routledge.
- Seippel, Ø. (2002). Volunteers and professional in Norwegian sport organizations. *Voluntas international journal of voluntary and non-profit organizations* 13 (3), pp. 253-270.
- Seippel, Ø. (2003). Norske idrettslag: Kunnskap, ledelse og styring. Oslo, Norge. Retrieved from Institutt for samfunnsforskning: <https://brage.bibsys.no/xmlui/handle/11250/2442547>
- Sherbourne, C. D., Davis, L. M., & Marshall, G. N. (1999). *Review of the sicientific literature as it pertains to gulf war illness*. (4 ed.). Santa Monica: Rand.
- Slack, T., & Hinings, B. (1992). Understanding change in national sport organizations: An integration of theoretical perspectives. *Journal of sport management*, pp. 6(2), 114-132.
- Slack, T., & Parent, M. M. (2006). *Understanding sport organizations: The application of organization theory* (2 ed.). Champaign: Human Kinetics.
- Strauss, A., & Corbin, J. (1998). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (2 ed.). London: SAGE publication.

- Sund, B. (2004). Den professionella idrottens arbetsmarknad - exemplet fotboll. In I. Broberg, Å. Bäckström, P.-G. Fahlström, M. Gunnarsson, N. Hassmén, P. Hassmén, . . . B. Sund, *Perspektiv på sport management* (pp. 258-280). Stockholm: SISU Idrottsböcker.
- Taylor, T., & McGraw, P. (2006). Exploring human resource management practice in nonprofit sport organizations. *Sport Management Review*, pp. 9(3), 229-251.
- Taylor, T., Doherty, A., & McGraw, P. (2015). *Managing people in sport organizations: a strategic human resources management perspective* (2 ed.). London: Routledge.
- Vaughan, S. K., & Arsneault, S. (2013). *Managing nonprofit organizations in a policy world*. London: CQ press.
- Veal, A. J., & Darcy, S. (2014). *Research methods in sport studies and sport management: A practical guide*. Oxon: Routledge.
- Weick, K. E., & Quinn, R. E. (1999). Organizational change and development. *Annual review of psychology*, pp. 50, 361-386. Retrieved from <https://search.proquest.com/docview/205830411?accountid=40814>

9.0 Appendix

9.1 Interview guide

«Motiv for hvorfor idrettslag ansetter daglig leder»

Introduksjon:

- Hvem er jeg...
- Formålet med intervjuet, forventet tid, struktur og konfidensielt.

Informasjon Styreleder: «prate seg varm»

- Beskriv deg selv
 - Hvem er du?
- Yrke
- Utdanning
- Idretts-CV
 - Karriere
 - Verv
- Inngang til klubben og styret
- Nåværende rolle og oppgaver

Hovedstyret:

- Har/hadde dere et sammensatt styret?
- Mange med forskjellige eller like kvaliteter/bakgrunn?
- Har dere en klar strategi for å nå målene deres?
 - Hvordan? / hvorfor ikke?
- Hvorfor er daglig leder et behov?
- Enstemmig vedtak å ansette daglig leder?

Motiv:

Proessen ved ansettelse av Daglig leder: (Taylor, Doherty, & McGraw, 2015)

- Hva ser en etter når en skal ansette?
- Hvordan var ansettelse prosessen?
- Noen spesielle egenskaper dere ser etter?
 - Hvilke?

- Hvem er riktig person?
- Søker dere internt eller eksternt?

Finansiering:

- Hvordan finansieres en daglig leder?
- Har dere økt kontingent/avgift på grunn av daglig leder?
- Hva med HMS, arbeidsgiveravgift, ol. har dere tenkt på det?

Arbeidsoppgaver: (Andreff, 2006; Lisa M. Kikulis, 2000)

- Har det blitt for mange oppgaver å utføre for frivillige i idrettslaget?
 - Eller har oppgavene blitt for kompleks/avansert?
- Daglig Leder er løsningen? (Seippel, 2002; Ibsen & Seippel, 2010; Nichols, et al., 2005)
 - På hvilken måte?
- Hvem bestemmer arbeidsinstruksene/oppgavene?
- Er det noen tydelige resultater?
- Hva er den/de viktigste arbeidsoppgavene til dl?

Respons/konsekvens (Chelladurai & Kerwin, 2017)

Frivillige/medlemmer:

- Hva tenker deres medlemmer om å ansette en daglig leder?
 - Ansettesel kostnad eller kapital
- Opplever dere at ansettelse av en daglig leder går ut over frivilligheten?
 - På Hvilken måte?
- Er frivilligheten bedre organisert?
- Stor forskjell på å være med i hovedstyret nå som det er daglig leder?
- På hvilken måte har ansettelse av en daglig leder hjulpet klubben/hovedstyret å drive klubben?

9.2 Privacy policy



Kjell Marius Herskedal
Postboks 2110
6402 MOLDE

Vår dato: 19.02.2018

Vår ref: 59035 / 3 / STM

Deres dato:

Deres ref:

Forenklet vurdering fra NSD Personvernombudet for forskning

Vi viser til melding om behandling av personopplysninger, mottatt 07.02.2018.
Meldingen gjelder prosjektet:

59035	<i>Motiv for hvorfor idrettslag ansetter daglig leder</i>
Behandlingsansvarlig	<i>Høgskolen i Molde, ved institusjonens øverste leder</i>
Daglig ansvarlig	<i>Kjell Marius Herskedal</i>
Student	<i>Bjørnar Eltervåg</i>

Vurdering

Etter gjennomgang av opplysningene i meldeskjemaet med vedlegg, vurderer vi at prosjektet er omfattet av personopplysningsloven § 31. Personopplysningene som blir samlet inn er ikke sensitive, prosjektet er samtykkebasert og har lav personvernulempe. Prosjektet har derfor fått en forenklet vurdering. Du kan gå i gang med prosjektet. Du har selvstendig ansvar for å følge vilkårene under og sette deg inn i veiledningen i dette brevet.

Vilkår for vår vurdering

Vår anbefaling forutsetter at du gjennomfører prosjektet i tråd med:

- opplysningene gitt i meldeskjemaet
- krav til informert samtykke
- at du ikke innhenter [sensitive opplysninger](#)
- veiledning i dette brevet
- Høgskolen i Molde sine retningslinjer for datasikkerhet

Veiledning

Krav til Informert samtykke

Utvalget skal få skriftlig og/eller muntlig informasjon om prosjektet og samtykke til deltakelse.

Informasjon må minst omfatte:

- at Høgskolen i Molde er behandlingsansvarlig institusjon for prosjektet
- daglig ansvarlig (eventuelt student og veileders) sine kontaktopplysninger
- prosjektets formål og hva opplysningene skal brukes til
- hvilke opplysninger som skal innhentes og hvordan opplysningene innhentes

Dokumentet er elektronisk produsert og godkjent ved NSDs rutiner for elektronisk godkjenning.

-
- når prosjektet skal avsluttes og når personopplysningene skal anonymiseres/slettes

På nettsidene våre finner du mer informasjon og en veiledende mal for [informasjonsskriv](#).

Forskningsetiske retningslinjer

Sett deg inn i [forskningsetiske retningslinjer](#).

Meld fra hvis du gjør vesentlige endringer i prosjektet

Dersom prosjektet endrer seg, kan det være nødvendig å sende inn endringsmelding. På våre nettsider finner du svar på hvilke [endringer](#) du må melde, samt endringsskjema.

Opplysninger om prosjektet blir lagt ut på våre nettsider og i Meldingsarkivet

Vi har lagt ut opplysninger om prosjektet på nettsidene våre. Alle våre institusjoner har også tilgang til egne prosjekter i [Meldingsarkivet](#).

Vi tar kontakt om status for behandling av personopplysninger ved prosjektslutt

Ved prosjektslutt 20.04.2018 vil vi ta kontakt for å avklare status for behandlingen av personopplysninger.

Gjelder dette ditt prosjekt?

Dersom du skal bruke databehandler

Dersom du skal bruke databehandler (ekstern transkriberingsassistent/spørreskjemaleverandør) må du inngå en databehandleravtale med vedkommende. For råd om hva databehandleravtalen bør inneholde, se [Datatilsynets veileder](#).

Hvis utvalget har taushetsplikt

Vi minner om at noen grupper (f.eks. opplærings- og helsepersonell/forvaltningsansatte) har [taushetsplikt](#). De kan derfor ikke gi deg identifiserende opplysninger om andre, med mindre de får samtykke fra den det gjelder.

Dersom du forsker på egen arbeidsplass

Vi minner om at når du [forsker på egen arbeidsplass](#) må du være bevisst din dobbeltrolle som både forsker og ansatt. Ved rekruttering er det spesielt viktig at forespørsel rettes på en slik måte at frivilligheten ved deltakelse ivaretas.

Se våre nettsider eller ta kontakt med oss dersom du har spørsmål. Vi ønsker lykke til med prosjektet!

Vennlig hilsen

Dag Kiberg

Siri Tenden Myklebust

9.3 Request for participation in research project



Høgskolen i Molde
Vitenskapelig høgskole i logistikk

Forespørsel om deltakelse i forskningsprosjektet

" Motiv for hvorfor idrettslag ansetter daglig leder"

Bakgrunn og formål

Formålet med denne studiene er å finne motiver for hvorfor idrettslag velger å ansette en daglig leder. Klubber som sitter på gjerdet og ikke vet om de skal ansette eller ikke kan ha hjelp av en slik studie. Oppgavens problemstilling; «Hva er motivene for å ansette betalt ledelse i en frivillig organisasjon?» Prosjektet er en masteroppgave i Sport Management ved Høgskolen i Molde.

Utvalget for dette prosjektet er valgt ut etter klubber som nylig eller i løpet av de siste årene har valgt å ansette daglig leder.

Hva innebærer deltakelse i studien?

Deltagelse i studien krever aktiv deltakelse i form av intervju. Noen av spørsmålene vil innhente personlige opplysning som utdanning, yrke, alder, kjønn, osv. deretter vil det bli spurt om ansettelses prosessen, styret, finansiering, oppgaver knyttet til daglig leder, mm. Et intervju vil ha varighet på 1-2 timer avhengig av mengde informasjon. For å dokumentere intervjuet vil det bli brukt båndopptak med mobiltelefon.

Hva skjer med informasjonen om deg?

Alle personopplysninger vil bli behandlet konfidensielt. Det er kun student som vil ha tilgang til personopplysninger. Lydopptak fra intervju vil være i studentens besittelse til prosjektet er avsluttet og vil lagres på privat datamaskin.

Det er opp til intervjuobjektet selv om man vil gjenkjennes i publikasjon eller ikke. Dersom intervjuobjektet ikke ønsker å bli gjenkjent vil det bli gitt et fiktivt navn.

Prosjektet skal etter planen avsluttes **20.06.18**. Personopplysninger og lydopptaket vil bli slettet etter endt prosjekt.

Frivillig deltakelse

Det er frivillig å delta i studien, og du kan når som helst trekke ditt samtykke uten å oppgi noen grunn. Dersom du trekker deg, vil alle opplysninger om deg bli anonymisert.

Dersom du ønsker å delta eller har spørsmål til studien, ta kontakt med

Navn: Bjørnar Eltervåg

Telefon: 415 88 303

E-post: bjornar.eltervaag@hotmail.com.

Veileder:

Kjell Marius Herskedal

Telefon: +4771214036

E-post: Kjell.M.Herskedal@hiMolde.no

Studien er meldt til Personvernombudet for forskning, NSD - Norsk senter for forskningsdata AS.

Samtykke til deltakelse i studien

Jeg har mottatt informasjon om studien, og er villig til å delta

(Signert av prosjektdeltaker, dato)

Jeg samtykker til å delta i intervju.

Ja Nei

Jeg samtykker til at personopplysninger kan publiseres/ lagres etter prosjektslutt]

Ja Nei