


PROFESSIONALISM IN SPORTS ADMINISTRATION: A LITERATURE REVIEW

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 21 November 2022</p> <p>Accepted 30 January 2023</p>	<p>Purpose: The professionalism in sports administration and management is one of the most important areas that relate to all aspects of the nature and life of individuals as it is considered a successful method in setting the objectives of individuals in a scientific way. Professionalization of sport has a prominent and enduring history in the field of sports management.</p>
<p>Keywords:</p> <p>Sports; Management; Administration; Professionalism; Literature Review.</p>	<p>Theoretical Framework: The study adopts the theory of professionalism in sports administration as the theoretical framework of the study.</p> <p>Design/Methodology/Approach: This study has systematically reviewed the notion of professionalism in the studies related to sports administration. The choice of research paradigms, methods, interests, perspective, and operational definitions have been reviewed from the past literature. Furthermore, this study has attempted to identify potential research gaps and future avenues of inquiry within the port management discipline.</p> <p>Findings: The findings reveal that current success is based upon effective and efficient management of the bilateral association of sport management and professionalism. Reflecting on the historical and future drivers of the incident industry.</p> <p>Research practical Implication: The study implicates that educator’s one may not fully control the professional position of the sport management ‘profession’, but one may perform a significant role.</p> <p>Originality/Value: The value of the study lies in the fact that a better understanding of professionals is fundamental to ensuring a successful and productive implementation of the concept in any field particular sports management and administration.</p>
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PROFISSIONALISMO NA ADMINISTRAÇÃO ESPORTIVA: UMA REVISÃO DA LITERATURA

RESUMO

Objetivo: O profissionalismo na administração e gestão esportiva é uma das áreas mais importantes que se relacionam com todos os aspectos da natureza e da vida dos indivíduos, pois é considerado um método bem sucedido para estabelecer os objetivos dos indivíduos de uma forma científica. A profissionalização do esporte tem uma história proeminente e duradoura no campo da gestão esportiva.

Estrutura teórica: O estudo adota a teoria do profissionalismo na administração esportiva como o arcabouço teórico do estudo

Design/Methodologia/Proximidade: Este estudo revisou sistematicamente a noção de profissionalismo nos estudos relacionados à administração esportiva. A escolha dos paradigmas de pesquisa, métodos, interesses, perspectiva e definições operacionais foi revisada a partir da literatura passada. Além disso, este estudo tentou identificar potenciais lacunas de pesquisa e futuros caminhos de investigação dentro da disciplina de administração portuária.

Descobertas: O findings revela que o sucesso atual é baseado na gestão efetiva e eficiente da associação bilateral de gestão e profissionalismo esportivo. Reflecting sobre os condutores históricos e futuros da indústria de incidentes.

Implicação prática da pesquisa: O estudo implica que o educador pode não controlar totalmente a posição profissional da 'profissão' de gestão esportiva, mas pode desempenhar um papel significativo.

Originalidade/Valor: O valor do estudo reside no fato de que uma melhor compreensão dos profissionais é fundamental para garantir uma implementação bem sucedida e produtiva do conceito em qualquer campo particular de gestão e administração esportiva.

Palavras-chave: Esporte, Gestão, Administração, Profissionalismo, Revisão de Literatura.

PROFESIONALIDAD EN LA ADMINISTRACIÓN DEPORTIVA: UNA REVISIÓN DE LA LITERATURA

RESUMEN

Propósito: El profesionalismo en la administración y gestión del deporte es una de las áreas más importantes que se relacionan con todos los aspectos de la naturaleza y la vida de las personas, ya que se considera un método exitoso en la fijación de los objetivos de los individuos de una manera científica. La profesionalización del deporte tiene una historia destacada y perdurable en el ámbito de la gestión deportiva.

Marco teórico: El estudio adopta la teoría de la profesionalización en la administración deportiva como marco teórico del estudio.

Diseño/Methodología/Enfoque: Este estudio ha revisado sistemáticamente la noción de profesionalismo en los estudios relacionados con la administración deportiva. La elección de los paradigmas de investigación, los métodos, los intereses, la perspectiva y las definiciones operativas se han revisado a partir de la bibliografía anterior. Además, este estudio ha intentado identificar posibles lagunas de investigación y futuras vías de indagación dentro de la disciplina de la gestión portuaria.

Resultados: Los hallazgos revelan que el éxito actual se basa en la gestión eficaz y eficiente de la asociación bilateral de la gestión deportiva y el profesionalismo. Reflexión sobre los impulsores históricos y futuros de la industria de los incidentes.

Implicación práctica de la investigación: El estudio implica que uno del educador puede no controlar completamente la posición profesional de la gestión del deporte "profesión", pero uno puede realizar un papel significativo.

Originalidad/Valor: El valor del estudio radica en el hecho de que una mejor comprensión de los profesionales es fundamental para garantizar una aplicación exitosa y productiva del concepto en cualquier campo en particular la gestión y administración deportiva.

Palabras clave: Deporte, Gestión, Administración, Profesionalismo, Revisión Bibliográfica.

INTRODUCTION

Professionalism of management practices and activities in an organization has been considered as a significant direction in the development sports sector. Professionalism

facilitates both the effective and development of efficient activities of sportive institutions (Nagel et al, 2015). Rationalization and professionalization may not be a proper solution to ale organizations – notably the small, local and amateur ones that focus on social and community objectives and do not usually aim at development and accomplishment of targets of economic nature. Past literature shows that the idea of professionalism started in management and sociology (Bruening et al., 2015). Nevertheless, in the perspective of sports management, the concept was applied only in the late 1980s and early 1990s. Until now, in spite of the thoughts’ comparatively little lifecycle inside sports administration and management, there has been less work devoted to understanding the current professionalization in the field sport (Spaaij et al., 2018). The advancement in commercialization the study of professionalism in sports has also developed. Particularly, the past few decades have shown rapid growth in terms of professionalism for those responsible for managing and administrating sports (Tjønndal, 2020). This acknowledgment has led researchers to examine professionalization of sport management context using numerous procedural approaches through a diversity of settings. Both profit and non-profit organization are included in this examination. Despite the growing importance of professionalism in the sports management mainly two correlated shortcomings are visible when review the past relevant literature (Library et al., 2018). First, even though the concept of professionalism is being continuously used in sports management, the precise meaning and definition of the idea professionalism is sometimes unclear, misleading or ignored. Second, the second shortcoming is the different perspective while using the term in various disciplines like sociology, management and sports administration (Tynjälä et al., 2016). Past literature shows that some researchers have used the term ‘professional’ to define the teaching that students get for preparing them for the competitive environment sport management, neither the particular capabilities, nor the suitable behaviors related with competence have been acknowledged in sport management programs (Brassie 2013).

Background of the Study

Worldwide, in current years, professionalism has been progressively related with sporting organizations (Popp et al., 2015). Clubs and sporting organizations should perform well economically, or at the actual minimum to continue to be viable, if they need to endure in the extremely competitive world of commercialized sport. With this growing prominence on business, commodification, sponsorship and entertainment, many sport scholars acknowledge that best sport has advanced into a profession that stresses nothing fewer than particular, professional planning (Miragaia et al., 2017). Consequently, a further methodical and

thoughtful method to the administration of sport has appeared, which has concluded in an inevitable glide to the employment of business activities in the administration of sporting organizations, and has directed numerous sport management specialists and instructors to acknowledge about growing the level of 'professionalism' between graduates by motivating them, over their categorization of studies, to match competitive, commercial, profit-driven organizations (Gammelsæter, 2020). Furthermore, the marketplace itself supplements pressures to organizations to adapt to profitable actions of professionalism, which stresses simple contributions, rationalist decision-making and an intense consciousness of the monetary benefits of shareholders (Miragaia & Soares, 2017).

The Objective of the Study

1. To review the literature of sports administration and define the concept of professionalism.

MATERIAL AND METHODOLOGY

This study is a systematic literature review paper aims to explore and identify the definitions of professionalism in sports administration. Main databases were selected to search for the studies. The selected articles for syntheses were collected from Thompson Reuters, Scopus, Science Direct, google scholar were searched. The authors designed a set of criteria for articles inclusion where only full text papers, and peer reviewed papers were chosen. Various phrases and keywords were used in searching to allow the researchers in locating the relevant articles. The identified keywords were as follow: professionalism, administration, and sport. On the other hand, the identified phrases were as follow: sport business administration professionalism, professionalism in sport institution, different combinations of the aforementioned keywords were searched to make up the selected phrases for the searching process, the phrases and keywords were searched together, in pairs, and individually. The authors have repeated the searching process until a sufficient number of studies were reached. Only the articles that were published with full text in academic journals in no earlier than 2000 were included.

RESULTS AND DISCUSSION

Professionals, Professions and professionalism

According to Ličen & Jedlicka (2020) the initial endeavors to describe and comprehend the concept of professionalism were commenced by social researchers. Cunningham et al.

(2019) for example, distinguished professional sets into groupings; while Darvin & Braunstein-Minkove (2020) established the notion of the professions by recommending that the professional kind is the organized framework inside which the mainstream of significant public functions are carried out. DeLuca et al., (2016) viewed businessmen and professionals as similar in the logic that their stress is on the furthestmost effective and efficient technique of preparation, they are classified by their precise effort, they are both restricted to their individual particular area of knowledge, and they take decisions grounded on motive and guidelines. The elementary limitations leading what it needs to be a professional, specifically efficiency, knowledge and categorization (DeSensi et al. 2010).

The philosophy supporting professionalism appears to have transformed slightly beside the way. Willett, Brown & Goldfine (2017) focused on information and beliefs, while Brassie (2013) stressed capability and understanding in particular areas. González-Serrano et al., (2018) vaguely distinguished that being a professional was connected to a positive approach recommended that professionalism is characterized by capability, independence, obligation, and accountability. Professionalism is related with a pursuit for gratitude and standing the new sector of sport management from the perspective as a profession. The expansion of instructive programs is significant and it should focus on sport management as becoming a position of a profession. It is generally accepted that profession's nature, the opinions on the method in which careers suit the social instruction vary significantly. Vivanco & Delgado-Bolton (2022) thought that professional individuals are profit-seeking personnel and business people as he views professions as the motive for self-interest of individual. Baier (2016) established the theory that social life inside the limitations of capitalist, industrial, and free-enterprise countries started to be less devoted to identification of class, and more connected to the ties of mutual professionalism and education. This perspective mounted in disagreement to the principle of Marxism that encouraged that regardless of independence or objectivity from any emerging societies, all continue inside the limitations of a class culture.

Wagstaff (2016) viewed the concept of professionalism differently as he acknowledged the typical sociological pursuit. The study stated that the traditional definition of professionalism has includes a group of qualifying attributes. Though, Rathbone, (2022) criticized this method as it 'suggests a static and consensual concept of society'. Ajibola & Fasoranti (2017) stated that being professional requests possessing certain high educational qualifications, expertise, and proper behaviours of professionalism. Kumar, Sisodia & Jacob (2013) argued that professionalism constitute a key connection between competencies' acquisition of skills and exercising for the society benefit of that certain skills. Professionalism

is the connector of wider needs of the community and individual opportunity to offer a productive and mutual interdependence. Cordery & Davies (2016) highlighted the positive characteristics associated to professional career (Raza et al. 2022).

These perspectives have been criticized with their heavy dependence on professionalism occupational scales (Happonen & Minashkina 2019, Razak et al., 2019). Hence, considering professional is the result of an educational institution, the role of this institution training is focusing on accreditation more than competency-based. Currently, the review of business management articles showed that this field of studies have attempted to translated professionalism's traditional concepts into a distilled behavioral model. In a professionalism study, Noordegraaf (2017) presented two definitions of professionalism. First, professionalism refers to individuals perform certain kinds of jobs. Second, admirably, professionalism refers to individuals with extraordinary talents, motivation and skill regardless to the nature of the jobs and skills.

According to Connolly & Dolan (2013), professionalism is well-rewarded and admired in the modern competitive world. Undeniably, the professionalism ultimate scale tends to be one of compensation. In each industry and sector, there are means of recognition and all-star teams and leading companies. However, these are always judged by their financial success as the market is the ultimate test. In more rationalized view, Nagel et al, (2015) opposed that financial judgment is not enough in the modern management professionalism. Bruening et al., (2015) likewise, stated that the contemporary application term is judged by market as the ultimate test for professionalism. Bruening views professionalism is the focuses on competition and profitability growth, and expertise has substituted the conventional notion of a profession as an occupation, which demanded concern for the public welfare, wisdom, responsibility, effort, and high skills (Spaaij et al., 2018).

Rationale for professionalism in sports management

Weisz (2002) narrated that events throughout the globe particularly in professional circles have highlighted the requirement for modifications in strategies and organization attitude to persist in the 21st century. Transformation, according to Tjønnedal (2020), has become a predominant philosophy which each business, be it private or government cannot underestimate. The attitude behind modification axes on the element that administrative tactics and approaches of the 20th century might not be capable to withstand the developments in the 21st century. Sport is no exclusion to this reality. Administration of sports in the world has developed into a very specialized filed. While engineers are permitted to administer and direct

engineering businesses and organizations, doctors to direct and administer the medical organizations, everyone has been allowable to administer sports and sporting organizations (Library et al., 2018). This fact obviously shows why sports shambles sometimes. The sports atmosphere has become separated and some of the operators do not have the fundamentals to do qualify for this job. Some have even been appointed on generosity. The need to professionalize sports administration and management has become a wanted notion across the globe. Generally, the physical education profession particularly in under developed countries viewed essentially as that of schooling responsibilities. Earlier to progressing in the review researcher thinks that there is the necessity to recognize the meanings of the terms - sports management and profession. Tynjälä et al. (2016) sees sports management as an educational profession, a field of endeavor which includes further fields employed to bring sports programs closer to the individuals.

Professionalism: A definition

At the core of any system of management and administration is a compulsive prerequisite to do things effectively and efficiently; that is, to become more 'professional' (Popp et al., 2015). Nowadays world of entrepreneurial and flexible business organizations, professionalism is considered as a requirement for triumph. Traditionally, professionalism has been related with behavior. The early work related to professionalism denoted to those who are part of a group that hold particular information gained from training and teaching, offer an important amenity that influences the society (Miragaia et al., 2017). Therefore, professionalism denotes to not merely the sociological explanation of a profession (which highlights training, service and moral values), however likewise to the finest, smartest, utmost effective and efficient management activities that may be employed in one specified condition. Both business and sport management/administration work recommend that the term professionalism relates to a technique of doing business, and that to define an individual or an exercise as specialized.

Classifying professionalism

In the following section the researcher has reviewed the relevant literature from sociology, general management and sports management in the context of professionalism. However, there are three main limitations of this review. Researcher is unable to classify any earlier endeavors to synthesize professionalization correlated to sport management literature; the current review cannot, and consequently does not attempt to be fully comprehensive

((Gammelsæter, 2020). Additionally, this review mainly emphasizes on the professionalization of amateur sport literature. The literature closely related to sports management has not been incorporated in this review. This is since much of the existing professionalization of sport literature scrutinizes the not-for-profit segment, and the presence of the specialized sport sector would necessitate additional reflection of its unique features (Miragaia & Soares, 2017). However, this review of past literature enables the researchers to classify possible knowledge gaps and future opportunities of research in order to move forward the study of sport professionalization (Fielding, Pitts and Miller, 2001). Over recent years, professionalism has been increasingly associated with various sporting organizations, many of whom actively seek to achieve profits as much as premierships and participation increases (Cordery & Davies 2016). Clubs and sporting organizations must perform well financially (or at the very least remain viable) if they want to survive in the highly competitive world of 'hyper'-commercialized sport. With this increasing emphasis on commerce, commodification, sponsorship and entertainment, many sport followers concede that sport has developed into a business. Therefore, a more serious and systematic method of sport management was emerged leading to an inexorable towards business practices implementation in sport organizations administration. This approach motivated professional sport administrators to enhance the 'professionalism organizations thru profit-driven, emulating commercial, competitive activities (Darvin & Braunstein-Minkove, 2020). Though, professional term is used to describe management activities related to competitive commercial sector, professional specific components and frequency of management activities utilized are missing in the reviewed studies.

CONCLUSION

It is clear from the review that as an educator's one may not fully control the professional position of the sport management 'profession', but one may perform a significant role. Likewise, a 'professional' code of behavior is the accountability of the industry at large, but one must review the significance with which one recognize the education of morals, agreed it has so far been referred after further noticeable fields such as sport promotion and event administration. To become more serious about providing a 'professional' touch in sports management one must also take some responsibility in standardization. Sport management professionals and educators should be committed to the heights of excellence. Professionals should be conscious of these issues, so that, at the actual minimum. Researcher therefore favor a place wherein sport management instructors are ready to converse with, and if essential,

encourage industry to reflect the stretched period worth of sports professional those are in-built with extra than a profitable outlook of their profession. Therefore, in nutshell to professionalize sport management, physical teaching has an excessive part to play. The educational nature of the topic as it is nowadays in our academies and schools of schooling need fundamental modifications.

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