

# The impact of full-time employment on Finnish Baseball clubs

Emma Tapanen

Bachelor's Thesis  
Degree Programme in Sports and  
Leisure Management 2016



<b>Author(s)</b> Emma Tapanen	
<b>Degree programme in Sports and Leisure Management</b>	
<b>Teacher(s) or supervisor(s)</b> Tomi Paalanen	
<b>Report/thesis title</b> The impact of full-time employment on Finnish Baseball clubs	<b>Number of pages and appendix pages</b> <b>38 + 4</b>
<p>Hiring full-time employees to sport clubs increases. Similar trend is seen among Finnish Baseball clubs, yet thorough study has not been conducted whether the employment has actually developed the clubs or not. There are currently 26 Finnish Baseball clubs that have altogether 42 full-time employees. These clubs are the target of this study.</p> <p>The main goal of this thesis is to find out whether the clubs have been able to develop due to the hiring. Therefore, the impact of the full-time employment is observed by evaluating the clubs' financial state, management, and the daily operations. As a secondary goal, the reasons and factors behind the employment, and some information about the work executed is gathered. The purpose of the goals is to gather factual information and experiences for the present clubs that have hired the full-time employee(s), and the clubs that are about to, or consider the hiring. The commissioning party for this thesis is the Finnish Baseball Association (FBA).</p> <p>The study was executed as a quantitative research. A survey questionnaire via Webropol was sent in the spring 2016 to the core people of the 26 Clubs: the chairperson, the employees (part-time/ full-time), and the board members. Total of 47 persons answered the survey.</p> <p>According to the results, it seems that majority of the clubs have been able to develop their activity due to the impact of the full-time employment. The activity was generally found to be more organized, and planned than before, and the clubs' finance, management, and the daily operations were improved, of which the daily operations was found to be the most developed area. The full-time employment effected positively on the member numbers increase, yet the participation fees had increased.</p> <p>Human resources was revealed to be an area that lacked development, both in terms of the volunteer activity, and the working of the full-time employee. The questions concerning the volunteer activity received the lowest results on each section they were asked. Further, some difficulties were reported concerning the full-time employee's job descriptions, and changed, or increased work duties.</p> <p>Based on this study, the Finnish Baseball clubs do develop due to the impact of full-time employment. However, in order for clubs and employee to get the most benefit out the employment, there should be careful planning executed, and targets aimed before and during the employment.</p>	
<b>Keywords</b> Sport club, Finnish Baseball club, full-time employment, impact, development	

## Table of contents

1	Introduction .....	1
2	Sports Clubs changing .....	2
2.1	Changed society and effects on Sport Clubs.....	2
2.1.1	Effects on voluntary work .....	3
2.2	Sport Club activity in Finland.....	3
3	Working in a non-profit Sport Club.....	4
3.1	Non-profit and for-profit organizations .....	4
3.2	Resources.....	4
3.2.1	The effect of increased expenses on resource obtainment.....	5
3.3	Leadership .....	6
3.4	Future challenges .....	7
4	Professionalism in Sport Organizations .....	8
4.1	The situation in Finnish Baseball Clubs.....	8
4.2	Previous research about professionalism in sport clubs .....	9
5	Organizational effectiveness .....	11
5.1	The dimensions of effectiveness .....	12
5.2	Similar approaches to non-profit organizational effectiveness .....	13
6	Empirical part .....	15
6.1	The research aim and problem .....	15
6.2	Methodology .....	16
6.2.1	Selection and sampled group .....	16
6.2.2	Collection of data .....	17
6.2.3	Survey instrument .....	17
6.2.4	Analysis of survey data .....	18
6.3	Validity and reliability.....	18
7	Results .....	19
7.1	Financial situation .....	20
7.1.1	Financial situation .....	22
7.2	Management development.....	24
7.3	Quality of the daily operations .....	24
7.4	Full-time employee's job description .....	25
7.5	Possible changes in work.....	27
7.6	Reasons and factors behind the employment .....	28
8	Discussion.....	30
8.1	The impact on financial situation .....	31
8.2	The impact on management development .....	32
8.3	The impact on the daily operations.....	33

8.4 Employee's state in the clubs .....	33
8.5 Conclusions .....	34
8.6 The thesis process .....	37
8.7 The advances in Finnish Baseball Association during the thesis .....	37
References .....	39
Appendices .....	43
Appendix 1. Original cover letter .....	43
Appendix 2. Translation of the cover letter .....	44
Appendix 3. Original Survey questionnaire .....	45
Appendix 4. Translated Survey questionnaire .....	49

# 1 Introduction

Societal changes in the environment, tightened competition, and growing expectations of the participants of the sport activity, are just a few reasons for the growth rate for full-time employment in sport clubs. Another major factor for the phenomenon in Finland is that the government has started to support the hiring (Koski 2012a, 3). Further, in previous research, like Koski (2012a), it is found that the full-time employment has developed the sport clubs. These reasons apply for the hiring of full-time employees for Finnish Baseball clubs too. (Malinen 25 May 2016.)

The commissioning party for this thesis, the Finnish Baseball Association, wanted a survey to be conducted to those Finnish Baseball clubs that have hired a full-time employee. They wanted the key people of those clubs to act as assessors of the impact. The aim was to find out whether the employment has been worthwhile for the studied clubs, and whether it is something to encourage in other Finnish Baseball clubs in the future. Due to this study they would have some concrete results about the possible developed, -and undeveloped areas, that they could utilize in further cooperation with their member Finnish Baseball clubs. Especially, in Finnish sport club context, the information and findings of this study can be deployed to other sports that are in similar situation.

The thesis begins with the literature review. The review underlies the reasons and factors for increased professionalism in the sport context, and the significance of working in a non-profit organization. Further, the functionality of a sport organization and its ability to function efficiently are covered. Due to the delimitation of the work, the impact of the full-time employees' work is evaluated under three categories of operational areas. The areas mainly concern the internal operations of the clubs. The operational areas are the key elements of the sport club's functionality, like Koski (2012a, 16) notes that from the point of view of club development, the functionality is a key term. The operational areas under evaluation are the financial –and the managerial state, and the quality of the daily operations. The reasons and factors behind the employment are asked to discover the clubs' needs for the employment, which could then be reflected to the results that the employment produces. The point of view of the full-time employee is rather limitedly covered. The aim is to find out whether the working has been consistent, and whether it has undergone changes from the beginning.

## 2 Sports Clubs changing

### 2.1 Changed society and effects on Sport Clubs

The benefits on physical activity are well known, and insufficient exercising among citizens jeopardizes the health of the whole society (Opetusministeriö 2008, 13). In Finland, on population level, the physical activity has increased in form of organized exercise, whereas functional everyday exercise has decreased (Opetusministeriö 2008, 14). The urbanization and life style changes have sped up the process, which growing wealth and technological development aids. As the overall physical activity levels have decreased in Finland, a need for organized and voluntary sports grows to replace and reinforce the decreased activity levels. The change is notified by the government too, and the emphasis on preventative health care -actions are supported. (Opetusministeriö 2008, 13-14, 26.)

Although the need for organized sport increases, organized sport does not only cover the sport clubs' activity. The citizens interest in well-being increases, and it is estimated that the sport- and leisure business multiplies in the following decade. (Opetusministeriö 2008, 16-18.) Different leisure activities are in competition, and the competition has built up the pressure to increase the quality of the sport club activities too. (Opetusministeriö 2008, 16-18.)

Another factor for the changed demands on sport clubs, is the acceleration of the whole Western civilization towards a more efficient and organized society. The paradigm of companies that seek profit and efficacy have started to spread to non-profit organizations too. (Koski 1991, 3.) According to Koski (2012a, 6), sport clubs have become one of the leisure providing services, and the participants of sport club activities have adopted new customership –mindset, and require now quality of those services. For example, in a discussion about the increased fees in participation in children and youth Sports, there were comments from leading Finnish sport leaders, journalists, politicians (and such) that agreed that Finnish sport clubs have transformed towards producer subscriber -model. Especially, in competitive sports where the professionalism is more visible, parents are willing to pay for the quality training and coaching in order to get value for their money. (sport.fi 2016.) Although, the quality of the training may increase, downside to this is that the high participation fees in some sports do delimit the participation of low-income or even middle-income families, and therefore increases the inequality. (sport.fi 2016.)

### **2.1.1 Effects on voluntary work**

Societal and cultural changes have not evolved favourably for voluntary work over the years. The time of individualism, commercialization, and diversity of working life have transformed voluntary work toward shortsighted project based work. (Koski 2012a, 5-6.) Temporality prevails in employment, residence, hobbies, and relationships. For some reason commitment is not as desired quality, as it was a few decades ago (Opetusministeriö 2008, 24).

However, according to a report by Opetusministeriö (2008, 16), the volunteering numbers have not actually decreased, but the use of time and commitment to the sport club activities have. In a report by Cusckelly, Hoyer & Auld (2006, 26-27), similar results are seen internationally in volunteer involvement. An example of this is Australia, where the statistics of consecutive ABS surveys (1996-2001b) indicated that volunteer careers have shortened, and the hours spent volunteering decreased. One of the explanatory factors behind declined enthusiasm in volunteering is the amount of administrative work. This is because running a club requires nowadays more juridical, technological and financial expertise than before. (Koski 2012a, 6; Opetusministeriö 2008, 16.) Civic engagement transforms due to changes in voluntary work. Fading volunteerism requires replacement and reinforcement, which professionalism can offer (Opetusministeriö 2008, 24).

## **2.2 Sport Club activity in Finland**

Civic activity in sport and leisure is an important part of the Finnish culture, and sport clubs have a central position in organizing this type of activity. Therefore, they are respected actors in the Finnish society, and receive vast support. There are around 6 000-9 000 Sport clubs in Finland. The emphasis of the clubs is in organization of children and youth sports. In addition to taking part in sport activity, clubs offer social capital and opportunities for civic advocacy. (Opetusministeriö, 2008, 16.)

Valo, the Finnish Sports Confederation, has set up rules for its member clubs, which gives a good view of the general purpose of sport clubs in Finland. Here is a quotation of the statute 2 § of the Finnish patent and registration office (translated in English).

#### **The purpose of Sport Club**

The purpose of a Sport Club is to advance sport and civic activity related in the club's operational area, so that everyone has an equal chance to participate in health and recreational exercise, competitive and high performance sports, and generally participate in the association's activities based on one's abilities and needs.

### 3 Working in a non-profit Sport Club

#### 3.1 Non-profit and for-profit organizations

There are roughly three kinds of public social organizations: public administration -, business economical -, and non-profit organizations (see Figure 1. Economic sectors by motive). Business economical organizations' main focus is on producing commodities and services for profit. By collecting taxes from citizens, public administration maintains social order and provides social services. (Koski 1994, 14.) Compared to the profit seeking organizations, a non-profit organization's main purpose is not to make profit. Its activity is not demanded by law, and it is usually operated by a certain social group that seek to contribute for a common cause, and it is mainly based on voluntary work. (Anheier H.K. 2014, 272; Koski 1994, 15.) One other distinguishing factor is the specific resources and the obtainment of those resources. (Ibsen & Seippel 2010, 597.)

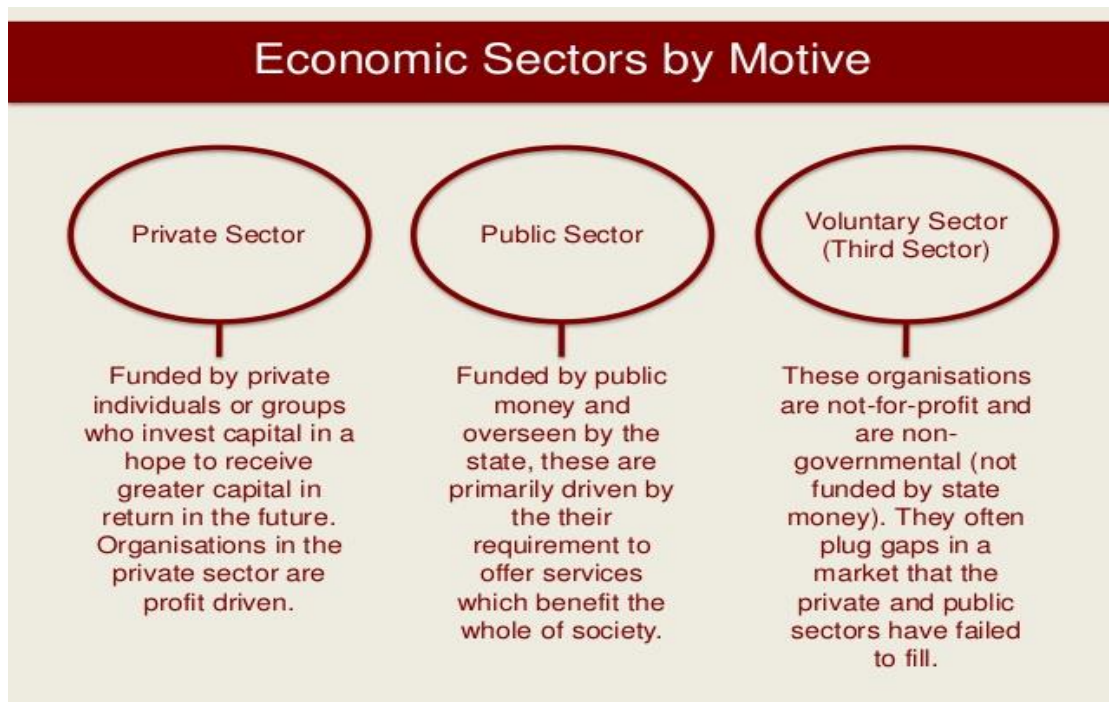


Image 1. Economic sectors by motive (Bennet, 2014)

#### 3.2 Resources

Sport clubs are usually operated with limited resources. Therefore, the obtainment of those resources is important (Koski 1995, 86). Like private sector businesses, non-profit



organizations have to “balance their books”. These organizations can make profits and losses, but the balance between them has to be within reason (Anheier H.K. 2014, 272).

Sport clubs’ resources differ from political and market actors. In an article about voluntary organized sport in Denmark and Norway, it is noted that resources of high importance are the member generated income and voluntary work. Public sector funding and sponsors cover some of the income. The voluntary work and participation as a resource, is second to none to the sport clubs. The declining tone of volunteerism causes difficulties in recruitment and has led to monetary compensation of some of the work. (Ibsen & Seippel 2010, 597-598.)

The ability to obtain resources is vital for a sport club. However, the resource obtainment is known to be rather challenging. In Misener & Doherty’s study (2009, 460) Gumulka et al. (2005) notes that in Canada, compared to other non-profit organizations, sport organizations have reported to have some fewer financial resources, and problems in obtaining them. Especially, volunteers are more heavily relied on, and obtaining the “right kind of” volunteers cause difficulties.

However, as an upside to the difficulties sport clubs face in resource obtainment, public-sector funding in Scandinavian countries is relatively high. Similar to Finland, in Norway and Denmark, public-sector funding is direct or indirect. In fact, if the amount of indirect support of public expenditure on sport facilities is included, public-sector funding accounts for nearly half of the associations’ income. (Ibsen & Seippel 2010, 599; Koski 2012, 7.) According to Koski (2012a, 7), clubs in Norway and Denmark are validly comparable to Finnish clubs.

### **3.2.1 The effect of increased expenses on resource obtainment**

Since organizing the sports activity has become more expensive than before, the fundraising has become intensified and highlighted, especially in competition driven clubs (Nieminen 2000, 9). Firstly, according to Nieminen (2000, 9) sport facilities have generally become more expensive, and the demand of quality of those facilities has increased. Secondly, coaches and instructors are nowadays more trained and educated, and this increases the expenses of organizing the sport activity in the clubs. In addition, some other areas of sport organizing have increased the expenses, such as competition and events. Inside competition, the main factors have been the demand of quality in facilities and equipment, and the logistical costs. In event organizing some areas may require expertise that costs extra, such as security measures. (Nieminen 2000, 9.)

The increased expenses, and success orientation, seem to require intensification in fund-raising. According to Mäenpää & Korkatti (2012, 25) especially success oriented clubs tend to set unrealistically high success goals, on contrary to the resources they possess. Therefore, they advocate the formation of realistic goals and clever management, in order to keep the balance between the obtained funds and the expense ratio.

### **3.3 Leadership**

In general business, manager's job is to supervise and ensure that the product or service turns out appealing to customers in order for sales to increase. In the non-profit context, the managers direct these efforts toward more intangible goals, such as "improving public health". (Daft 2010, 11-12.) In case of sport clubs, the main purpose is to organize sport activity to the public.

The activity however, is not the only area of leading that the sport club management has to deal with. According to Mäenpää & Korkatti (2012, 22) leading a sport club requires diverse skills. One must lead the sport, administration and a sense of community. Further, merely running the club on a daily basis requires time, yet there should be enough focus to develop and reform the club. In addition to this, the external relations demand attention.

Leading a non-profit organization requires slightly different approaches, versus leading an organization with paid employees. As according to Koski (1994, 57-58) the members of the club are central to its potentiality, leaders must encourage the activity produced by the people themselves. Daft (2010, 11) agrees that the key for any organization is the people, and their ability to interact and perform together.

What type of a leadership sport clubs require then? In Koski's study (1994, 58) Haggerty & Denome (1991, 68-69) suggest that the club leaders should be inspirational in person, organize events for members in order to lift up the atmosphere, and support the members urge to develop themselves. The previous notions increase the member's motivation toward the organization, and the work they do. Therefore, management has a significant role in member commitment. (Koski 1994, 58.) Suomen palloliitto (23) (The Football Association of Finland), reports that decreasing factors for member commitment are; ineffectively organized activity, weak communication between leaders and other members, lack or paucity of member training and education, and lack of appreciation on behalf of management.

In addition to inspiring and committing the members, a strong manager leads through a vision and mutual goals. According to Haslam, Reicher & Platow (2012 13, 14) management has to strongly inform the members about the goals and the reasons behind actions made. If the members start to work for the cause itself, they gain motivation from the work, and a need for carrots and sticks decrease. (Haslam, Reicher & Platow, 2012, 13, 14; Hershey, Blanchard & Johnson 2001, 79.)

### **3.4 Future challenges**

Sport clubs have to take into consideration their organizational environment and its effects on them. The situation of present and future raise issues to which sport clubs need to react in order to maintain or develop their activity.

Cuscally, Hoye & Auld (2006, 10) point out that some governments have generally reduced their direct delivery of social services and welfare, and have started to shift the responsibility to the third sector actors such as non-profit organizations (Hodgkinson 2003). This means that the public sector wants to growingly influence the club activities and guide them toward public health promotion. This occurs, for example, when funding is considered. (Ibsen & Seippel 2010, 604; Koski 2012a, 7.)

Furthermore, competition increases when different non-club sports generalize. For example, different aerobics, weight training/ fitness, tennis, and swimming, as leisure activities, increase their appeal against traditional club sports. Hence, clubs may have to consider adapting to the changed demands. However, in a Danish survey in 1997, clubs were asked whether they would change the activity towards market-oriented/population pleasing direction; only 30% of the clubs advocated the change. (Ibsen & Seippel 2010, 603.)

One last external challenge lies in new control and administration of the public sector, where the emphasis is shifted more and more on efficiency and goal-orientation. This will build pressure on clubs' administration, for example, when applying for subsidies. (Ibsen & Seippel 2010, 604; Koski 2012a, 7.) The previous notions predict challenges to the traditional sport club-working environment, where the working may intensify due to the increased expectations.

## 4 Professionalism in Sport Organizations

In societal development, professionalism typically generalises. Therefore, naturally sports and recreation organizations also professionalize at moderate speed. Professionalism means creating more organized and specific procedures and policies, and specifying the distribution of work. (Koski 2012a, 32.)

In Finland, the full-time employee numbers in Sport and Leisure have grown. Around 17 000 people are employed to work in the operational field of sport, or maintenance of sport facilities. The distribution is around 6 000 in private sector, 5 000 in municipalities, 3 500 in *Sport Clubs*, around 2 000 in school (and other educational establishments), and in other national Sport Organizations around 600 employees. The growth rate for full-time employment in sport clubs is estimated to be 5-20 % a year. Volunteer participation numbers are around 500 000 per year. (Mäenpää & Korkatti 2012, 9.)

Although according to Koski (2012a, 6), a need for a professional in most of the sport clubs is not realistic, the pressure towards employment exists. As discussed earlier in this paper, the clubs face growing challenges internally and externally. Further, the increased expectations do not seem to agree with fading volunteerism (Koski 2012a, 6).

### 4.1 The situation in Finnish Baseball Clubs

Football is the largest Sport Association in Finland by registered players, and it operates with around 1 000 Football clubs. In season 2015-2016, The Finnish Baseball Association has 167 registered clubs (in addition to this there are 97 non-registered but active clubs), and around 14 800 licenced players. Just to compare these two sports, The Football clubs had nearly 400 full-time employees in 2014, whereas Finnish Baseball clubs have currently 42. (Palloliitto, 2014; Sporttirekisteri 2016.)

The first full-time employees were hired in Finnish Baseball clubs around year 2010. One of the main pushes was the subsidy granted by the Ministry of Education (today the Ministry of Education and Culture). The subsidy was granted eventually for 200 clubs to support the employment and other operational projects. (Koski 2010, 4; Malinen 25 May 2016.)

Defining factors for full-time employment in Finnish sport clubs is the size of the club and the orientation toward competitiveness, and success in competition. These type of clubs are most likely to hire or consider hiring a full-time employee. (Koski 2012a, 10.) According to Malinen (4 August 2016) the same trend is seen in Finnish baseball clubs.

Along the way, the FBA has organized educational sessions and seminars to support the full-time employees and their clubs. According to Malinen (25 May 2016) the education has concerned the following themes:

- Employees work -and time management development - how to manage the working time in order to prevent the overload
- Increase employees' awareness of their rights as an employee, and the clubs' awareness of its responsibilities as an employer
- Inform the clubs about their possibilities concerning the employment e.g. subsidies and job support
- To share information and knowledge among the clubs – how the other clubs have implemented the operations that are under development in other clubs

The clubs need support now and in the future. Vilanen (2013 4, 32, 34) in her thesis - "Sport club as an employer" points out that the phenomena is relatively new, and the work in the clubs diverse and subject to change. Now that hiring is supported, the clubs in need of a professional are eager to hire. However, there lies a threat where sport clubs lack or may not be aware of decent managerial work. Further, the workload may increase as due to the hiring the activity presumably expands.

#### **4.2 Previous research about professionalism in sport clubs**

Koski has conducted an extensive research published in 2012, about the impact of full-time employment in sport clubs called "Palkattu seuraan – mitä seuraa" (translation in English: The consequence of full-time employment in a sport club). The point of the research was to study an operation where The Finnish Ministry of Education granted a subsidy for 200 sport clubs to support the employment of full-time employees, and other operational areas of the clubs. The goal was for clubs to develop quantitatively and qualitatively.

According to the results, most of the clubs had developed in the wanted direction. In the developed clubs, the participant numbers had increased, and the activity diversified and expanded. In terms of volunteerism, some clubs had perceived positive development and some declined. In approximately half of the clubs, the motivation levels had increased due to the new employer. Generally, the employment effected positively to clubs' resource obtainment. It was found that the children's participant fees had increased around 200 euros per individual. The operational environment in the clubs turned more organized, and the

activity got planned more carefully. In terms of goal orientation, the activity was better targeted, and the general atmosphere was perceived to have uplifted rather than impaired. Generally, the most developed single area seemed to be the “willingness to develop the club”, whereas most problems occurred in volunteer resources and activation. (Koski 2012a, 1-2.)

This study utilizes Koski’s study and approach to some extent, because he has basically studied the same phenomenon, yet more extensively, and across sports. Since Koski has studied the impact of full-time employment on the Finnish sport clubs, it seemed suitable to utilize his framework in case of studying Finnish baseball clubs too. The final part of the literature review presents Koski’s approach to observe the sport club’s functionality, and further some research, that was found to support his approach.

## 5 Organizational effectiveness

Sport club is a specific kind of an organization. It is committed to produce services with limited resources and employees, and accomplish this as low cost and efficient as possible. (Daft 2013, 13.) In order to evaluate how a sport club functions most effectively, one must find out which dimensions influence the functionality of the sport club (Koski 2012a, 16). Once the dimensions are defined, the impact of work can be evaluated through the functionality of those dimensions. Like in this study, the impact can be measured when the Finnish baseball clubs evaluate their possible development in different areas of their operations, after the commencement of the employment.

Daft (2013, 12) defines organization as an activity system that is: 1) social entity, 2) goal-directed, 3) deliberately structured and coordinated, and 4) linked to external environment. In other words, organizations' whole purpose is to attain goals by coordinating people and resources, and perform essential functions to forward the process. Further, internal interaction (between the organization employees) and external interaction (between the organization and its environment; customers, competitors etc.) are necessary for organization's functionality. (Daft 2013, 12.)

Koski (1991, 20; 1995, 86) points out that sport clubs differ notably from general profit driven organizations, and therefore it is relatively difficult to find comparative organizational effectiveness studies applying to sport clubs. Therefore, Koski (2012a, 16-17) has created a model of Organizational Effectiveness of Finnish Sports clubs (OEFSC). Here is a quote from Koski's research:

The model of Koski's (1991; 1994; 1995; 2009) organizational effectiveness of Finnish sports clubs (figure 5) is compiled by reflecting the progression of organizational theories, and the literature of the topic, and it is leaning on long term sports club – analysis. (Koski 2012a, 16.)

Koski approaches sport club as a holistic entity, where its effectiveness consists of different dimensions. If some of the dimensions fail to work, it effects the whole entity. The term "effectiveness" in case refers to the rationality of functions of the clubs. (Koski 1995, 86; Koski 2012a, 16.)

## 5.1 The dimensions of effectiveness

The model of Organizational Effectiveness of Finnish Sports Clubs consists of 6 dimensions. The image of OEFSC (see image 2) is formed with 5 dimensions, however later on Koski (2012a 16-17) has added the VI<sup>th</sup> dimension which is the *continuity*. In this model sport clubs as an open system exploits the possibilities and resources of its environment, and produces the services back to the environment for use. (Koski, 1995, 86.)

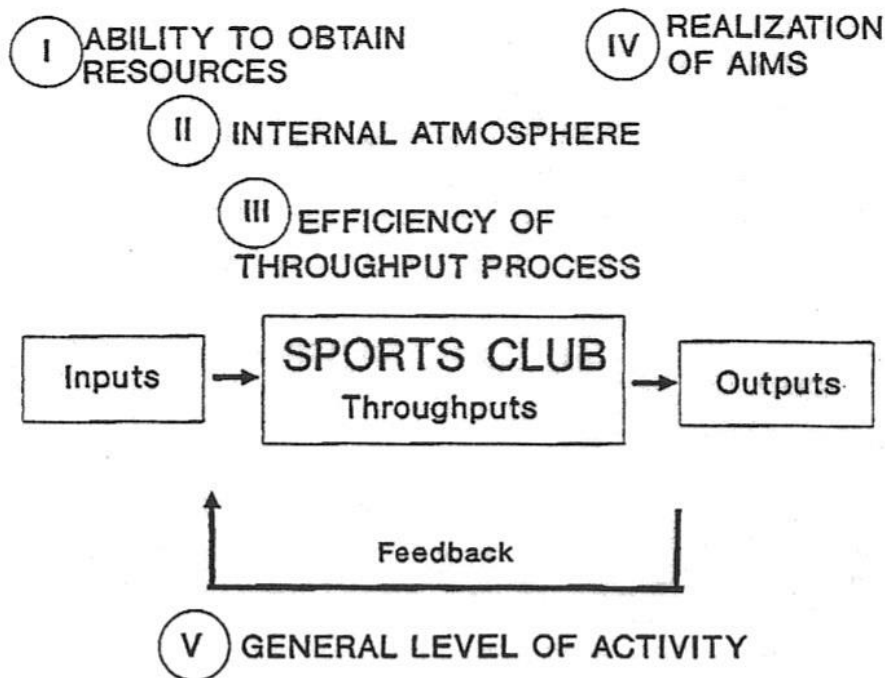


Image 2. Effectiveness dimensions of a sports club as an open system (Koski 1995, 87)

The first dimension is approached with the system resources model, and is *The ability to obtain resources*. This means the resources that club has to obtain from its environment; such as members, volunteers, sponsors, facilities, equipment, money and expertise. In this dimension the club's size and its relations to its environment are highlighted. (Koski 1994, 38-39; Koski 1995, 86; Koski 2012a, 17-18.)

The next two dimensions are covered with internal process approach. The focus is on the internal health and efficiency of the club. The *efficiency of the throughput process* is evaluated especially in success oriented clubs. This covers, for example, the long term- and short term planning, leading, division of labor and the process of operating efficiently with minimal resources. *Internal atmosphere* is the second dimension of this section, and it is a



valid measure for a non-profit – volunteer based organization, where “togetherness” is one of the key values. (Koski 1995, 39-40; Koski 1995, 86; Koski 2012a, 17-18.)

The fourth dimension is seen through the goals model. *The realization of the aims* is for clubs to evaluate the efficiency of their producing, and compare that to the set goals. For example, as success oriented clubs’ aim is to produce successful athletes and teams, their performance and success in competition can be compared to the goals they have set. Further, in this dimension, the teams’ or groups’ general activity levels can be evaluated. Problems in this approach may occur when clubs have many goals, or the goals are subjective and unofficial. Hence, if they are not clearly written down, they are difficult to follow. (Koski 1995, 40; Koski 1995, 87; Koski 2012a, 17-18.)

The fifth dimension is *the general level of activity*, and it refers to the club’s visibility and the scope of activity. An ideal club is active toward its environment, well-known and possesses a positive image. The evaluation of this section can be done by reflecting the club’s public image and external communication. Further, the willingness to develop the club belongs to this dimension. The final dimension is *the continuity*, that is simply explained by the club’s ability to ensure that there are continually people working for the club (and not necessarily the same people). (Koski 1995, 87; Koski 2012a, 18.)

## **5.2 Similar approaches to non-profit organizational effectiveness**

Another approach that was found to support Koski’s view of organizational effectiveness, is collectively reviewed in this section. This slightly similar model is called “Conceptual model of organizational capacity” (see Image 3), and it was originally developed by Hall et al. (2003) to assess qualitatively the capacity of non-profit-voluntary organizations in contributing to Canadian public. (Hal. et al 2003, 1.) The model was specifically designed to serve the non-profit and voluntary sector, and it utilizes 5 dimensions. The five dimensions of the model are; human resources capacity, financial capacity, relationship -and network capacity, infrastructure -and process capacity, and planning -and development capacity. (Misener & Doherty 2009, 459, 462.) The background idea is similar to Koski’s model. Hall et al. (2003, 4) describe the model as the organization’s ability to exploit or harness variety of organizational capital in order to produce the desired outcomes and outputs. Furthermore, the capital maintenance and development is depended on external factors and environment, and the availability of human –and financial resources. Eisinger (2002, 117) points out that effective organizations seem to possess a wide range of capacity attributes, and be able to mobilize them in order to fulfil their missions.

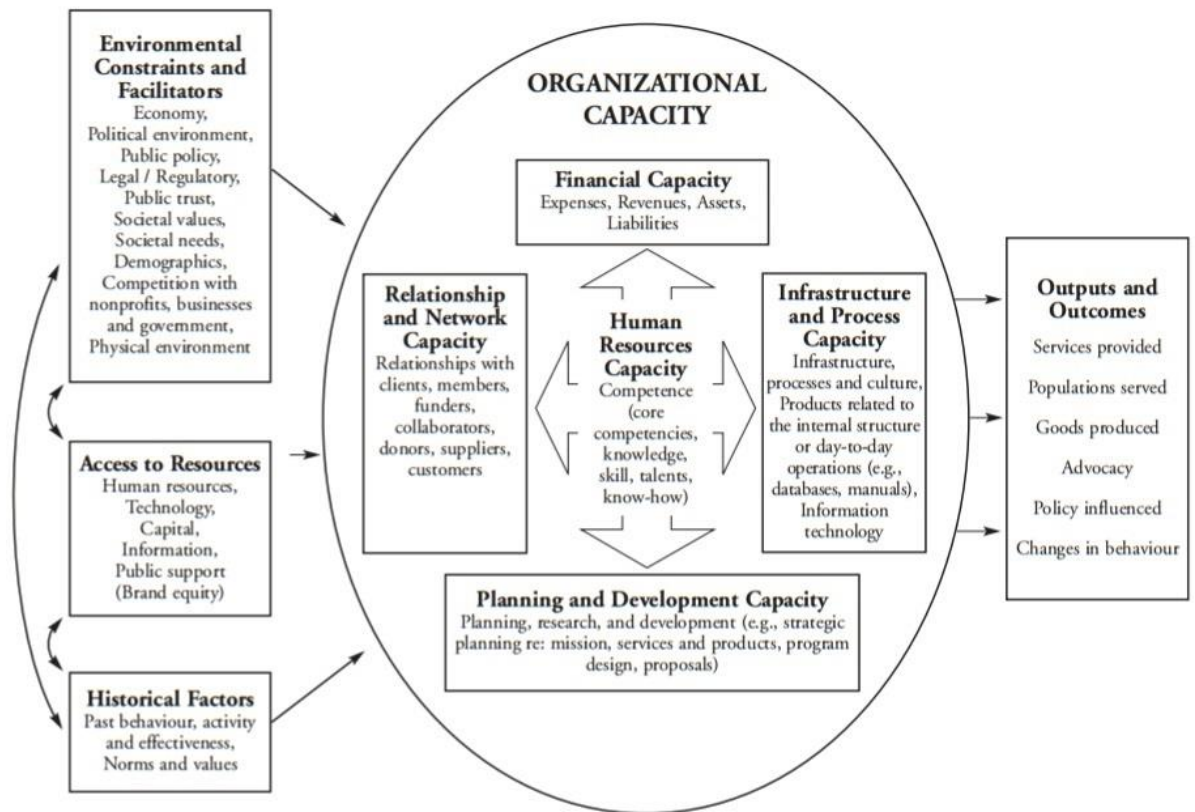


Image 3. Conceptual model of organizational capacity (Hall et al. 2003, 7)

Another study where the “Conceptual model of organizational capacity” is utilized, is Misener and Doherty’s (2009) study, where the impact and nature of organizational capacity is studied in a non-profit community sport club. Similarities to Koski’s study (OEFSC) is found, as they seek to identify the factors that have a key role in organization’s ability to fulfill its mission, which in this case is to provide sport opportunities in the community. Further, they too advocate the multidimensional approach to the process. Therefore they utilize Hall. et al.’s “Conceptual model of organizational capacity” as a framework for their study. (Misener & Doherty 2009, 457.) They found that the results were relatively consistent with Hall. et al.’s (2003) study results (Misener & Doherty 2009, 478).

## 6 Empirical part

### 6.1 The research aim and problem

The goal of this research is to find out the impact of the full-time employment on the Finnish Baseball clubs, that have hired a full-time employee. The evaluation is executed by observing the clubs' financial situation, managerial situation, and the state of running the daily operations. As a secondary goal, the reasons and factors behind the employment, and some information about the work executed is gathered, in order to share information about the experiences of the clubs that have hired the employee.

The commissioning party of this research is the Finnish Baseball Association. The study would provide them valuable information about the impact, causes and reality of the employment. This information would especially serve the already hired clubs, and the clubs that are about to, or consider the hiring. The hiring of full-time employees for Finnish Baseball clubs is increasing, and updated information is needed whether it is a path worth following or not.

The main research question is:

Do Finnish Baseball clubs develop due to the hiring of a full-time employee?

Specifying questions are:

- Has the club's financial state improved?
- Has the state of management and the daily operations improved?

Specifying questions for the secondary goal:

- What has led to the hiring?
- What is the situation of working of the full-time employee(s)?

## **6.2 Methodology**

The research problem is solved with a certain methodology approach. The information is gathered based on the research problem, and the population sampled according to gather best results addressing the problem. (Heikkilä 2014, 17.)

According to Heikkilä (2014, 12) in an empirical study a hypothesis can be developed from theory covering it. In this case, the hypothesis according to previous similar research has indicated that hiring a full-time employee to sport clubs is generally perceived to have a positive effect on the clubs. This is called deduction and it enables the quantitative method to be used to solve the problem. This means there is found previous theory to explain the research problem. (Kananen 2015, 66.) In this research the same hypothesis is surveyed but applied to concern more specific group of clubs: Finnish baseball clubs, in Finland. Furthermore, specifically from the point of view of the key people responsible for running the club.

### **6.2.1 Selection and sampled group**

The commissioning party of this thesis, the FBA, wanted to delimit the survey from the beginning. This was because they wanted information to be gathered from the core people of the organization, because they would have the most specific knowledge about the actual work of the full-time employee. The people would be the full-time employee(s), and the chairperson of the club. However, there are currently around 26 clubs that have a full-time employee hired, and therefore there was a risk that the response rate would stay low. Hence, after some consideration the survey questionnaire was decided to be sent to the selected clubs' part time employees and board members. As full-time employment in Finnish Baseball clubs is relatively new, this seemed like a place to start to gather experiences.

However, it is reasoned to acknowledge that in a sport club there are other members that the full-time employment has an impact on, such as players, coaches and volunteers. In this case, they have been ruled out for not seeing the working process clear enough, and therefore not being equipped to answer all the questions necessary. In this study, the aim is to gather information from a relatively small group of people. There are under 100 respondents; therefore, census is used to interview every member of the population. (Kananen 2015, 204; University of the West of England 2016.)

### **6.2.2 Collection of data**

As quantitative method is used, the most common way to conduct the research is a survey research, which is used in this case. (Kananen 2015, 197.) An internet survey is used to collect the data. Internet survey strengths in this case are low cost, time efficiency (for both questioner and respondent), and an ability to make relative generalization over matters. (Glasgow 2005, 1-1; Heikkilä 2008, 18.) The weaknesses appear when unintended participants answer, or the nature of responses is unclear, that could be due to misunderstanding of the questions, or intentional misreporting. (Glasgow 2005, 1-1; Heikkilä 2008, 18.) The data collection tool in this case is an internet questionnaire created with Webropol 2.0. This is an online tool that provides surveys and analysis. (Webropol 2012.)

### **6.2.3 Survey instrument**

The questionnaire consisted of 7 sections; background information, financial situation (1 & 2), management development, quality of daily operations, full-time employee's job description, possible changes in work, and reasons and factors behind the employment.

Most of the question types used in this questionnaire are closed and structured opinion questions, where the Likert scale (surveymonkey 2016) is used from 1 to 5 as equally spaced continuum. The advantage of the structured questions is the ability to answer quick, and the easiness of statistical processing. The weaknesses lie in the respondent's possible leading, and the fact that one may answer rapidly and in a neglectful manner. (Heikkilä 2008, 49.) Further, a multiple-choice question and two open questions were utilized.

Six persons tested the questionnaire, before it was sent to the 26 clubs. It was sent personally via e-mail to 64 respondents that were either full-time employees or chairpersons. It was then their responsibility to share the link further to their club's board members and part-time employees. The response rate would probably have been better, if the link was sent to the latter mentioned respondents individually, however, this was not possible due to the lack of contact information. The time-limit for responding was set to be two weeks. During the last week a reminder e-mail was sent to the 64 respondents, and a news item was published at the FBA's web pages: <http://www.pesis.fi/?x21605=21694180>. These measures really activated the respondents.

#### **6.2.4 Analysis of survey data**

Structured opinion questions were analyzed by the average, and the standard deviations (Tilastokeskus 2016) were noted to get an idea of how centralized the findings are. In addition, the percentages of the responses were utilized to describe the findings in greater detail. The open questions were organized and evaluated by picking up the most common themes occurring in the answers.

#### **6.3 Validity and reliability**

Through every step of the scientific research, the transparency of one's work has to be evident. This means that every stage of the research has to be documented, in order for anyone to follow and analyze the choices and results the author produces. (Kananen, 2015, 66.) Validity means that the research needs to truly discover answers to the questions set. This means that the research needs to be planned carefully to cover the research problem as a whole. Validity in overall rises when essential questions are asked, response rate is high, and sampled group is carefully selected. (Heikkilä 2008, 27.)

Reliability stands for the accuracy of the results, where the study is repeatable and the researcher is able to interpret and analyze the results correctly. In addition, the sampled group has to be large and comprehensive in terms of finding the right respondents, and receiving sufficient amount of answers. (Heikkilä 2008, 28.)

## 7 Results

The survey questionnaire consisted of six sections in addition to the background information. Basic questions were asked in the background section, such as age and gender. However, the most important objective was to find out in which role the respondent was operating in the club, and whether he/she had been operating over or under a year. The role is considered an important knowledge, in order to see whether there was variation in opinions depending on the role that the respondent has in the club. This way four different respondent groups could be separated when the results were viewed (see Figure 1). Furthermore, the duration of the employment was important to acknowledge, because if there were many “under a year” –operated respondents, the overall results would have to be looked at more critically. This was naturally because of the lack of time they had been working in the club.

### 1. Background information

*I am:*

Number of respondents: 47

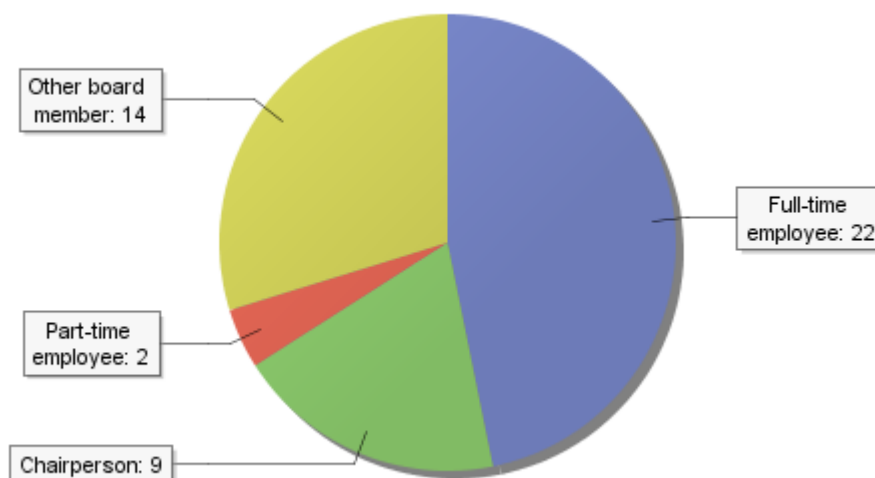


Figure 1. Distribution of respondents based on their roles in the club

There were total of 47 responses to the questionnaire from potentiality of 26 different clubs. If we look at the main target group: the full- time employees and chairpersons, they accounted for 31 out of 47 respondents. This is over 50% of the total respondents, and means that majority of the opinions came from the target group.

If every potential respondent had answered, the total respondent number would have been around 300, as there are approximately 1-2 part-time employees, and 3-6 board members per club. However, as mentioned before, this was not likely as it was completely up to the target group to share the link. The other background information concluded that there were 9 women and 38 men, and the respondents' average age was 30-44 years. 85% of the respondents had worked over a year. Further, 6 out of seven of the "under a year" respondents were full-time employees.

## **7.1 Financial situation**

The first section after the background information was to evaluate the current financial situation of the club (see Figure 2). This section consisted of structured opinion questions about the clubs' financial situation. The Likert scale was used to scale the responses with a pre-coded scale from 1= completely disagree to 5= completely agree.



## 5. Financial situation

Next we will present claims about the financial situation of your club. Click the best suited option. Give your response according to the time that the full-time employee has operated in the club.

N= 47

The overall average: 3, 54 (and averages after each question)

Standard deviation: 1, 14

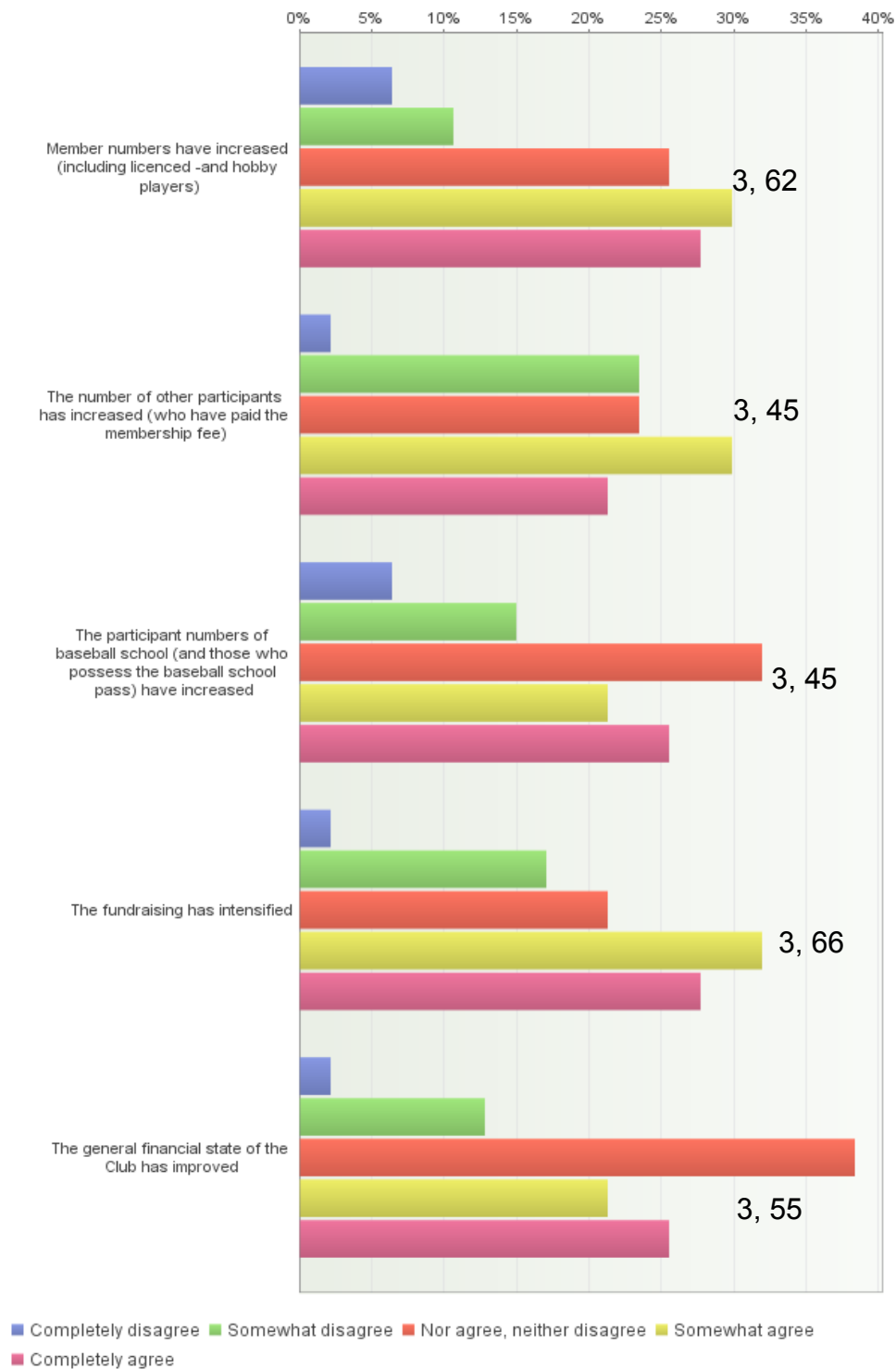


Figure 2. Financial situation of the club

According to the results, there has been a moderate increase in the member numbers. Approximately 57 % of the respondents either somewhat – or completely agreed that the member numbers had increased.

Nevertheless, there is one notion worth mentioning, and it is in the answers to the question regarding “Baseball School participants”. Majority of the respondents gave either a neutral or “completely agree” answers, which could indicate that some of the clubs have been significantly more active in their efforts to organize the schools, and some more passive, or at least not very active.

The improved fundraising scored the highest average in this section, having approximately 60 % of answers on positive side of the scale. The general financial state has improved very moderately. Naturally, out of other questions, this is something that requires the longest time to develop.

#### **7.1.1 Financial situation**

The second section of the “Financial state” aimed to discover if there had been increase in the cost of participation, and if this was the case, what had caused it (see figure 3). The question was optional but all the respondents gave an answer for it. This was a multiple-choice question, and there was a possibility for an open answer: Other, what?

## 6. Financial situation

If the expense of participating the sport activity has increased, the reason has been the following:  
Pay attention, you can choose more than one option!

N= 47

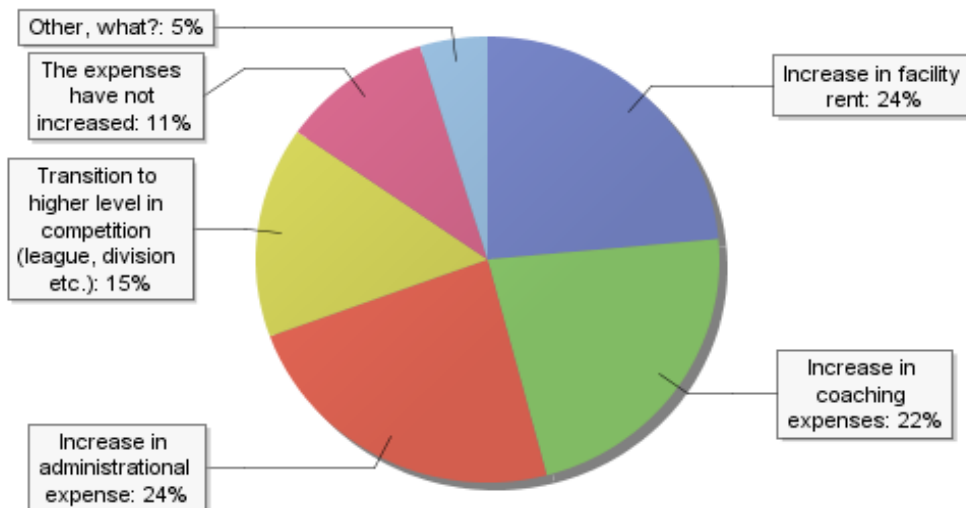


Figure 3. Reasons for the possible increase in expenses in participation

According to the results, approximately 89% of the responses agreed that the expenses had increased in some way in the clubs. Especially, 72% of *under a year respondents* gave an answer that agreed that “increase in administrative expense” was the main factor for increased expenses in their clubs.

The 5% of the respondents chose the open answer option and the explanations provided were:

- The increase in expenses has been moderate due to intensified fundraising
- As member numbers decrease, the expenses per person increase (it is presumed here that this means per employed person)
- Hiring a full-time employee
- Extended/ long distance travelling to games, and that the junior participant numbers have stayed low

The reasons such as increase in administrative- and coaching expenses indicate to the hiring expenses of some sort of work.

## 7.2 Management development

This section was to find out whether there were indicators for possible development in the club management (see figure 4). The questions consisted of structured opinion questions, and the answer was to be given on Likert scale from 1= completely disagree to 5=completely agree.

### 7. Management development

*We will present claims about the Management development in your club. Give your response according to the time that the full-time employee has operated in the Club*

N= 47

Average: 3,78

Standard deviation: 1,02

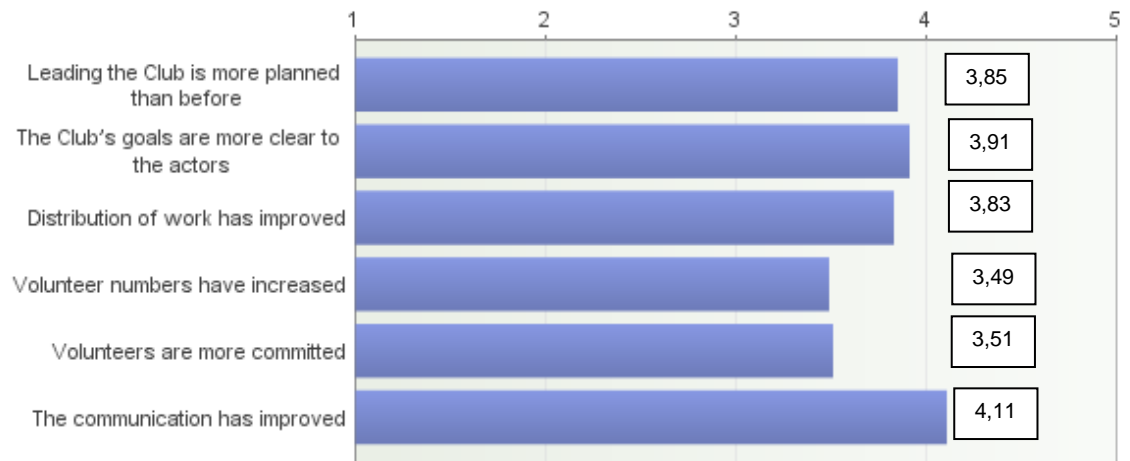


Figure 4. Management development in the club

The first three claims were clearly perceived to have improved receiving “somewhat agree” and “completely agree” answers from 66-78 % of the respondents. As soon as the questions began to consider the volunteers, the rate of *neutral answers* grew, especially in “volunteer commitment” covering 43 % of the answers. “The volunteer numbers have increased”, received most negative answers of this section with 17 % of the respondents.

## 7.3 Quality of the daily operations

This section evaluated the clubs' daily operations. Structured opinion questions and the same Likert scale is used in this section as in the previous one. See figure 5 “The quality of the daily operations”.

## 8. Quality of the daily operations

Next we will present claims about the quality of the daily operations in your Club. Click the best suited option. Give your response according to the time that the full-time employee has operated in the Club.

N= 47

Average: **4,03**

Standard deviation: 0,77

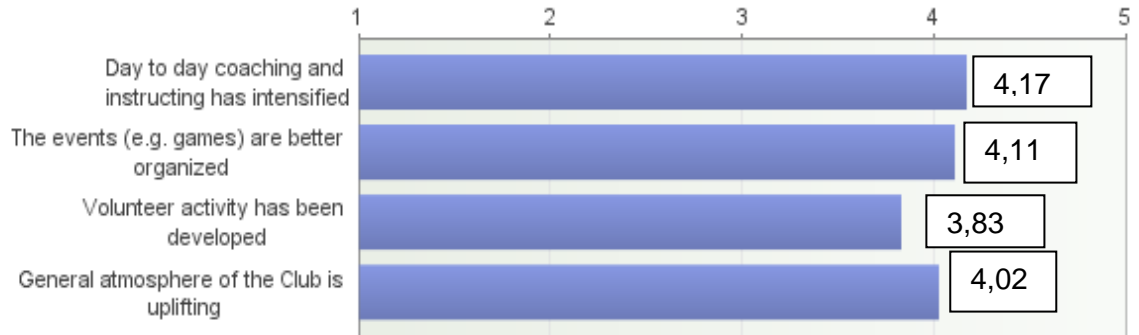


Figure 5. The quality of the daily operations

According to the results, the greatest improvements are seen in this section due to the hiring of the full-time employee. The intensified coaching and instruction scored the highest average, which is an excellent result, as the sport activity is in fact the ultimate reason for sport clubs to exist. The “Events (e.g. games) are better organized” also received a large support of 79 % of “completely –or somewhat agree” answers.

Further, a positive notion is that at least 68 % of the clubs had attempted to develop the volunteer activity to some extent. The uplifted atmosphere in several clubs has surely been one of the forward pushing forces in the daily operations.

### 7.4 Full-time employee’s job description

This goal of this section was to find out what is the emphasis of the full-time employees work at the clubs. There were three categories of work duties, and the respondent had to mark on Likert scale how much of one’s work distributed to each section. The Likert scale was from 1= not at all, to 5= very much. See figure 6. “The distribution of work of full-time employees”.

## 10. The job description of the full-time employee

Please mark how much of the full-time employer's work distributes in the following areas in your opinion:

N= 47

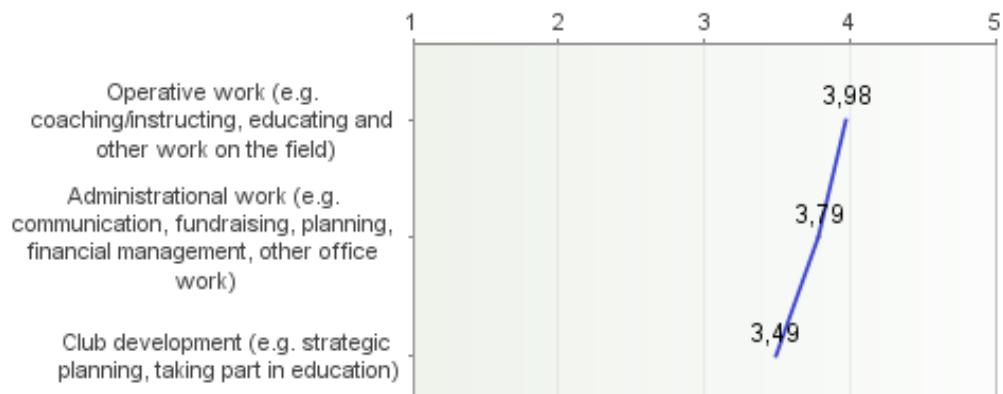


Figure 6. The distribution of work of a full-time employee

As seen, the results indicated relatively even distribution of workload in the areas, with slight emphasis on operative work. Only one full-time employee and a board member answered that none of the work was in this area. A positive piece of information is that the “Club development” was not neglected, but received slightly over 50 % of “plenty” (4) and “very much” (5) answers.

However, an interesting anomaly is found when the respondent groups are separated. A minor distinction in opinions occurs between the board and the employees (see Figure 7).

## 10. The job description of the full-time employee

Please mark how much of the full-time employer's work distributes in the following areas in your opinion:

N= 47

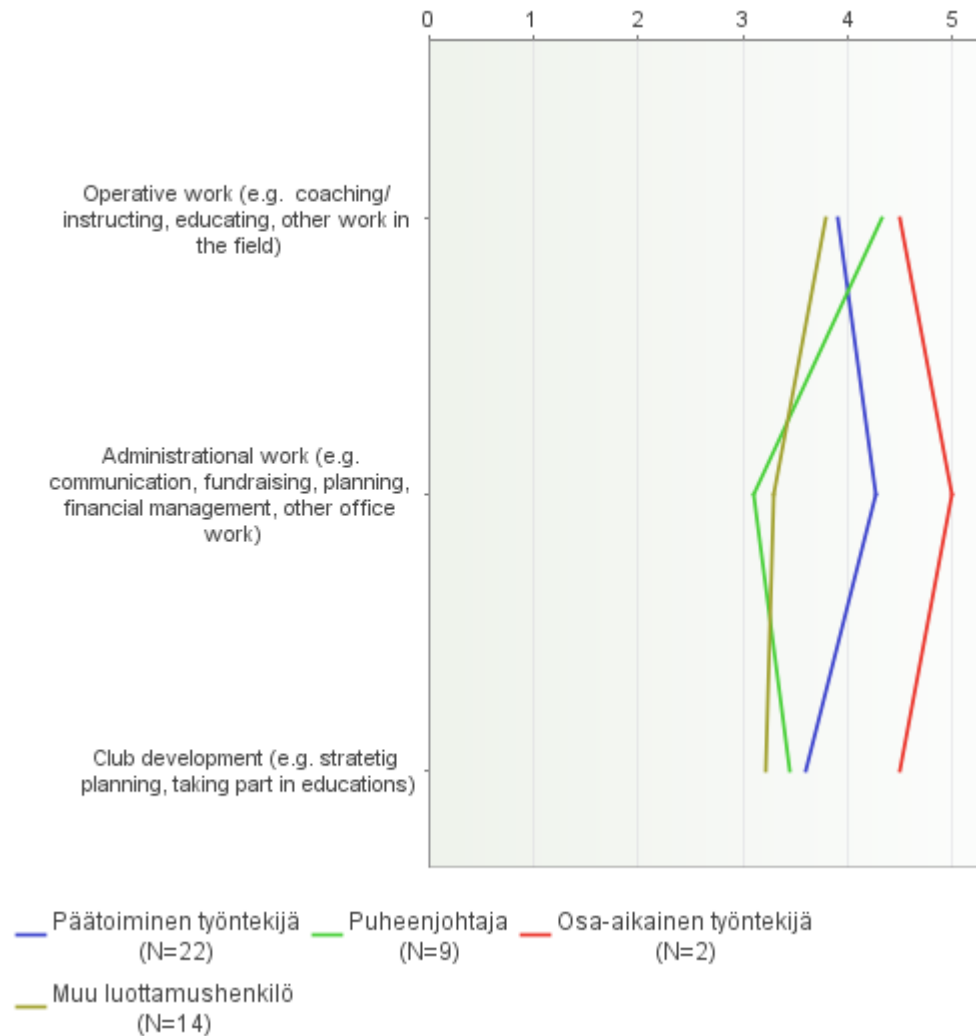


Figure 7. The job description of a full-time employee – respondent groups separated (Translation: Blue line: Full-time employee, Green line: Chairperson, Red line: Part-time employee, Yellow line: Other board member)

### 7.5 Possible changes in work

This open question was a follow up for the previous section of the job description of the full-time employee. The aim was to get a view about the situation of working after the employment and whether it has changed from the starting point. This question was also optional, and 15 people responded to it.

11. If the full time employee's duties have changed from the starting point, describe shortly how.

Respondents: 15

There were found roughly two types of comments for this question. The other comments were about the increased workload in different areas, and the others about the changes that have been made in order to delimit and/or proportion the increased or changed work.

Some comments were about the clubs where the activity had expanded, and the workload of the core people of the club was increased. Especially, in smaller clubs, the expanding and growing work burden the small staff. Specific comment about this was a transition from doing certain areas of work to doing all-kinds of work and routine business. One of the comments stated: "The full-time employee has now 50% more work than in the beginning". In addition, the job of fundraising was mentioned to have increased in a few comments.

The other comments were about the improvements in delimiting or sharing the work from the starting situation. This information is positive and indicates that some clubs had reacted in the changed or increased workload. One of the comments stated: "The work has been distributed to other members of the club, so that the work does not burden only one person. Therefore, the activity has improved".

## **7.6 Reasons and factors behind the employment**

The aim of this section was to find out what had originally been the reasons and factors that had led to the hiring decision. This was an open question.

### **12. Reasons and factors behind the employment**

*Summaries freely, however shortly on the text box below:*

Respondents: 47

The answers touched on repeatedly six themes. The most common themes that occurred in the comments were almost equally the "Running everyday operational and administrative work", and "The development and intensification of coaching, especially on junior level". In addition, club development was found across multiple comments.



Responses under the “Running everyday operational and administrative work” highlighted today’s amount and scope of work that the former volunteerism cannot cover anymore. The competitive level was mentioned a few times and its effect on club’s ability to run things at a more demanding manner. In this context, the need for general professionalism, and the increased amount of marketing, communication, and fundraising was mentioned.

Additionally, a few comments were about how the “routine business” in the clubs requires somebody there full-time, concerning both operational and administrative duties.

Here are a few quotes from the answers concerning this theme: “There has to be full-time employees who run routine business, nobody has enough time to run these things voluntary based anymore”. “Superpesis (the highest level of adult competition in Finland) requires full-time employee to take care of the marketing and communication”.

The second theme that had multiple mentions was “The development and intensification of coaching, especially on junior level”. This theme had two clear statements; that there is or should be a Junior Manager in the club, and that the junior and member numbers have to be increased. A few clubs mentioned that they have already hired a second Junior Manager, or are about to hire the first one in the future. This is because the size of this section in the clubs is usually the largest, and the growing demand on quality coaching, and competition level requires better organization.

The third theme concerned the need for professionalism, and the hired employees’ skills and competence as a reason for the employment. “Employee’s expertise in the field of Finnish Baseball” and “Club’s will to professionalize their activity” were sentences that occurred in many of the comments.

The fourth theme was the decreased numbers of volunteers in the clubs. This was shown in the comments as the increased need for volunteers and a need for new people to boost the activity. In addition, the challenge of the club development only by volunteer effort was mentioned. Furthermore, the last two themes were the granted subsidies, and that the club had grown and its activity had spread. The granted subsidies were mentioned in three comments, and the club growth in six.

## 8 Discussion

The impacts of full-time employment on Finnish baseball clubs was not directly studied before. The sharing of the experiences had based so far on the meetings and educational sessions of Finnish Baseball community (Malinen 25 May 2016). Therefore, the study was very topical.

Pointing out from the literature review, functional sport club is based on organizing quality sport activity, and running the “machinery” that enables this, in all its areas of operation. The sport club operates in a certain environment, that effects its activity. However, because of the delimitation in the beginning, observation of this viewpoint was quite narrow. A sport club seems to be successful when the areas of operation work in synchronization, and towards clear goal(s). In this study, the core people of the clubs evaluated their success in different operational areas, and accordingly the success points and areas of development were found. Simply, whether there had been notably more success than development areas, the impact of the employment had been profitable. However, the areas of development should not be overlooked.

Although, the response rate in this study was relatively good, in terms of validity, especially the chairperson rate could have been higher, when comparing to the number of responded full-time employees. The fact that the questionnaire only covered the opinions of the core people of the clubs naturally decreases the validity to some extent. Especially, other people who are actively involved in the club activities (some coaches, athletes, volunteers etc.) would have had a good view of the club’s activity level in general, and their opinions would have broadened the perspective for sure. Nevertheless, the sampling of that group to the study would have been challenging. For example, the definition of “being an active club member” could vary depending on person looking at it. Around 7% of the respondents were “under a year worked respondents”, therefore there was no need to look at the overall results more critically for that matter. However, the other category of “over a year worked respondents” could include people with various extents of working times, and from that point of view, some criticism is advisable to apply. Koski (2012a, 84) recommends that at least 3 years should go by before more accurate results of the employment can be measured. In this study, such delimitation would have decreased the response rate too significantly, and thus was not an option. Furthermore, a validity-increasing notion is that the answers between the respondent groups did not vary significantly.

## 8.1 The impact on financial situation

Generally, the financial state in the clubs was rather improved than regressed. This touches on the evaluation of the “ability to obtain resources” of Koski’s model (OEFSC), as the acquiring members/ participants, and fundraising refers to the resources the club obtains from its environment. The clubs were moderately improved in resource obtainment. However, in terms of Finnish Baseball School participants, some differing opinions were found. As explained in the results of this thesis, some clubs reported to have great increases in these participant numbers, and some could not tell. As the Finnish Baseball Schools are indeed the grassroots level of Finnish Baseball, the impact of success in organizing the schools is relatively straight way to increase the member numbers. Hence, *all* the clubs would benefit from investing in this area.

As disclosed in the literature review, due to the increased expenses in running the sports activity, the fundraising was found to have intensified in Finnish Baseball clubs too. This information has its pros and cons. Pros being naturally the fact that the clubs operating with limited resources benefit from monetary income, for example, according to one comment intensified fundraising had lowered the participation fees. Cons, according to some comments, revealed that the work would start to emphasize too much on fundraising. This again might burden the employee, and take too much of his/her focus considering the other designated work duties. Jari Malinen, Head of Youth and Clubs (FBA), agreed that based on his experience, this trend is seen actually in quite many clubs.

Another aspect of the financial situation that interested the commissioning, party was that if the expenses of participation had increased, and if so, what have been the reasons for this. As seen from the results, the outcome was unanimous: 89% of the answers presented that the expenses had increased, of which around 50% indicated to the employment as a factor. The employment does have an effect on the expenses of participation. This was to be expected since, for example, Koski (2012b, 6) too, found out that after the employment his target sport clubs had had participation fees to increase around 200 euros per year, per participant. As discussed, the increase in expenses in sports is today’s trend. However, Malinen, and other sports leaders etc. (see page 3.) agree that parents according to new customership -mindset are willing to pay. However, one comment is a great example that presented how the club has been enabled the entrance to *the grassroots* level as low cost as possible:

Leader project for years 2016-2017 for club development. As a club strategy, we have the lowering of junior participation fees. In concrete terms, a free Baseball School, and that the club pays for the coaching and facility expenses for under 10-year old juniors.

It would be interesting to find out, how they will implement this in practice if this is to continue after the Leader project -subsidy. The resources of sport clubs seem to be already limited, and the member generated income a significant source of income for the clubs.

The fact that the employment seems to be a factor for increased expenses, is something to take into consideration when the employment is planned on. For example, what will be the procedures for continuing the employment, and if the participation fees raise will be one of them. This especially, if the employment is done with assistance of subsidy or grant. According to Hall et al. (2003, 28, 32) project funding has a nature of leading to human resource difficulties.

## **8.2 The impact on management development**

According to the results of Koski's study (2012a, 51) the planning, organization and conformity of procedures were significant improvements after the employment of a professional. This seemed to be the case in this study too.

Especially improved areas were the communication, and the goal clarification. However, there was one interesting area that differed from Koski's study results, and that was the communication. Koski (2012a) studied around 200 Finnish sport clubs, and found that according to club management and full-time employees, for some reason, the internal communication was not significantly improved. In this study, it was in fact the most developed area of the "Management development". However, as a distinction "communication improvement" was asked generally in this study, whereas in Koski's study the question concerned the internal communication.

Although, the questions considering the volunteer recruitment, and commitment were generally evaluated over the average, they are clearly the two least developed areas in this section. Nevertheless, a positive fact is that they did not seem to have decreased on the contrary to the trend prevailing. This is consistent with Koski's (2012a, 35) study results, which found that due to the full-time employment it was more likely to acquire more volunteers to the activity than lose. Since, the sport club activity in Finnish Baseball is still mainly based on volunteer work, the emphasis on enhancing those volunteers' satisfaction, and motivation is truly recommendable. According to Hall et al.'s (2003, viii) study, the most research participants perceived that the human capital – volunteers and employees, are the organizations' greatest strength, and effect most on their goal achievement. Similar results were gathered in Misener & Doherty's (2009, 470) study. As a development

idea, it is recommendable implement long term succession plans, and systematically educate and break in new or already existing volunteers to new job tasks. This way the quality of the ongoing programs is not threatened in case key volunteers decide to leave. Further, acknowledging the cyclical nature of sport clubs, and anticipation of changing, or retiring staff ensures the continuity. (Koski, 1994, 147; Misener &Doherty 2009, 478.)

### **8.3 The impact on the daily operations**

As the daily-organized sports activity is the core activity of the club, it was excellent that this was found to be the most improved section out of the questionnaire. The coaching and instructing were the most developed parts of this section. As found out from “the reasons and factors behind the employment” – open question, the clubs need for *full-time junior manager* or such is very current, and the clubs that have such employer, truly seem to benefit from it.

Another noteworthy fact of this section was the organization of events, that too, was clearly developed. The evaluation of this question touches on “the general level of activity”, one of the dimensions of Koski’s model (OEFSC). Success in events promotes club’s visibility, scope of activity, and positive image. (Koski 2012a, 18.) This, in my opinion, is a profitable place to seek to recruit volunteers, and a great opportunity to attract more people in to the club activities. Further, the fact that there was a clear attempt to develop the volunteer activity, indicates that most of the clubs work on committing their volunteers, and the uplifted atmosphere suggests this too.

In the open question of “reasons and factors behind the employment”, occurred multiple refers to the fact that the need for full-time employment in these clubs existed. Running the daily operations were perceived challenging, nearly impossible to execute only by volunteer effort anymore. The same tone was found when the comments touched on club development.

### **8.4 Employee’s state in the clubs**

The previous parts of the discussion have mainly addressed the functionality of the sport clubs, and the impact of the full-time employment on it. The following part looks into the full-time employees’ work, its distribution, and possible changes in it. Now that the clubs have managed to hire a professional employee, it is important that the work he/she does is executed within reasonable extent, it is planned, and the plans are followed. These

measures have an impact on the continuity of the employment, and help the employee to execute the work efficiently.

According to the results of "Full-time employee's job description" there occurred some difference of opinion regarding the emphasis of work. As seen from the results, the responses revealed that the board and chair experienced that the emphasis of the work was on operational duties, whereas the employees thought that the emphasis was on administrative duties. Some comments of the follow up –question: "possible changes in work", support the anomaly, like that the fundraising tasks had increased from the beginning. Hence, as for example this falls under *administrational work*, it is a factor for shifting the emphasis of work on administration.

Although, according to this study majority of the clubs did not agree that the work had undergone changes, this is something that Malinen (25 May 2016) notes that he has seen happening in several clubs. Clear majority of the comments about the changed work duties came from the full-time employees. According to some worrying comments, it seems that the employees do at least some extra work, and work that was not designated for them in the beginning. As discussed before about the volunteer motivation towards working, I see that the same principles apply to the full-time employee. If the work gets too confusing, and duties start to pile up, naturally the well-being and motivation of the employee are threatened. Drawing from the literature review, the efficient and systematic communication would be one of the keys to solve the issue. However, this seems to be difficult, as one of the comments stated that the challenge lies in the changing chairperson, and that there does not seem to be coherence in the managerial work in sport clubs. Vilanen (2013, 34) agrees that proper communication and distribution of work is important, and require practice between the chairperson/board, and the employee, especially in the beginning.

## **8.5 Conclusions**

In order to draw overall conclusions, it is reasonable to compare the "reasons and factors behind the employment" to the achieved results after the employment. As previously discussed, the majority of the comments stated that the main reasons for employment was a need for the daily operation and administration improvement. Around equal amount of comments, it was mentioned that there was a need for development and intensification in coaching.

The results seemed to be consistent with the original needs of the clubs. The results supported the fact that indeed most of the improvements occurred in clubs' operations and administration, and the improvement in coaching scored the highest average in the "quality of the daily operations" –sector. Therefore, to some extent, it seems that most of the clubs have managed to get the benefit out of the employee that they were planning before the employment. This is a positive sign, and it seems that the hiring process in majority of the responded clubs is invested in, and further that it produced results on wanted areas.

This study revealed that the clubs had clearly developed rather than impaired on overall level, yet quite a few areas of development were found too. The hiring of a full-time employee to the clubs is clearly an attempt to develop the entire club, at least in a long run. However, when there are several areas to develop, and one cannot deal with all of them simultaneously, prioritization is in order.

In the literature of the sport organization/ sport club development, there are findings that present how the development of some areas, in fact, multiply on others. Hall et al. (2003, viii), Koski (1994, 149) and Misener & Doherty (2009, 478) all agree in their studies that the human resource capacity was the most critical factor in achieving the goals of the non-profit organization. Koski (1994, 149) specifically highlights the ability to activate the full potential of the human resources. Hall et al. and Misener & Doherty found that investing in the human resource capacity had the most multiplying effect on other dimensions. They highlighted the importance of *long term planning* and *goal setting*, in both human resource -and financial aspect. An example of this on human resource side are changes in leadership positions, where the formation of a succession plan, including the club's strategic goals, enhances easier transitions in leadership roles (Misener & Doherty 2009, 478). Further, Misener & Doherty (2009, 478) noticed that in order for the club to be successful on financial side, the capacity to network and form relations with external stakeholders/ partners, was found to be the key, that good planning enhanced. Capacity to plan and network again, were dependent on club's human resources, and their competencies.

Reflecting the preceding paragraph on the results of this study that touched on volunteer numbers, recruitment or development, the outcome is not very propitious. The volunteers are a significant part of the human resources in the club, yet the results of this study indicate that the volunteer activity was not prioritized very high. However, it seems that according to the previous literature discussions, clubs develop fundamentally as long as there is enough human capital, and the competence of this capital is sufficient.

What may explain the lack of investment in volunteers, are other areas that require growing attention and reactive touch, like the finances (M&D 2009, 478). Especially, when the activity expands (M&D 2009, 478), as it has happened to many clubs of this study. The lack of financial resources again, is associated with difficulties on human resources, e.g. in terms of recruitment and education. (Hall et al. 2003, 26, 47.) Additionally, Koski (2012a, 36) points out that the job description of the full-time employee determines where the emphasis of his work lies. Whether it is not steered to develop the human resources, the results stay naturally low.

When prioritizing, it appears that investing in human resources and strategic planning effects most on the club's overall functionality. Promising information is that according to this study, the full-time employment has presented hoped organization and planning in the clubs. Although, the state of financial planning was not specifically asked, it is desirable that the planning reaches strongly this aspect too. The human resource development remains to receive somewhat insufficient focus in studied Finnish Baseball clubs, and is definitely an area of development in the future. Further, the significance of the full-time employee on activating the human resource potential is something to consider in the future.

Finally, it seems that clubs have generally achieved positive outcomes after the hiring. Therefore, according to this study the main conclusion is that: *The Finnish Baseball clubs do develop due to the full-time employment.* However, the bigger picture i.e. desired impact of the employment should be considered and planned carefully, in order to aid the specific needs of an individual club. Further, as the full-time employee is a crucial part of the human resources, it is recommendable that his/her well-being and motivational levels are regarded from the beginning.

Therefore, as a suggestion for future research is to create concrete steps to help a club to plan the process of the full-time employment. This would ensure that the planning is on sufficient level before the actual work begins. The steps should include long-term strategic plans, and goals that the employee is hoped to influence, and specify the steps, and timeline to accomplish the goals. From a wider view of the job description could then be shifted to plan more detailed tasks. Specifically important, is that the planning is done before the employment, involving the key people of the organization, and include the hired person to the planning process as soon as he/she is found. In order to commit other members of the club to the new employment, the planning phase should present the key people with whom the employee contacts and cooperates throughout the process. This establishes natural communication lines from the beginning, and reduces the risk of overloading



the employee. Further, the risks and opportunities of the employment could be evaluated, and a preliminary financing plan formed for the continuation of the employment.

## **8.6 The thesis process**

For me the thesis process was rather challenging, and time consuming. Before I could start, I had to gather and process loads of information. Firstly, from the commissioning party, in terms of what they essentially wanted from the research, and secondly, what type of a research I would conduct (quantitative/ qualitative etc.), and thirdly, what would be the practice of assembling such research. Especially, the literature review caused difficulties to compile, until I could find “the right kind of” sources. Therefore, I could say that my ability to collect and search information improved significantly towards the end. Further, another fact that took time was that I had loads of Finnish sources, both written and verbal, and finding the right and consistent terms in English took some consideration.

What I would do differently, is the drawing of the survey questionnaire. I did it basically before the literature review was complete. After finishing with the literature review, I would have added, for example, an open question that would have revealed more comprehensively how the full-time employee relates to the workload. Based on the answers I could then find possible development ideas to share on behalf of the full-time employees. On the other hand, creating the survey questionnaire helped me to perceive some missing components for the literature review, like the “organizational effectiveness”. A learning outcome that I appreciate the most is the ability to think analytically, and draw cause and effect conclusions from a rather complex phenomenon.

## **8.7 The advances in Finnish Baseball Association during the thesis**

The thesis process took around a year to finish. During that time, some significant changes happened in the Finnish Baseball Association in terms of club development. They started a “Future program” that includes concrete actions in terms of developing the operational environment in their member clubs.

Due to the Future program, the FBA hired a new full-time employee to work as a Coordinator of Sport Operations, who will start to work for the FBA in the beginning of 2017. Further, the FBA has hired six new full-time Club Developers to work under the Coordinator of Sports operations. The Club Developers will work around Finland having a certain re-

gion, and the region's clubs under their supervision. Their job descriptions include the development and support of the full-time employees in the clubs. Furthermore, the FBA has decided to grant subsidies for the employment of 15 new junior managers at the clubs. An important factor and one of the claims in terms of applying for the subsidy is that the clubs understand that around 50% of the work is designated for club development, and the rest for executing typical junior manager's tasks.

This is great news, and underlines the relevance of the topic in Finnish Baseball club –setting. These actions are set to support the ongoing change of the sport club scenery. Furthermore, they aid easier and more efficient entrance of full-time employees' among the volunteers in the Finnish Baseball clubs.

## References

Anheier H.K. 2014. Nonprofit organizations: Theory, management, policy -2<sup>nd</sup> edition. Routledge 2 Park Square, Milton Park, Abingdon, Oxon OX14 4RN and Routledge 711 Third Avenue, New York NY 10017.

Bennet, M. 2014. URL: <http://www.slideshare.net/mjb87/spo028-1-wk1>. Accessed: 5.4.2016.

Cuskelly, G. Hoyer, R. & Auld, C. 2006. Working with volunteers in Sport, theory and practice. Taylor & Francis e-Library, 2006. URL: <http://www.iranphe.ir/download/book/book3.pdf>. Accessed: 30.3.2016.

Daft, R.L. 2010. Organization theory & design 10<sup>th</sup> edition. © 2010, 2007 South-Western, Cengage Learning. USA. URL: [http://www.kvimis.co.in/1A2C6F99-3EF4-4F14-B34E-AE7F08390469/FinalDownload/DownloadId-0EC4F5D7A22AE2BC2FF68FB0CC49F1A1/1A2C6F99-3EF4-4F14-B34E-AE7F08390469/sites/kvimis.co.in/files/ebook\\_attachments/Richard%20L.Daft%20Organization%20Theory%20and%20Design.pdf](http://www.kvimis.co.in/1A2C6F99-3EF4-4F14-B34E-AE7F08390469/FinalDownload/DownloadId-0EC4F5D7A22AE2BC2FF68FB0CC49F1A1/1A2C6F99-3EF4-4F14-B34E-AE7F08390469/sites/kvimis.co.in/files/ebook_attachments/Richard%20L.Daft%20Organization%20Theory%20and%20Design.pdf). Accessed: 28.9.2016

Daft, R. L. 2013. Organization theory & design 11<sup>th</sup> edition. 2010 South-Western, Cengage Learning. USA. URL: <https://www.cengagebrain.co.nz/content/9781285210797.pdf>. Accessed: 13.7.2016.

Eisinger, P. 2002. Organizational Capacity and Organizational Effectiveness Among Street-Level Food Assistance Programs. Nonprofit and Voluntary Sector Quarterly vol. 31 no. 1 115-130. URL: <http://nvs.sagepub.com/content/31/1/115.full.pdf+html>. Accessed: 4.10.2016.

Glasgow, P.A. 2005. Fundamentals of Survey Research Methodology. Washington C3 Center McLean. Virginia. URL: <http://www.uky.edu/~kbrad2/EPE619/Handouts/Survey-ResearchReading.pdf>. Accessed: 4.10.2016.

Hall, M.H., Andrukow, A., Barr, C., Brock, K., de Wit, M., Embuldeniya, D., et al. (2003). The Capacity to Serve: A Qualitative Study of the Challenges Facing Canada's Nonprofit and Voluntary Organizations. Canadian Centre for Philanthropy. Toronto, ON. URL: [http://sectorsource.ca/sites/default/files/resources/files/capacity\\_to\\_serve\\_english.pdf](http://sectorsource.ca/sites/default/files/resources/files/capacity_to_serve_english.pdf). Accessed: 11.10.2016

Haslam, S.A., Reicher, S.D. & Platow, M.J. 2012. Uusi johtamisen psykologia. suomenkielinen laitos Merja Ahokas & Gaudeamus Helsinki University press Oy. Helsinki.

Hersey, P., Blanchard, K.H. & Johnson, D.E. 2001. Management of organizational behavior: leading human resources. Prentice-Hall, Inc., Upper Saddle River, New Jersey 07458. New Jersey.

Heikkilä, T. 2014. Tilastollinen tutkimus. Edita Publishing Oy. Porvoo.

Ibsen, B. & Seippel, Ø. 2010. Voluntary organized sport in Denmark and Norway. Sport in Society, 13, 4, 593-608. URL: [http://home.vikenfiber.no/seippel/Seippel\\_Ibsen\\_Nordic.pdf](http://home.vikenfiber.no/seippel/Seippel_Ibsen_Nordic.pdf). Accessed: 27.2.2016

Kananen, J. 2015. Opinnäytetyön kirjoittajan opas Näin kirjoitat opinnäytetyön tai pro gradun alusta loppuun. Suomen yliopistopaino Oy – Juvenes Print. Jyväskylä.

Koski, P. 2010. Ammattilaisen alkutaival – liikunta- ja urheiluseurojen kehittämishankkeen (2008–2011) väliraportti. Paino Kopijyvä. Jyväskylä.

Koski, P. 1994. Liikuntaseura toimintaympäristössään. Jyväskylä University of Printing House and Sisäsuomi Oy. Jyväskylä.

Koski, P. 1991. Liikuntaseurojen organisatorinen toimivuus. Jyväskylän yliopisto, Liikunnan sosiaalitieteiden laitos Tutkimuksia No 53. Jyväskylä.

Koski, P. 1995. Organizational Effectiveness of Finnish Sports Clubs. Journal of Sport Management 9, 85-95. © 1995 Human Kinetics Publishers, Inc. URL: <http://journals.humankinetics.com/AcuCustom/Sitename/Documents/DocumentItem/7674.pdf>. Accessed: 5.7.2016

Koski, P. 2012a. Palkattu seuraan – mitä seuraa? Seuratoiminnan kehittämistuen tulokset. © 2012 LIKES-tutkimuskeskus ja tekijä. Jyväskylä.

Koski, P. 2012b. Villapaita päällä takiaispellossa – Päätoiminen kohtasi vapaaehtoiset. Mitä tapahtui, kun seuroihin palkattiin päätoimisia työntekijöitä? Liikunta & tiede 49, 5, 5-8. URL: [http://www.lts.fi/sites/default/files/page\\_attachment/lt512\\_4-8\\_lowres.pdf](http://www.lts.fi/sites/default/files/page_attachment/lt512_4-8_lowres.pdf). Accessed: 11.10.2016.

Malinen, J. 25 May 2016. Head of Youth and Clubs. Finnish Baseball Association. interview. Vantaa.

Malinen, J. 4 August 2016. Head of Youth and Clubs. Finnish Baseball Association. E-mail.

Misener, K. & Doherty, A. 2009. A Case Study of Organizational Capacity in Nonprofit Community Sport. Journal of Sport Management, 23, 457-482 Human Kinetics, Inc. University of Western Ontario. URL: [http://www.naspspa.org/AcuCustom/Site-name/DAM/067/234\\_Misener\\_A\\_case\\_study\\_of.pdf](http://www.naspspa.org/AcuCustom/Site-name/DAM/067/234_Misener_A_case_study_of.pdf). Accessed: 11.10.2016

Mäenpää, P. & Korkatti, S. 2012. Urheiluseurat 2010-luvulla, Ajatuksia seurojen kehittämisestä ja kehittämisestä. Sporttipaino Oy. Helsinki. URL: <http://www.sport.fi/system/resources/W1siZiIsIjIwMTQvMDQvMTcvMTRfMjlfMTZ-fNDI1X1VyaGVpbHVzZXVyYXRfMjAxMF9sdXZ1bGxhLnBkZiJdXQ/Urheiluseurat%202010-luvulla.pdf>. Accessed: 7.9.2016

Nieminen, R. 2000. Selvitysmiehen ehdotus kansalaistoiminnan ja liiketoiminnan julkisen tukemisen eriyttämisessä noudatettavista periaatteista erityisesti liikuntajärjestöjen osalta. Opetus- ja kulttuuriministeriö. URL: [http://www.minedu.fi/export/sites/default/OPM/Julkaisut/2000/liitteet/opm\\_59\\_nieminen.pdf?lang=en](http://www.minedu.fi/export/sites/default/OPM/Julkaisut/2000/liitteet/opm_59_nieminen.pdf?lang=en). Accessed: 2.8.2016.

Opetusministeriö, 2008. Liikkuva ja hyvinvoiva Suomi 2010-luvulla, Ehdotus kansalliseksi liikuntaohjelmaksi julkisen ohjauksen näkökulmasta. Yliopistopaino / Universitetstryckeriet. Valtioneuvoston kanslia.

URL: <http://www.minedu.fi/export/sites/default/OPM/Julkaisut/2008/liitteet/tr14.pdf?lang=fi>. Accessed: 13.2.2016.

Palloliitto. 2014. Talenttihaku -tiedote. URL: [https://www.palloliitto.fi/sites/default/files/liitteet/Seuratoiminto/talenttihaku\\_ver2.pdf](https://www.palloliitto.fi/sites/default/files/liitteet/Seuratoiminto/talenttihaku_ver2.pdf). Accessed: 28.5.2016

Patentti- ja rekisterihallitus. 2014. Päätös. Sääntöjen ennakkotarkastus. URL: <http://www.sport.fi/system/resources/W1siZiIsIjIwMTQvMTIvMDIifN-DZfMDZfNzM1XzE0MTAzMF9NYWxsaXNfbm5fdC5wZGYiXV0/141030%20Mal-lis%C3%A4%C3%A4nn%C3%B6t.pdf>. Accessed: 4.7.2016.

Sport.fi. Onko lasten ja nuorten harrastamisen hinta urheiluseurassa noussut kynnykseksi liian monessa lajissa? – vastaukset. URL: <http://www.sport.fi/arvot-ja-vastuullisuus/reilu-peili/yhdenvertaisuus/onko-lasten-ja-nuorten-harrastamisen-hinta-urheiluseurassa-noussut-kynnykseksi-liian-monessa-lajissa-vastaukset>. Accessed: 21.6.2016

Sporttirekisteri. 2016. Organisaatioraportti. Avoine Oy.

Surveymonkey. 2016. URL: <https://www.surveymonkey.com/mp/survey-question-types/>. Accessed: 4.10.2016.

Suomen palloliitto. Vapaaehtoisten johtaminen: voittoja joka päivä. URL: <http://seuraohjelma.fi/seuranhallinto/seuratoimijat/vapaaehtoiset/vapaaehtoistenjohtaminen-tyokirja/getfile.php?file=18> Accessed: 1.8.2016.

Tilastokeskus. 2016. URL: [http://tilastokoulu.stat.fi/verkko-koulu\\_v2.xql?course\\_id=tkoulu\\_tlkt&lesson\\_id=4&subject\\_id=5&page\\_type=sisalto](http://tilastokoulu.stat.fi/verkko-koulu_v2.xql?course_id=tkoulu_tlkt&lesson_id=4&subject_id=5&page_type=sisalto). Accessed: 4.10.2016.

Vehkalahti, K. 2014. Kyselytutkimuksen mittarit ja menetelmät. Finn Lectura, cop. Helsinki.

Vilanen, M. 2013. Urheiluseura työnantajana -seuratoiminnasta työttömyystuelle, sairaseläkkeelle vai työeläkkeelle? Opinnäytetyö HAAGA-HELIA AMK. Vierumäki: URL: <http://urn.fi/URN:NBN:fi:amk-2013111917462>. Accessed: 2.7.2016.

University of the West of England, Bristol unless explicitly acknowledged otherwise. 2016. Research observatory. URL: <http://ro.uwe.ac.uk/RenderPages/RenderRoom.aspx?Context=7&Area=1&Room=3>. Accessed: 25.1.2016

Webropol 2012. URL: . <https://www.webropolsurveys.com/Home.aspx>. Accessed: 4.10.2016.

## Appendices

### Appendix 1. Original cover letter

## Arvoisa seuratyöntekijä

Olen Liikunnan ja vapaa-ajan koulutuksen opiskelija Haaga-Helian ammattikorkeakoulusta. Teen opintoihini kuuluvaa opinnäytetyötä, jossa tutkin päätoimisten seuratyöntekijöiden palkkauksen vaikutusta pesäpalloseurojen toimintaan. Opinnäytetyön toimeksiantaja on Pesäpalloliitto.

Vastaamalla kyselyyn tuotatte arvokasta tietoa Pesäpalloliitolle, sekä koko lajiväelle ja edesautatte opinnäytetyöni valmistumista. Vastaukset käsitellään nimettömänä ja ehdottoman luottamuksellisina. Tulokset julkaistaan ainoastaan kokonaistuloksina.

Kysely on tarkoitettu seuran **päätoimisille työntekijöille, puheenjohtajalle, osa-aikaisille työntekijöille**, sekä **luottamushenkilöille**.

Pyydän teitä vastaamaan kyselyyn alla olevan linkin kautta 1.4.2016 mennessä!

Koska kysely lähetetään henkilökohtaisesti päätoimisille ja puheenjohtajille, voisitteko ystävällisesti jakaa kyselyn linkkiä seuranne osa-aikaisille työntekijöille, sekä luottamushenkilöille.

Linkki kyselyyn: <https://www.webropolsurveys.com/Answer/SurveyParticipation.aspx?SDID=Fin1065893&SID=bd844cac-1e93-47b4-aa28-1266eabbc351&dy=776564513>

Vastanneiden kesken arvotaan räpylä!

Mikäli haluatte lisätietoa tutkimuksesta voitte olla yhteydessä seuraaviin henkilöihin:

Opiskelija:  
Emma Tapanen  
emmatapanen(at) gmail. com  
050 3397210

Pesäpalloliiton toiminnanjohtaja:  
Arto Ojaniemi  
arto.ojaniemi (at) pesis. fi  
050 061 2102

Pesäpalloliiton seura ja nuorisopäällikkö  
Jari Malinen  
jari.malinen(at) pesis. fi  
046 878 2211

Kiitos jo etukäteen vastauksistanne!

## Appendix 2. Translation of the cover letter

### Dear club worker

I am a student at Haaga-Helia University of Applied Sciences, and I study Sports and Leisure management. I am working on a Thesis as a part of my studies, and in my Thesis, I research the impact of full-time employment on Finnish Baseball clubs. The commissioning party for the thesis is the Finnish Baseball Association.

By responding to this questionnaire, you provide valuable information to the Finnish Baseball Association, the whole Finnish Baseball community, and progress the completion of my thesis. The responses will be processed, and displayed with full confidentiality, and only the total results will be published.

The questionnaire is targeted for the club's **full-time employee(s), Chairperson, part-time employees, and the board members.**

I request that you will answer to the questionnaire via the link at latest on 1/4/2016.

Because the questionnaire is sent personally to the club's Chairperson, and full-time employees, it is hoped that you would kindly share the link to your club's board members, and part-time employees.

The link to the questionnaire: <https://www.webropolsurveys.com/Answer/SurveyParticipation.aspx?SDID=Fin1065893&SID=bd844cac-1e93-47b4-aa28-1266eabbc351&dy=776564513>

There will be a glove raffled between the respondents!

If you wish to receive further information regarding the research, please contact the following persons:

The student:  
Emma Tapanen  
emmatapanen(at) gmail. com  
050 3397210

CEO of Finnish Baseball Association:  
Arto Ojaniemi  
arto.ojaniemi (at) pesis. fi  
050 061 2102

Head of Youth and club development  
Jari Malinen  
jari.malinen(at) pesis. fi  
046 878 2211

Thank you!



## Appendix 3. Original Survey questionnaire

### **Päätoimisen seuratyöntekijän palkkauksen vaikutus pesäpalloseuran toimintaan**

Arvoisa vastaanottaja, tutkimuksemme onnistumisen kannalta on tärkeää, että vastaatte jokaiseen kysymykseen huolellisesti. Lukekaa vielä tarkasti osa-alueiden selostukset.

Kiitos jo etukäteen.

#### 1. Taustatiedot \*

Olen:

- Päätoiminen työntekijä
- Puheenjohtaja
- Osa-aikainen työntekijä
- Muu luottamushenkilö

#### 2. Taustatiedot \*

Olen:

- Nainen
- Mies

#### 3. Taustatiedot \*

Ikä:

- 18-29
- 30-44
- 45-59
- 60- yli

#### 4. Taustatiedot \*

Aika, jonka olen toiminut tehtävässä/ luottamustehtävässä:

- Alle 1 vuosi
- Yli 1 vuotta

## 5. Talouden tilanne \*

Seuraavassa esitämme väittämiä seuranne taloudellisesta tilanteesta. Klikatkaa sopivin vaihtoehto. Vastatkaa kysymyksiin sen ajan perusteella, jonka päätoiminen on työskennellyt seurassa.

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa, eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Jäsenmäärä (kattaen lisenssiurheilijat ja harrasturheilijat) on lisääntynyt	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Muiden seuran liikunta-toimintaan osallistuvien määrä on lisääntynyt (muut jäsenmaksun maksajat)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pesäpallokoulun osallistujien ja pesispassin haltijoiden määrät ovat lisääntyneet	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Varainhankinta on tehostunut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seuran taloudellinen tila on kohentunut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## 6. Talouden tilanne \*

Jos harrastajien kustannukset ovat nousseet, syy on ollut seuraava: Huom. voit valita useamman vaihtoehdon!

- Salivuokrat ovat nousseet
- Valmennuksen kustannukset ovat nousseet
- Hallinnolliset kustannukset ovat nousseet
- Kilpailullisen sarjatason nousu
- Kustannukset eivät ole nousseet

Muu, mikä?

---

## 7. Johtamisen kehitys \*

Seuraavassa esitämme väittämiä koskien seuran johtohenkilöiden toimintaa. Vastatkaa kysymyksiin sen ajan perusteella, jonka päätoiminen on työskennellyt seurassa

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa, eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Seuran johtaminen on suunnitelmallista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seuran toiminnan tavoitteet toimijoille ovat selkeämmät	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Työtehtävien jakaminen on parantunut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vapaaehtoisia on saatu lisää toiminnan piiriin	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vapaaehtoiset ovat sitoutuneempia toimintaan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seuran viestintä on parantunut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

#### 8. Päivittäisen toiminnan sujuvuus \*

Seuraavassa esitämme väittämiä koskien seuran jokapäiväistä toimintaa. Vastatkaa kysymyksiin sen ajan perusteella, jonka päätoiminen on työskennellyt seurassa

	Täysin eri mieltä	Jokseenkin eri mieltä	Ei samaa, eikä eri mieltä	Jokseenkin samaa mieltä	Täysin samaa mieltä
Päivittäinen valmennus/ohjaus on tehostunut	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seuran tapahtumat (esim. ottelut) ovat paremmin järjestetty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Vapaaehtoisten toimintaa on kehitetty	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Yleinen ilmapiiri seurassa on innostava	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 9. Päätoimisen työntekijän työnkuva \*

Merkitse kuinka paljon päätoimisen työstä painottuu mielestäsi seuraaviin osa-alueisiin:

	Ei ol- lenkaan	Vähän	Jonkun verran	Aika paljon	Erittäin Paljon
Operatiivinen työ (esim. valmen- nus/ ohjaus, koulutus, muu kenttätyö)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hallinnollinen työ (esim. tiedotta- minen, varainhankinta, suunnit- telu, taloushallinto, ym. toimisto- työ)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Seuran kehitys (esim. strate- ginen suunnittelu, koulutukseen osallistuminen)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 10. Jos päätoimisen työnkuva on muuttunut lähtötilanteesta, kuvaile lyhyesti miten

---

---

---

---

### 11. Palkkauspäätökseen vaikuttaneet tekijät tai/ja syyt \*

Vastaa vapaasti, kuitenkin mahdollisimman tiivistetysti alla olevaan tekstikenttään

---

---

---

---

### 12. Räpylän arvonta

Kirjoita sähköpostiosoitteesi, jos haluat osallistua. Tietojasi ei yhdistetä vastauksiin.

Haluan osallistua räpylän arvontaan

---

## Appendix 4. Translated Survey questionnaire

### **The impact of full-time employment on Finnish Baseball club**

Dear respondent. In regards of the success of this study, it is important that you answer each question carefully. Please notify the introductions of each section of questions, they vary. Thank you already.

#### 1. Background information \*

I am:

- Full-time employee
- Chairperson
- Part-time employee
- Board member

#### 2. Background \*

I am:

- Female
- Male

#### 3. Background\*

Age:

- 18–29
- 30–44
- 45-59
- 60- over

#### 4. Background\*

The time I have worked at the club:

- Under a year
- Over a year

5. Financial situation\*

Next we will present claims about the financial situation of your club. Click the best suited option. Give your response according to the time that the full-time employee has operated in the club.

	Com- pletely disagree	Some- what dis- agree	Neither agree, nor disagree	Some- what agree	Com- pletely agree
Member numbers have in- creased (including li- censed players and condi- tioning players)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The number of other partici- pants has increased (who have paid the membership fee	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The participant numbers of baseball school (and those who possess the baseball school pass) have increased	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The fundraising has inten- dified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The general financial state of the Club has improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Financial situation\*

If the expense of participating the sport activity has increased, the reason has been the following: Pay attention, you can choose more than one option!

- Increase in facility rent
- Increase in coaching expenses
- Increase in administrative expense
- Transition to higher level in competition (league, division etc.)
- The expenses have not increased
- Other, what?

\_\_\_\_\_

### 7. Management development\*

We will present claims about the Management development in your club. Give your response according to the time that the full-time employee has operated in the Club

	Com- pletely dis- agree	Somewhat disagree	Neither agree, nor disagree	Some- what agree	Com- pletely agree
Leading the club is more planned than before	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The goals are more clear to the actors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Distribution of work is improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteer numbers have increased	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteers are more committed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The communication has improved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### 8. Quality of the daily operations\*

Next we will present claims about the quality of the daily operations in your Club. Click the best suited option. Give your response according to the time that the full-time employee has operated in the Club

	Com- pletely disagree	Some- what disa- gree	Neither agree, nor disagree	Some- what agree	Com- pletely agree
Day to day coaching and instructing has intensified	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The events (e.g. games) are better organized	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Volunteer activity has been developed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
General atmosphere of the club is uplifting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. Job description of the full-time employee \*

Please mark how much of the full-time employer's work distributes in the following areas in your opinion:

	Not at all	Little	Some	Quite a lot	Very much
Operative work (e.g. coaching/instructing, educating and other work on the field)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Administrational work (e.g. communication, fundraising, planning, financial management, other office work)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Club development (e.g. strategic planning, taking part in education)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. If the work of the full-time employee has changed from the beginning, please describe how

---

---

---

---

11. The reasons and factors behind the employment\*

Please describe freely, however shortly below:

---

---

---

---

12. The glove raffle

In case you want to take part in the glove raffle, please write down your e-mail address. Your contact information will not be connected to the answers.

I want to take part in the glove raffle \_\_\_\_\_



