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MANAGEMENT QUALITY EVALUATION OF SPORTS CLUBS FOR THE DISABLED APPLYING THE COMMON ASSESSMENT FRAMEWORK (CAF)

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ABSTRACT. The purpose of the article is to assess the quality of management of sports clubs for the disabled applying the Common Assessment Framework (CAF). The Common Assessment Framework (CAF) is a quality self-assessment tool, which allows: 1) to introduce the principles of total quality management to the public administration and to gradually get acquainted with them; 2) to encourage organisations of the public sector to carry out self-assessment for better understanding of themselves and agreeing on the activities for improvement; 3) to integrate a variety of quality management models; 4) to facilitate the comparative analysis of the activities of the public sector organisation. Based on the Common Assessment Framework (CAF), a quantitative study was carried out. This research used the method of simple random sampling, i.e. every sports club in Lithuania has an equal chance of being selected. The sample size was 45 sports clubs in Lithuania. The findings of the qualitative aspects of management of sports clubs for the disabled show the need for more efficient management of financial resources, increase in service uniqueness and adaptability in terms of investment, much greater individualization of work with the disabled, development of partnerships with other organisations when implementing joint projects, openness to ideas, pursuit for recognition, since the provided services have an impact on the quality of life of the disabled; they acquire healthy lifestyle skills, social skills, manage to be initiative and creative, are able to ensure higher quality of communication and cooperation.

Keywords: total quality management principles, sports clubs for the disabled, management quality, Common Assessment Framework (CAF).

Introduction

Quality management is one of the most important ideas developed in the 20th century and an effective tool for the improvement of organisation's performance (Stoner, Yetton, Craig, 1994; Powell, 1995; Samson, Terziovski, 1999). Quality is understood as a set of characteristics and qualities of services related to their relevance and a certain established requirement, and the issues of quality orientation to customers, cost-efficiency and effectiveness in providing social services are of special importance (Brown, Potoski, & Van Slyke, 2006; Kiran, & Diljit, 2017; Veselova, 2018).

Sports clubs also face quality management peculiarities. The analysis of different literature sources and generalised insights on quality management allow assuming that quality management is a system of measures, which covers planning, organisation, control and improvement or development of provision, systematisation, accounting, application and assessment of data that define the quality of teaching / learning / studies, in order to ensure the achievement of quality standards set by an institution. Quality management is a constituent part of sports clubs' / organisations' management function, which determines the quality strategy, policy, goals, distribution of work, time, human and other resources (Šimkus, & Liesionienė, 2009; Vildová, Martinčík, Tluchoř, & Jakubíková, 2015; van der Roest, 2016; Alguacil, Alonso Dos Santos, Pastor-Barcelo, & Colino, 2016; Polyakova, & Mirza, 2016; Durán-Sánchez, Álvarez-García, Del Río, & Gil-Lafuente, 2017).

In order to continue successful fulfilment of the functions of socialisation, physical training and healthcare, sports clubs have to change in accordance with the changing environment around them. To manage the change in an organisation, there is a need for such competences as management, organisation, planning-forecasting, communication and cooperation, and others. A range of measures are being developed at the EU level, which are also relevant to the Lithuanian sports system. These measures help to analyse the requirements of the world and professional skills which can be used in performing activities and planning sports policy and its promotion, creating research organisation networks and implementing research-based development projects (Pitts, 2001; Radzevičienė, 2007; Robertson, & Emerson, 2010).

There is a lack of scientific research on managerial peculiarities of the modern sports sector (especially related to the sport of disabled people). Thus, lacking knowledge of sports activities that are implemented, it is difficult to understand the role and impact of different sports organisations on sports development and on the socio-cultural life of the community. Thus, there is a need to analyse, assess and measure sports clubs' activities applying methods which are used for the quality assessment of activities of such a club.

The purpose of the article is to evaluate the quality of management of sports clubs for the disabled applying the Common Assessment Framework (CAF).

Objectives:

1. To submit the total quality management principles theoretically.
2. To examine the qualitative aspects of management of sports clubs for the disabled that are related to the satisfaction of the needs of people with disabilities.
3. Applying the Common Assessment Framework, to evaluate the quality of management of sports clubs for the disabled in Lithuania.

Methods of the research: scientific literature review, a questionnaire survey, mathematical statistics.

1. Literature review

The sports sector is gradually transforming into a sports business sector, in which a key role is played by business representatives which seek economic benefit (Šimkus, & Liesionienė, 2009; Murillo, Carles, Llop, Moya, & Planas, 2016; Hruschka Campestrini, & DaCosta, 2017). Such sports / healthcare service providers (sports clubs, etc.) also face quality management, which finds it difficult to make its way through to the sports areas (Pitts, 2001; Martin, 2006; Robertson, & Emerson, 2010).

On the other hand, the definition of the concept of a sports activity and perception of its impact on a human and society is usually made more complicated by the theories that sport is differently assessed and perceived not only by societies but also by each individual (Martin, 2006; Komskienė, & Sinkevičius, 2014).

Taking this into consideration, sports clubs increasingly face disabled people, whose needs and capabilities have a number of limitations. It was found that physical activity is very important in order to lead an active and healthy lifestyle, to have a meaningful leisure time, and therefore, sports clubs have an appropriate environment for aiming their services at a target group of consumers, i.e. at people with disabilities.

In Lithuania and other European Union countries, the number of people with disabilities is steadily increasing. Based on the data of the European Job Mobility Portal (EURES) (2016), in Europe, there are about 44.6 million disabled people of the working age (aged 16-64) or people suffering from long-term health disorders. People with disabilities gain equal opportunities to use public resources – they should be ensured access to education, to using modern technologies, healthcare and social welfare services, to active participation in sports and leisure / cultural / art activities. The importance and significance of physical activity of people with disabilities has been emphasised by Lithuanian (Bagdonienė, 2007; Radzevičienė, 2007; Skučas, 2010) and foreign (Martin, 2006; Crawford, Hollingsworth, Morgan, & Gray, 2008; Griffin, 2009; Jaarsma, Dijkstra, Geertzen, & Dekker, 2014) scholars. An overview of theoretical insights of the above-mentioned scholars shows that physical and sports activities for the disabled are much more significant than for healthy people (Mavrommatis, 2007; Radzevičienė, 2007; Rimmer, Cheng, McCubbin, Drum, & Peterson, 2010; Robertson, & Emerson, 2010; Požėrienė, Reklaitienė, & Lašvokaitė, 2013; Jaarsma, Dijkstra, Geertzen, & Dekker, 2014; Winnick, & Porretta, 2016).

The process of social integration usually shows opposite results than expected: instead of active inclusion of the disabled and openness to their participation in the community's social, educational, sports, cultural activities, people with disabilities and the community become even more alienated, distant, and negative social attitudes and approaches intensify. Therefore, today a sports club for the disabled, as an implementer of the socialisation process and a maintainer of social balance (Radzevičienė, 2007), as well as a promoter of healthy lifestyle, faces ever-changing conditions (Baranauskienė, Vinikaitytė, & Valčiukienė, 2008; Mockevičienė, & Savenkovienė, 2012).

The findings of different representatives have been summarised disclosing the main peculiarities of physical activity of the disabled and the spheres of influence, which leave no room for doubt about a positive impact of sport: an increasing level of life satisfaction (Bagdonienė, 2007; Skučas, 2010), stress reduction (Lakowski, 2009; Robertson, & Emerson, 2010; Mockevičienė, & Savenkovienė, 2012), more favourable health self-assessment and increasing tolerance to their disability (Robertson, & Emerson, 2010; Mockevičienė, & Savenkovienė, 2012), growing self-confidence (Martin, 2006; Lakowski, 2009; Skučas, 2010; Mockevičienė, & Savenkovienė, 2012), increasing integration efficiency (Bagdonienė, 2007; Rimmer, Cheng, McCubbin, Drum, & Peterson, 2010; Skučas, 2010), improving mood

(Robertson, & Emerson, 2010; Požėrienė, Reklaitienė, & Lašvokaitė, 2013), improving physical condition Crawford, Hollingsworth, Morgan, Gray, 2008; Rimmer, Cheng, McCubbin, Drum, & Peterson, 2010; Robertson, & Emerson, 2010; Požėrienė, Reklaitienė, & Lašvokaitė, 2013; Winnick, & Porretta, 2016), improving quality of sleep (Lakowski, 2009; Robertson, & Emerson, 2010), increasing effectiveness of socialisation (Crawford, Hollingsworth, Morgan, & Gray, 2008; Rimmer, Cheng, McCubbin, Drum, & Peterson, 2010), increasing self-realisation opportunities (Rimmer, Cheng, McCubbin, Drum, & Peterson, 2010), increasing ability to take control over their most important life events, increasing opportunities to meet their expectations (Skučas, 2010).

Thus, physical training and sport of the disabled gain an increasingly important role in the public life, become an integral part of the culture; development depends on the consciousness of people, on the motivation of a person himself or herself to take part in sports activities, and on the overall state policy in the field of sport as well as on the forms of motivation. The managerial peculiarities of the disability sport sector have been scarcely analysed, and therefore, it is difficult to conceive the role of different sports organisations for the disabled and their impact on the development of sports clubs and on the socio-cultural life of community. A sports club as an object of local community faces the assessment of its activities. Therefore, first of all, the club itself has to evaluate the quality of its activities, to foresee the strategy that satisfies the needs of the community.

Quality management in sports clubs was dealt with by authors such as De Knop, Van Hoecke, De Bosscher (2004); Rodrigues, Valdunciel, Miguel-Dávila (2014). Tsitskari, Tsiotras and Tsiotras (2006) tried to measure service quality in sport services. Scientific literary works provide various quality assessment models for organizations: SERVQUAL model (Parasuraman, Zeithaml, & Berry, 1988), European Consumer Satisfaction Index (ECSI) model (Fornell, 1992; Bayol, de la Foye, Tellier, & Tenenhaus, 2000), Total quality management (TQM) model (Robinson, 1997; Rexhepi, Ramadani, & Ratten, 2018), Deming management model (DMM) (Anderson, Rungtusanatham, & Schroeder, 1994; Rodrigues, Valdunciel, & Miguel-Dávila, 2014) and other. The Common Assessment Framework (CAF) is a total quality management tool developed by the public sector for the public sector, inspired by the Excellence Model of the European Foundation for Quality Management (Nogueiro, & Saraiva, 2008; CAF, 2013).

2. Methodological approach

The research is based on the Common Assessment Framework (hereinafter – CAF). This is a self-assessment method, adapted for the public sector organisations. It is aimed at four objectives: 1) to introduce the principles of total quality management to the public administration and to gradually get acquainted with them using self-assessment and transition from the currently widespread action “Plan, Do” to the total qualitative cycle “Plan, Do, Check, Act”; 2) to encourage organisations of the public sector to carry out self-assessment for better understanding of themselves and agreeing on the activities for improvement; 3) to integrate a variety of quality management models; 4) to facilitate the comparative analysis of the activities of the public sector organisations.

Quantitative research was performed. A questionnaire is divided into four parts (criteria) according to the major areas of club’s activities. This includes 1) the group of financial indicators, 2) the group of customer indicators, 3) the group of the processes improvement indicators, and 4) the group of the human resources improvement indicators. To evaluate each criterion, each of them is provided with ten illustrating items that reflect the most important features in each of the areas of activities. The group of financial indicators included two criteria

for partial criterion of opportunities: “Manages technologies, finances and asset” (Financial management and strategic goals are linked; The costs of provision of standard products / services are constantly monitored; The cost-efficiency of financial resources management is assured; The risk and opportunities of financial decisions are analysed. Financial control is based on the cost-benefit analysis; Modern methods of financial management (e.g. through the internal financial audit, etc.) are developed and implemented and other items) and “Economy (money saving) indicators. Financial policy” (The scope of budget implementation; The scope of implementation of financial objectives; The indicators of effective use of operational funds; The evidence of cost-effective and risk-assessing financial management; Cost effectiveness (impacts done at the lowest cost); The scope of the main activity that generates income and other items). The group of customer indicators included two criteria for partial criterion of opportunities: “Collects information about the current and future needs of stakeholders” (Information about social, ecological, economic, legal and demographic changes that affect the club’s activities is collected on a regular basis; Information about the customer needs and expectations is collected systematically, organising respective marketing research and using certain mechanisms; The club is open to and willingly accepts the customers’ ideas, proposals and complaints; The club ensures an effective promotion policy and other items) and “Indicators and results of customer satisfaction assessment” (Responsive behaviour and response to customer needs; Flexibility and ability to take into account individual situations; Openness to changes; Quality, reliability, compliance with the quality standards and customer needs and other items). The group of the processes improvement indicators included two criteria for partial criterion of opportunities: “Establishes, designs, manages and improves processes” (The vision (what we want to be) and the mission (what our purpose is) of the organisation are being created; The vision, mission and values of the organisation are adjusted according to the changing external environment; The organisational structures and processes are developed on the basis of the objectives of the organisation and the expectations of stakeholders; The main processes are established, described and documented and other items) and “Tendencies of the results achieved by the organisation based on the achievement of the goal” (The effectiveness of the club’s activities; The main processes are analysed and assessed with respect to the club’s goals and external changes; The evidence of participation of all stakeholders in the club’s activities and other items). The group of the human resources improvement indicators included two criteria for partial criterion of opportunities: “The organisation analyzes, manages and refines human resources, taking into account strategy and planning” (Human resources are formed in accordance with the club strategy; Identification of the demand for human resources with respect to the club strategic planning; Employees are involved in the management of organisation; The work of sports club is organized taking into consideration human resources and other items) and “The assessment results of employee satisfaction and motivation” (The level of employees’ involvement in the organisation’s activities and in the implementation of its mission; Employee motivation; The impact of individual activity on the quality of services and other items).

This research used the method of simple random sampling, i.e. every sport club in Lithuania has an equal chance of being selected. Sample size was 45 sports clubs in Lithuania. Total of 45 questionnaires were distributed, 36 of them were filled in. The research was carried out in November-December 2015. In this research Common Assessment Framework – Organisational Quality Scale (CAF-OQS) was used as a data collection tool. According to the purpose descriptive statistics were used for the data analysis and correlation analysis. The scores provide information which indicates an exemplary course of actions for improvement, allows measuring the progress made (if the research is carried out on a regular basis, e.g. every year or

every few year), and ensures gaining good practices. If the result criteria scores are high, this means that the opportunity experience (the club's resources) is well-balanced.

To process, systematize and graphically illustrate the obtained research results, the statistical data analysis software "SPSS 17.0" (Statistical Package for Social Sciences) was used.

3. Conducting research and results

The quality management of sports organisations is determined by twofold reasons: first, by the worldwide change of technologies and activity processes, and second, by the change of sports organisations caused by rapid economic, social and political changes. Therefore, quality management of sports clubs largely depends on the market demand and supply balance.

The smallest percentage of respondents agreed with the item that disabled members of the community have a possibility to express their opinion about their capabilities to practice sports ($M = 1.74$, $SD = 0.92$). Other items about the club's activities were scored similarly, and range between 2.28 and 2.93. The opportunity assessment of the first partial criterion "Manages technologies, finances and asset" is 4.12 ($SD = 0.74$), which illustrates the opinion of sports clubs' employees about the company's financial and asset management opportunities. This criterion largely reflects the club employees' evaluations, which form the tendency of the club's financial management. The highest score – 4.45 points ($SD = 0.60$) – was given to the item "Modern methods of financial management (for example, through the internal financial audit, etc.) are developed and implemented" of the partial criterion of opportunities. When assessing the results of the partial criterion "Economy (money saving) indicators. Financial policy", respondents highlighted the item which illustrates the main activity that generates profit. The highest score – 4.45 points ($SD = 0.51$) – was given to the item about the main activity that generates profit. Other items of financial management results were scored less than 4. More favorable evaluations were given to the items about financial audit results, an effective use of information and other technologies as well as their upgrading, the budget to be implemented and the scope of budget implementation.

When assessing the items of the opportunities partial criterion "Collects information about the current and future needs of stakeholders", respondents gave the highest score – 4.75 points ($SD = 0.55$) – to the criterion item which shows that sports clubs have established their strategic partners as well as the nature of relationships with them. When assessing the results partial criterion "Indicators and results of customer satisfaction assessment", respondents specified the items that the services provided by the sports clubs are of high quality, meet the standards and customer needs (score – 3.37, $SD = 0.86$).

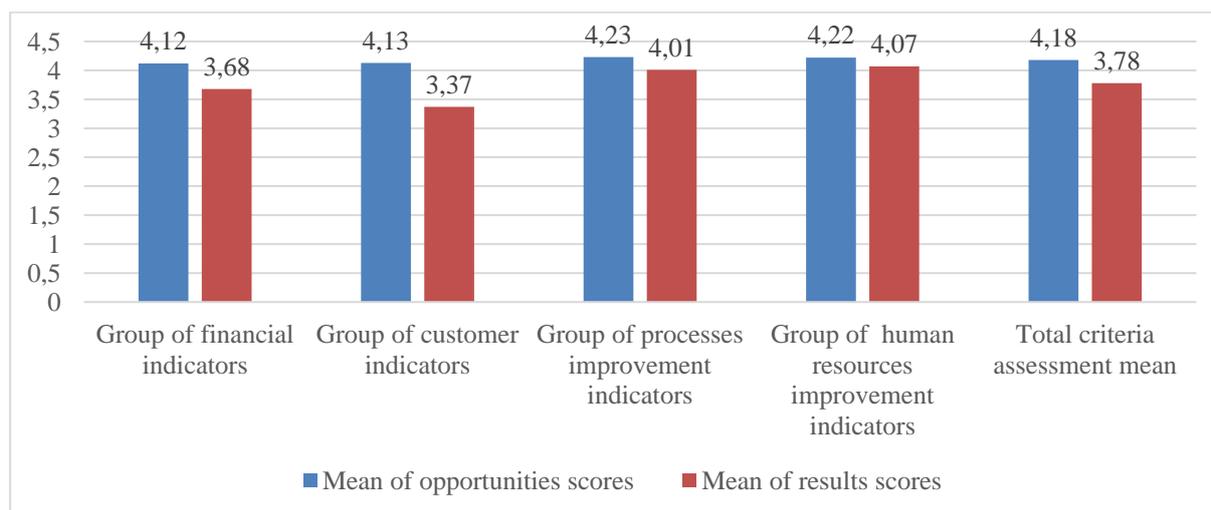
The illustrating item of the partial criterion "Establishes, designs, manages and improves processes", which was given the highest score – 4.85 points – by the respondents, is allocation of resources of sports clubs in order to achieve strategic goals of the organisation. Over four points were given to the items which describe the adaptation of all the activities of sports clubs and their organisational changes (mission, vision) to the external influences, at the same time, highlighting the necessity of internal changes and optimization of processes in the organisations. The item "The vision (what we want to be) and the mission (what our purpose is) of the organisation are being created" is scored 3.70 ($SD = 0.47$). Such evaluation shows that sports clubs lack an effective system that foresees the future of the club, supported by effective management of resources. In addition, the opportunity for clubs to have employees responsible for managing different processes is also assessed less favorably. Whether management processes are going in the right direction or not is revealed by the item group of the partial criterion "Tendencies of the results achieved by the organisation based on the

achievement of the goal". Here, respondents pointed out good results of the clubs' strategies and renewal of the activities, and this item was given the highest score – 4.80 points (SD – 0.41).

The evaluations of sports clubs' opportunities illustrate that respondents assessed most favorably, by 4.70 points, the item which illustrates that human resources are formed in accordance with the clubs' strategies (the partial criterion "The organisation analyzes, manages and refines human resources, taking into account strategy and planning"). In addition, favorable evaluations were also given to the items about the identification of the demand for human resources with respect to the clubs' strategic planning, and that employees are involved in the management of organisations, have an opportunity to evaluate the work of managers, and that the work of sports clubs is organized taking into consideration human resources.

Respondents gave the lowest score – 3.70 points – to the item that the human resources policy and the organisation of work are implemented clearly and under mutual agreement. Furthermore, respondents gave lower scores to the employees' opportunities to balance work and personal life and to an appropriate distribution of responsibilities at work.

Moreover, the efficiency of the sports clubs' activities, the participation of stakeholders in the clubs' activities and the optimization of processes are also evaluated more favorably. The illustrating item of the partial criterion "The assessment results of employee satisfaction and motivation", respondents most favorably evaluated the item which describes the appropriateness of work places (the item was scored 4.60; SD – 0.75). The items about the motivation of employees, the decision making opportunities, the orientation of the employees to the achievement of the organisation's goals, the encouragement of discussions over work-related issues were given – 4.07 points (SD – 0.87). The lowest score in the research – 3.60 points – was given to the item about impartiality and equal opportunities assurance in the sports clubs. Lower scores were given to the items about the personnel assessment system in sports organisations, appropriate evaluation of individual efforts, and vocational training opportunities.



Graph 1. Comparison of the opportunities and results scores of the sports club coaches and managers' survey

Source: *own data*

All the collected information about the opportunities and results established in the organisation has to be compared and measured, as well as differences and pre-conditions for

success have to be identified. As far as possible, the problem areas have to be identified, the identification of which is the first step to problem solving. When the causes of problems are fully identified, it is advisable to apply a different scenario of the organisation's activities or try to collectively identify potential problem solving methods. Summarizing the results of all four criteria assessment, it can be observed that sports clubs' opportunities are always higher than the results achieved (see *Graph 1*).

In general, the opportunities are scored higher by 0.4 points than the results. The standard deviation of respondents' answers when assessing the opportunities is 0.47 points; meanwhile, when assessing the results, it is 0.86 points. This means that when assessing the opportunities, respondents' answers are more dispersed around the mean than when assessing the results (*Table 1*).

Table 1. Correlation between the evaluations of the criteria

Name of the criterion	r, p	Group of financial indicators	Group of customer indicators	Group of processes indicators	Group of human resources improvement indicators
Group of financial indicators	r		0.467	-0.164	0.367
	p		0.000	0.048	0.000
Group of customer indicators	r			-0.134	0.392
	p			0.091	0.000
Group of processes indicators	r				0.171
	p				0.058
Group of human resources improvement indicators	r				
	p				

Source: own compilation

The data of the questionnaire survey were analyzed by means of correlation (Pearson) in an attempt to reveal both direct (positive) and opposite (negative) correlations of the variables. The correlation coefficients (r) can range from -1 to 1. The closer the correlation coefficient is to -1 or 1, the closer the relationship between the variables. The strength of the relationship is determined according to the correlation coefficient (r): up to 0.2 (-0.2) – the relationship is missing; from 0.2 up to 0.35 (-0.2 up to -0.35) – the relationship is weak; from 0.36 to 0.6 (-0.36 to -0.6) – the relationship is strong; from 0.6 (-0.6) – the relationship is very strong.

Discussion

A number of researchers provide different definitions of the quality measurement system for organisation's performance (Kavaliauskas, & Vaitkevičius, 2013). For example, Sudnickas (2008) provides several conditions which are necessary for measuring organisation's performance: completeness (indicators have to reflect the organisation's resources the way they are used); uniqueness which helps to overcome duplication; independence (the change in the value of one indicator should not affect other indicators); adequacy (the digital indicators have to be adequate to the measured empirical system); the appropriateness of the measurement scales (the scales of physical processes are not suitable for measuring social phenomena).

The quality assessment method – CAF, applied in the research, allowed a detailed, measured and consistent evaluation of the quality of sports clubs' activities. It was found that the activities of sports clubs meet the expectations of visitors, are evaluated as attentive, proactive sports clubs for the disabled; more cultural and sports events are organized for the disabled, and therefore, the social exclusion of the disabled has dropped in the local area.

The investigated sports clubs for the disabled appropriately develop the integrated policy of tangible assets management (for example, direct management or sublease) and link financial management and strategic goals, use relevant technologies effectively: for management of tasks and knowledge, for training and developmental activities, for cooperation with stakeholders and partners, for development of the organisation's internal and external networks (Dessler, 2011; Komskienė, & Sinkevičius, 2014; Šimkus, Fominienė, & Ivanova, 2014).

The research shows that sports clubs for the disabled acknowledge the necessity of the internal quality assurance system – the majority of them are applying its separate element. It was determined that disabled people become more active members of the community when they participate in its activities. The subjects of the research agree that sports clubs are already adapted for the disabled and such sports club activities have an impact on the quality of life of the disabled, meet their needs because an active physical activity for the disabled is of special significance: strengthens their physical health (Robertson, & Emerson, 2010; Požėrienė, Reklaitienė, & Lašovkaitė, 2013; Winnick, & Porretta, 2016), self-confidence (Lakowski, 2009; Skučas, 2010) and self-satisfaction (Skučas, 2010), tolerance to their disability (Robertson, & Emerson, 2010; Mockėvičienė, & Savenkovienė, 2012), and their self-realization opportunities (Rimmer, Cheng, McCubbin, Drum, & Peterson, 2010).

The findings of the research confirm the above-mentioned insights – the disabled who attend sports clubs gain healthy lifestyle skills as well as other social skills: the ability to be initiative and creative, self-regulation and ability to communicate and cooperate. The activities carried out by sports clubs for the disabled have a rather significant effect because sports clubs carry out educational activities, help to socialize, and make an impact on personal qualities of the disabled, and their self-development.

In Lithuania, the disabled people complain about lack of dissemination of information regarding the possibility to practice sport (Požėrienė, Reklaitienė, & Lašovkaitė, 2013). There are several main reasons why the disabled in Lithuania do not practice sport: the physical environment is not adapted for this activity (Bagdonienė, 2007); lack of appropriate sports facilities; complicated conditions to get to / back from the gym / sports club, or lack of them (Bagdonienė, 2007), disapproval of close relatives about the decision of the disabled to practice sport (Baranauskienė, Vinikaitytė, & Valčiukienė, 2008); lack of support from the relatives of the disabled and a disabled person is not motivated to do so (Požėrienė, Reklaitienė, & Lašovkaitė, 2013); misunderstanding of the benefit of sport, lack of qualified coaches (Bagdonienė, 2007; Skučas, 2010) and lack of a permanent coach (Bagdonienė, 2007).

The conclusions of the carried out research also reflect the following problems: it was found that sports clubs for the disabled in Lithuanian cities do not comply with their declared standards of performance and do not involve customers (the disabled) in the service development processes regarding poor quality activities, and insufficiently analyze complaints and proposals. The sports clubs engaged in work with the disabled customers should mostly improve the supply of the services they declare; in addition, the research results suggest that sports clubs have a perfect opportunity to contribute to the integration of the disabled in the society, to organize or initiate sports events at the city level focusing on people with disabilities. Currently, the research results suggest that sports clubs for the disabled do not implement the latter function of organizing and initiating.

The research has highlighted several tendencies, which confirm the complaints of the disabled to the sports clubs. It was found that sports clubs for the disabled, when managing their finances and asset, should mostly improve the area of management of financial resources flows.

The research found that human resources are formed on the basis of sports clubs' strategies, although it is recognized that management of sports clubs for the disabled lacks opportunities for the employees to balance their work and personal life; moreover, there is a lack of an appropriate distribution of responsibilities at work, personnel assessment system, appropriate evaluation of individual efforts, and vocational training opportunities. Summing up, it can be said that management quality assessment of a club is a continuous process that helps to collect and apply information about the external environment of a club and the activity opportunities within this environment. This process helps the club to learn to adapt in a dynamic business environment.

Conclusion

The scientific literature survey revealed that total quality management is a cultural obligation of an organisation to satisfy the consumer needs applying an integrated system of measures, methods and training, or a continuing improvement of organisation's processes, and it results in the supreme quality products and services.

As for the qualitative aspects of management of sports clubs for the disabled, regarding meeting the needs of the disabled, it emerged that there is a need for more effective management of financial resources, improvement of service uniqueness and adaptability in terms of investment, even greater individualization of work with the disabled, development of partnerships with other organisations.

The applied management quality assessment framework allowed a detailed, measured and consistent assessment of the quality of sports clubs activities. It was found that the management of activities of sports clubs for the disabled meets the expectations of visitors; however, the clubs do not always comply with their declared standards of performance in service development processes, and poorly implement the functions of organisation or initiation. The following opportunities of the on-going processes can be distinguished in the quality management of activities of sports clubs for the disabled: collection of information about the external factors and customer needs, sports club's openness to ideas, and pursuit for recognition.

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