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LEADERSHIP AND NON-PROFIT SPORTS ORGANIZATIONS: COMPREHENSIVE REVIEW OF LITERATURE

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Official Statement

With knowledge of my personal responsibility taking legal consequences into account I hereby declare that during completion of the essay under the title "***Leadership and Non-Profit Sports Organizations: Comprehensive Review of Literature***" I did not use all or part of another author's work or his/her ideas and beliefs without reference to the relevant source (book, newspaper or magazine article, website e.t.c.).

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List of Abbreviations

CEO: Chief Executive Officer

CSM: Contemporary Sport Management

FPO: For-Profit Organization

FPSO: For-Profit Sport Organization

ICNPO: International Classification of Nonprofit Organizations

MLQ: Multifactor Leadership Questionnaire

NGO: Non-Governmental Organization

NPO: Non-Profit Organization

NSO: Non-Profit Sport Organization

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Abstract

Polyxeni Argyropoulou: Leadership and Non-Profit Sports Organizations:

Comprehensive Review of Literature.

(Under the supervision of Antonios Travlos, Professor)

Given the growing demands and needs in the sport industry, the necessity for alternative leadership styles is evident. Scholars are constantly striving to establish theories that explain how a leader's character and skills are shaped and how they can be acknowledged as ideal for the successful functioning of an organization. In this case, the literature of leadership in non-profit sports organizations is insufficient. It is considered a multifaceted topic and due to this it cannot be easily explained or evaluated as it is intertwined with so many other variables. This is an attempt to approach the concept of leadership and to identify the characteristics that make a non-profit sports organization to stand out. The descriptive context of leadership and non-profit sports organizations will be presented as well as its constituents. Regarding the phenomenon of leadership, there will be adduced the different theories, predominant behaviors, contemporary leadership styles and the role of the leader within an organization. On this basis, the capability and qualities which are required in order to accomplish the respective projects will also be indicated. The purpose of this study is to present, examine and analyze leadership in non-profit organizations in the context of sport and thereby to promote these phenomena alongside with drawing the appropriate conclusions. It could be characterized as an opportunity to discern and delve into the different dimensions of sport management, especially between the different kind of sport organizations focusing on the non-profit one. The definition of non-profit organizations will be given as well as their structure within the sports system, the expenses, the sources of income and the challenges they constantly face. Enlightening qualitative theoretical research, in a comprehensive review of literature, that deepen into the framework of leadership and non-profit organizations as their combined approach unfolds.

Key Words: Leadership, Non-Profit Sport Organizations, Management, Review of literature

Chapter I

1.1 Introduction to the study

The current era is full of drastic changes concerning the structure of modern sports and the influence is distinct without a doubt (Bergsgard et al., 2007). The new challenges that synchronous organizations have to face require the optimal utilization of leadership rules so that they can thrive and evolve themselves. Especially today, at a time when the socio-economic crisis is affecting a large number of developed and developing countries, all organizations, including non-profit ones, are called upon to address the issue of their sustainability, through the most efficient use of all the resources at their disposal.

Leadership is often considered a concept that is shared and the leader as a monolithic titan, immutable, absolute and eternal, has perhaps become as a relevant to contemporary society as the typewriter is to the modern office (O'Boyle et al., 2015). In corresponding research, the drawing of leadership theories is mainly through the corporate branch. However, it is becoming increasingly recognised that in order for a leader to be successful must have the necessary experience, expertise, determination, patience, and, most importantly, the ability to compromise and collaborate with others in order to achieve objectives (Amanchukwu et al., 2015). The context surrounding the definition of leadership over the years has found a way to emerge in sport. In addition, leadership must be able to effectively adapt to emerging organizational needs such as creativity, cultural diversity, work-based knowledge, interaction, and work groups (Imbroda-Ortiz et al., 2015). In recent times, organizations are constantly evolving in order to respond effectively to their rising needs which makes them ideal for studying sport leadership.

The continuous development of sports, simultaneously increases the demand for the formation of various organizations that do not aim at profit but at the dissemination of its fundamental pylons. Non-profit organizations are now seen as an integral component of progressive societies, civil society and welfare systems (Anheier, 2005). The sport world can easily be considered as a microcosm of this epoch that targets at its continuous evolution. Many of them have been created under the umbrella of sport management, in order to enhance professionalism, better conduction of sports events and more importantly with dominant purpose to promote the pillars of Olympism.

The field of non-profit organizations and the scientific knowledge that exists in terms of leadership lag far behind. On the ground of this and given the research conducted by Brown (2017), the prevailing gap is indicated regarding the effectiveness of leadership of non-profit organizations as well as the disadvantaged position that it necessarily acquires. Sport leadership differs according to each challenge that arises and the classical standards are not always been followed. In addition to what has been said, and again based on the research of Brown (2017), the effort made by the leaders of this sector in order to present the practices and methods they choose in order to achieve the goals of the non-profit organizations is distinct. At that, there will be apposed analytical the multilevel dimension of leadership and non-profit organizations which will lead to the desired outcome that the sports world has envisioned since the beginning.

The purpose of this study is to investigate thoroughly the already existing knowledge that has been accumulated in regard to our subject. A wide and clear comprehension of the theoretical background of sport leadership in the equivalent non-profit sports organizations is given, in order to form the most appropriate leadership type, based on the current bibliography. This study focuses on the key concepts of leadership in sport sector, such as models and styles, the different theories and essential skills, always in the framework of modern era. There will be analyzed every aspect of the non-profit sport organizations from the conception of the "idea", to the relation of the available elements or resources, in order to lead in successful implementation of its vision.

1.2 Importance of the topic and the formulation of the research question

Leadership and the non-profit organizations are undoubtedly important meanings on the sports, the business world and for the society in general. These concepts are involved in an admirable but also a complex way and thus several questions have arisen that end up being explored in corresponding studies. According to Skinner and colleagues (2014), sport management research can add important information to the discipline's knowledge base. The role of the leader in a sport organization is an inextricable part of accomplishing the primary purpose of its creation, always in line with its vision and values. It can be a source of inspiration and often acts as a driving force to achieve the aims that have been set. In this way, the topic chosen in the present study is considered particularly relevant and important at a time when in the field of non-profit sport

organizations needs are being developed for a more ideal leadership footprint. Furthermore, a detailed comprehension of these phenomena is given.

Specifically, the aim is to present the concepts of leadership and non-profit organizations, to analyze extensively and examine the various ways in which they stand out and are combined, mostly in the framework of sports, through the research gap that exists, among several research that have been conducted in recent time. Essentially, this research is in pursuance of the most suitable leadership elements that contribute to the achievement of the respective purpose of non-profit organizations under the scope of sport. It concerns the understanding of behaviors, how they are perceived and act in the circumstances that arise, such as the transition from basic to modern theories but also the interaction with other people (Stangor, 2011). By conducting it, conclusions will be drawn that could potentially contribute to the better functioning of each organization as well as the behavior of the leader, while improvements and weaknesses that may exist within non-profit sports organizations may occur. This thesis can be an additional piece in the scientific literature related to the issue of leadership and non-profit sports organizations.

1.3 The significance of this study

The intent of this comprehensive review of literature is to enhance the scientific knowledge and to enrich, as Skinner et al. (2014) noted, "sport management issues, improve sport management practices, inform sport management policy issues and become a catalyst for complex thinking, informed communication and toleration for competing paradoxes" (p. 3). Moreover, examine potential gaps of other research; through the use of existing international bibliography, in order to come to a conclusion about the central question. It is an extensive study which refers to the theoretical background and the interaction between the elements of leadership, sport and non-profit organizations; both separately and in combination, as well as the development of these factors that are notably related to achieving professional triumph. The overall aim is the best possible operation and management of a non-profit sport organization; regardless of the guidelines each one might follow.

Recognizing that the newer approaches of leadership add a modern touch to the field of management, both in notion and in practice, as well as depending on older theories, it is appropriate to conduct research in the light of non-profit sports organizations. An

attempt will be made to highlight the leadership qualifications distinguished in the field of non-profit sports organizations and indicate a leader as suitable, through rich theories, styles, models, behaviors provided by researchers and academics. Frameworks, practices and perspectives that concern our main elements will be described, the peculiarities that arise in non-profit organizations within the sports system will be analyzed, how the leadership penetrates and operates, but also the possible obstacles that are identified in each organization activity. As stated by Frawley et al. (2018), "despite the growing significance of this area of study, there has been limited research undertaken on leadership development from a sport management perspective" (p. 1). The combination of all this information will be the driving force for the development of the existing knowledge and self-improvement for the reader, independently of being active in this sector, which involves such great semantics as sports, leadership and the type of non-profit organizations.

1.4 Theoretical objectives

A research can be academic, such as the one conducted, which aims to contribute and enhance the scientific knowledge, in order to extract useful results. It is equally necessary to set the goals of the research in order to obtain a comprehensive view of the concepts that are analyzed in the continuation of the thesis. The theoretical objectives to be observed are essentially divided into three bibliographic reviews of: (a) the analysis of the concept of leadership, (b) the analysis of the concept of non-profit sports organization and (c) the interaction of the concepts of leadership and non-profit organization always as far as concern sports. Clearly, at the end of the research, it is necessary to follow a discussion of the main elements of the bibliographic research, as well as to reflect and review the results in order to understand the quality of the research process.

1.5 Methodology

The present study attempts to base the research on neutrality and impartiality in order to reach objective conclusions around the subject under study and all the factors have been weighed in order to reach the desired conclusions. As Gratton and Jones (2014) mentioned "the study of sport involves the examination of constantly changing behaviors,

which take place within a largely unpredictable, complex and dynamic social environment" (p. 1). In that manner, this research follows a theoretical review of literature in a qualitative method. An important part of this study conduction is the selection of the most appropriate research strategy to meet the necessary preconditions, in order to produce the expected results. As a rule, the information collected is derived from secondary sources. The specific review of literature will consist of books, articles and research, internationally, that have been published both in the past and most recent years and also related to the research question that were examined in depth. "A composite to identify fallacies in arguments, methodological assumptions and theories or to show how an issue and problem could benefit from the application of an existing theory or methodology or practice" (Hart, 2018, p. 4). Some of the characteristics that regulate this thesis are the contextual character, the natural sources of collection, and the researcher's apparent influence on study.

Chapter II

2.1 Theoretical background: Leadership

2.1.1 Definition of leadership

For a stretch of time, many people sought to give a precise definition to the concept of leadership but due to the complexity and evolution of situations, various views were expressed. The prestigious definition of leadership is more complex than it seems to define, like the word art or justice, yet everyone has a different explanation for its meaning and what can emerge from it. Ciulla (2020) mentioned "Plato's ideas on leadership progressed from a profound belief that it is possible for some people to be wise and benevolent philosopher kings to a slighter belief that the real challenge of leadership is functioning successfully with people who do not always like each other, do not always like the leader, and do not necessarily want to live together" (p. 24). Homogeneous Plato, portrayed the ideal ascendancy in four main aretes; (a) prudence, (b) boldness, (3) temperance and (4) justice, as indicated by Takala (1988).

The study of leadership has always been an unexplored part in all social, economic, political science and also in the business sector and so, different theoretical approaches have been developed. It is estimated that every researcher can come up with a personal philosophy, a continuous multidimensional set of aspects, which is considered closer to reality. Fred Fiedler (1971) individuated the supernumerary definitions of leadership as well as leadership theories and there are proximate as many as the psychologists working in the sector (as stated by Antonakis & Day, 2012). The methodology followed to arrive at this definition, both quantitative and qualitative research or even mixed method, extends from observations, questionnaires and groups of individuals to large organizations.

As early as 1948, Stogdill had stated that it was impossible to detect a commonly accepted definition, through a wide range of studies, both of the leadership and the characteristics that a leader must have in order to be recognized as such. Meanwhile, a leader must meet a set of traits and skills, those rendering the suitability for this position, as in critical moments. Antonakis and Day (2012) referred: "leadership can be defined in terms of (a) an influencing process -and its resultant outcomes- that occurs between a leader and followers and (b) how this influencing process is explained by the leader's

dispositional characteristics and behaviors, follower perceptions and attributions of the leader, and the context in which the influencing process occurs" (p. 5). As already mentioned, there is no definition that explains the concept of leadership. According to Burns (1978), it is about including followers to act for particular purposes that reflect both leaders' and followers' beliefs and motives, wants and needs, desires and expectations. Leaders are individuals who actively contribute to social order and are anticipated and considered to do so (Hosking, 1988).

Bass (1990) described leadership as a worldwide phenomenon that coincides with the growth of civilization and has taken multiple forms characterized as a personality trait, the art of inducing obedience, as an exercise of control, as a specific kind of act, as a kind of persuasion, as a power relationship, as a tool for achieving goals, as a result of interaction, as a distinct role, and as the starting point for structure. Moreover, leadership stands out as a phenomenon due to its uniqueness and degree of difficulty. Making sense of leadership research can be a daunting task because leadership is such a complex and diverse subject (Antonakis & Day, 2012). In a like manner, Wu (2013) noted that the method of organizing, commanding, influencing, and motivating subordinates to work toward a common goal is known as leadership.

All these characteristics that constitute the concept of leadership are the different motivation options that the leader has in his jurisdiction for the most effective fulfillment of the goals for each organization. Its exploration is constantly compiling newly established definitions because each research explores the different dimensions while the central pillars are framed by multifaceted levels which often occur in an environment based on the interest, perception and perspective of researchers (Yukl, 1989, 2013). In the retrospective definitions, adduced by Northouse (2016), it is stated that during the 21st century the research focuses primarily on the leadership process instead of developing new ways of delineation of the leadership. The nascent leadership approaches recorded consist of the (i) authentic leadership, (ii) spiritual leadership, (iii) servant leadership, and (iv) adaptive leadership; into the bargain, emerged the (v) constructivist leadership, (vi) paternalistic leadership, (vii) benevolent leadership, and (viii) moral leadership (Cabalsa, 2016). Equally, Osborn et al. (2002) argued that in the context of leadership and effectiveness, a leader's behavior is directly integrated into its environment and is mistakenly considered to act independently and externally from the organizational system; instead, leadership is bound by the organization and is considered a minor part. The review

of literature brings to light that leadership is united by the vision and preparation for its prosecution, the ability to motivate and manage their followers and integrate into any environment or system (Asrar-ul-Haq & Anwar, 2018; Cabalsa, 2016; Dinibutun, 2020; Nandasinghe, 2020).

2.1.2 The nature of leadership and the principles

Behind every organization, there are many groups of people who in turn regularly create other subgroups and work together to achieve certain targets and fulfill some visions. The leader is called upon to harmonize the groups and to carry out the existing objectives under the recommendation of a few components. In many cases, in the relevant literature these elements are referred to as the ability to inspire, to motivate according to the cases and situations that arise as well as to behave appropriately to each person and to create a climate of good cooperation. In an organization the need to offer is often met but in the case of the leader it is not the only purpose as they mainly seek to leave behind a great accomplishment, a triumph; their personal legacy (Hargreaves & Goodson, 2006).

The combination of the forementioned gives reasonable results to an organization and helps to better apply the principles of leadership. The existence of multiple formulations of leadership principles is widespread. In these principles we usually encounter a confusion of concepts. According to the research of Kyriazopoulos and Samanta (2014), the chance is given to clarify and understand the principles of leadership while offering some appropriate tools for their implementation:

1. *Principle of guidance and leadership towards the achievement of objective goals.*

The leader's contribution evolves with the right leadership exercise, both in quantity and quality, (i.e., when the subject is clear and there is complete familiarity with the employees' tasks). Also, of major importance is when the self-improvement meets the strengthening of the characteristics.

2. *Principle of harmony of objective purposes.*

The personal aim of the employees must be harmonized with the objective goals of the organization for their optimal performance. Thus, with the development of the attributes of the employees, the professional march is promoted at the same time.

3.   Principle of unity of orders.

The fuller reference relationship a person has with a single superior, the more work-related conflicts are reduced and contributing to a personal sense of responsibility for the outcome.

4.   Principle of motivation.

People tend to follow other people who act as a means to reach their personal aims. The more executives understand what motivates their subordinates and how these motivations work, and the more they apply what they understood in the performance of their duties, the more effective leaders they will be. Leaders, as a good role model, must keep the employees informed, there must be an interest in their well-being and sincere care.

5.   Principle of direct supervision.

The cooperation between the administration and the subordinates works more positively when it is based on personal contact, communication and especially when the tasks are performed properly.

Additionally, it has been observed that in various studies, steadily in the framework of leadership, the prevailing principles are those recognized by the U.S. Army and include eleven basic principles (Amanchukwu et al., 2015; Sharma & Jain 2013), as detailed below:

1. Know yourself and seek self-improvement
2. Develop a sense of responsibility in your employees
3. Be technically proficient
4. Seek responsibility and take responsibility
5. Ensure that tasks are understood, supervised and accomplished
6. Keep your workers informed
7. Set the example
8. Make sound and timely decisions
9. Know your people and take care for their well-being
10. Build the team
11. Use the full capabilities of your organization

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2.2 Leadership theories

The passage of time has greatly influenced the needs, expectations and at the same time, the way of functioning of an organization whose structures become intersecting on many levels. In parallel, while all these changes are taking place, the efforts to achieve the goals through traditional leadership methods are being identified. Distinctly, there could be characterized the theories which operating in a view of one of the sequent perspectives: "(a) leadership as a process or relationship, (b) leadership as a compound of traits and (c) leadership as certain behaviors or as they are commonly referred to, leadership skills" (Amanchukwu et al., 2015, p. 7). The salient approaches addressed at understanding leadership and its theories, consist of the trait approach, the behavioral approach, the contingency approach, and the transformational approach (Hoye et al., 2015), whereby, the following list of the most important theories emerges.

1. The Great-Man Theory
2. The Trait Theory
3. The Behavioral Theories:
   a) Role Theory
   b) Managerial Grid
4. Situational Theories:
   a) Hersey & Blanchard's Situational Leadership Theory
   b) Vroom & Yetton's Normative Model
   c) House's Path-Goal Theory
5. Contingency Theories
   a) Fiedler's least preferred co-worker (LPC) Theory
   b) Cognitive Resource Theory
   c) Strategic Contingencies Theory
6. Contemporary Theories
   a) Transactional Leadership
      - Leader-Member Exchange (LMX) Theory
   b) Transformational Leadership
      - Bass' Transformational Leadership Theory
      - Burns' Transformational Leadership Theory

c) Charismatic Leadership

d) Authentic Leadership

e) Servant Leadership

f) Ethics Leadership

g) Psychodynamic Leadership

Hereupon, the central leadership theories are briefly presented by the Cambridge Institute for Sustainability Leadership, in Table 1.

Table 1: General Theories of Leadership.

Theory/school	Description
Great Man or Trait school	Celebrates outstanding individual leaders (in the heroic tradition) and studies their traits or characteristics to understand their accomplishments as leaders.
Behavioral or Styles school	Describes leadership in terms of people- and task orientation, suggesting that different combinations of these produce different styles of leadership.
Situational or Context school	Emphasizes the importance of context in shaping leaders' responses to be more relationship or task motivated, or more authoritative or participative.
Contingency or Interactionist school	Proposes that leaders' influence is contingent on various factors (like positional power), which in turn determines appropriate leadership styles.
Transactional or Transformational school	Contrasts leadership as a negotiated cost-benefit exchange and as an appeal to self-transcendent values of pursuing shared goals for the common good.

Source: "CISL analysis" (pp. 5), 2017

2.3 Contemporary leadership theories
2.3.1 Transactional leadership

Transactional theory, also known as management theory, focuses on the exchange that takes place between leaders and their followers, the superintendence and the organization. One could liken it to the political scene. Khan et al. (2016) underlined that transactional leadership indicates a "dissonance" among the way leaders proceed and the genuine association with the followers. The leader does not focus on the long-term prospects of the team and do not only motivate the subordinates but are under their leverage, as well. It functions as a path which leads to the achievement of the defined goals, the completion of tasks, the maintenance and improvement of organizational

situation-productiveness and the avoidance of potential risks. The rewards offered by leaders imply the accomplishment and devotion of work duties and Burns (1978) observed that in these cases there is absence of interpersonal or any other kind of relation with the employee. In keeping with Bass and Avolio (1994), "transactional leadership depends on contingent reinforcement, either positive contingent reward (CR) or the more negative active or passive forms of management-by-exception (MBE-A or MBE-P)" (p. 4). A brief analysis of the factors, is given by Northouse (2016):

- *Contingent reward*: It is a transactional procedure including particular rewards between leaders and followers. In essence, the leader is attempting to reach an agreement with its followers as to what needs to be done and what the incentives would be for those that accomplish the initial aim.

- *Management-by-exception*: Corrective criticism, negative feedback, and negative reinforcement are all part of this leadership style. In this case, there are two types of management-by-exception, which consists of the active and passive form. On the one hand, active management is concerned with the leader's ability to regulate their subordinates' vices and correct them as needed in order to satisfy all of the criteria. Passive management, on the other hand, is for leaders who wait for a problem to occur before intervening.

2.3.2 Transformational leadership

The original theories of transformational leadership were influenced by James McGregor Burns in 1978 (Kleefstra, 2019; Seltzer & Bass, 1990; Yukl, 2013) and possess a prominent place in the contemporary theories. According to Yukl (1989), in Burn's theory "transformational leadership is viewed as both a micro-level influence process between individuals and as a macro-level process of mobilizing power to change social systems and reform institutions" (p. 271). Burns (1978) separated the concepts of transactional and transformational leadership, and also "proposed that transformational leaders appeal to higher-order needs (e.g., fairness, justice, equality) of followers and seek to unite followers to work towards a common goal or purpose" (as stated by Scott, 2014, p. 18). By the same token, these kinds of leaders embolden their subordinates to act in the interests of the group and encourage people in a way that their primary motivations are directed towards satisfying the needs of self-completion, in accordance with Maslow's

pyramid, despite the needs that are closest to the base of the pyramid (Kyriazopoulos & Samanta, 2014). This trait transforms the individuals and assists in making full use of their personal potential.

Similarly, Bass' theory aimed at differentiating among the transactional, the transformational and the charismatic leadership (Yukl, 1989), by expanding Burns' theory, applying his ideas to organizational management (Mullins, 2016) and giving a more analytical theory. Keeping that in mind, Dinibutun (2020) reformulated Bass' theory by saying that the followers of transformational leaders are rendered more aware of the importance and value of task results which are forced to accomplish, and their higher order demands are activated. They are also encouraged to behave in the organization's best interest by motivating them to act to that direction. Additionally, he added that "transformational leaders by their charismatic appeal to their followers, the inspiration they provide them and the individual consideration they give them" (p. 57). The leader transforms and motivates followers by (a) generating greater awareness of the importance of task outcomes, (b) inducing them to transcend their own self-interest for the sake of the organization or team, and (c) activating their higher-order needs (Mullins, 2016; Yukl, 2013). The component of transformational leadership can be measured with the Multifactor Leadership Questionnaire (MLQ) by its psychometric properties (Bass & Riggio, 2006). Therefore, Antonakis and House (2002) claimed that the transformational leadership comprises of the five factors: (p. 9)

- *"Idealized influence (attributed)*: or attributed charisma, refers to follower attributions about the leader as a result of how they perceive the leader's power, confidence, and transcendent ideals. This is the emotional component of leadership, which theoretically shifts follower self-interest toward the interest of the greater good.
- *Idealized influence (behaviors)*: or behavioral charisma, refers to specific leader behaviors that reflect the leaders' values and beliefs, their sense of mission and purpose, and their ethical and moral orientation.
- *Inspirational motivation*: refers to leaders who inspire and motivate followers to reach ambitious goals that may have previously seemed unreachable, by raising followers' expectations, and communicating confidence that followers can achieve ambitious goals, thus creating a self-fulfilling prophecy.

- *Intellectual stimulation*: refers to how leaders question the status quo, appeal to followers' intellect to make them question their assumptions, and invite innovative and creative solutions to problems.

- *Individualized consideration*: refers to leaders who provide customized socio-emotional support to followers, while developing and empowering them. This outcome is achieved by coaching and counselling followers, maintaining frequent contact with them, and helping them to self- actualize".

2.3.3 Charismatic leadership

The Greek philosopher, Plato, adjudged that a leader in order to be considered successful is necessary to own the charisma; "the gift of grace", a divine origin (Takala, 1988). Synchronous theories of charismatic leadership rely heavily on the work, ideas and therefore the foundational theories of Max Weber, Robert House, and Conger and Kanungo. There are some categories of charisma concepts, given by Bass and Bass (2008) chronologically, which include; the Weber's concept of charisma, the post-Weberian charisma and the Weber's legacy. In a like manner, Yukl (1989) expressed some additional insights into the meaning of charisma like "the psychodynamic processes and the close versus distant charismatics" (p. 314).

During 1968, Weber described as charismatic a person "extraordinary" and "superhuman". Additionally, House (1977) referred to a charismatic leader as someone "highly self-confident" and "influential", while Conger and Kanungo (1987) assumed that charisma is essentially the qualities which ascribed to a leader by their followers or as it is known "attribution theory" (Scott, 2014). Consistent with Maxwell (2018), charisma is the adroitness to impart purpose to others and not a vague advantage, which can be acquired since it is not innate and the traits of a charismatic leader detailed are confidence, conviction, connection and compassion. Multi-year studies have shown that charismatic leaders are characterized as successful "through a combination of factors" (Bass & Bass, 2008). In addition, several research that have been carried out, on the widely known query whether the leader is born or made, evidence emerged that with the continuous development of leadership about 30 percent is due to genetic factors while the remaining 70 percent mainly to the nurture of the individual (Avolio et al., 2009). A "charismatic leadership usually arises in times of crisis when the basic values, the institutions, and the

legitimacy of the organization are brought into question", as cited by Takala (1988, p. 795), and then the charismatic leaders appear with their innate endowments where dominant authority has collapsed.

Remarkably, the form of this leadership is not influenced by the special knowledge of the leader but by the arete of the personality (Kane, 2018). Charismatic leadership composes of a powerful person with self-confidence, values, vigor and conviction and a component of trait theories refer to the charismatic leader. "The theories between transformational leadership and charismatic leadership are ample in scope; they simultaneously involve traits, power, behavior, and situational variables" (Yukl, 1989; p. 270). The characteristics which stand apart for charismatic leaders, optimally are: to have a vision, to set the example in their own behavior for followers, the will to take higher levels of risk, to operate with unconventional methods, to be sensitive to followers' needs, to have mesmerizing behaviors, and might be most renowned and trusted in organizational crucial situations (Conger & Kanungo, 1987; Robbins & Judge, 2013; Scott, 2014). Of utmost importance, House and Howell (1992) emphasized two divergent types of charisma; the *personalized* — self-aggrandizing, non-egalitarian, and exploitive, and the *socialized* —collectively oriented, egalitarian, and non-exploitive (Bass & Bass, 2008; Scott, 2014).

2.4 Leadership styles

Leadership styles must be able to be applied or transformed depending on the existing situation or environment, and in essence, symbolize the pattern of behavior that characterizes a leader, in the attempt to influence a group of individuals for a common purpose (Amanchukwu et al., 2015; Northouse, 2016; Robbins et al., 2011/2012; Strogdill, 1948). Therefore, the behavioral traits which surfaced are: the direct behavior and the supportive behavior and can be classified into the four categories of directing, coaching, supporting and delegating (Northouse, 2016). Ibara (2010) pointed the five factors which lead to the identification of the leadership style that is more efficient or when to draw on a different or a combination of leadership styles, including: "(1) the size of an institution/organization, (2) the degree of interaction/communication, (3) the personality of members, (4) the goal congruency, and (5) the level of decision making" (p.74-76).

2.4.1 Lewin's leadership styles

Among the primary studies of leadership behavior and one of the pioneers in the classification of leadership styles was Kurt Lewin, who together with his colleagues in the late 1930s at the University of Iowa, took over a research project that included leadership characteristics or otherwise leadership styles (Burnes, 2004). The findings of Lewin's experiments which were obtained had a huge impact on the study of management sciences and are considered more relevant than ever, while multitudinous studies have been fulfilled.

To this extent, Kane (2018) considered that these are three features to weigh when examining a leadership style; the leader, the subordinates or followers, and the situation. The choice of leadership style, which is followed in each organization in terms of behavioral leadership theories, pertains to its needs and therefore it is important to have a spherical perception and general knowledge about the different styles as the most correct use of the tools available, ensure the regular operation of an organization. Through this process the results distinguished the autocratic/ authoritarian style, the democratic/ participative style and the laisser-faire/ delegative style which will be analyzed subsequently. Meanwhile, the bureaucratic style, the transformational leadership style, the transactional leadership style, and finally, the charismatic leadership style will be presented, as well.

1.   Autocratic leadership style
> "There are always distractions, if you allow them." –Tony La Russa

Characterized as an extreme form, the authoritarian leader is overwhelmed with dominion, creates negative energy and controls entirely the staff, making unilateral decisions aimed at immediate execution. Thus, the participation of the employees and team members is limited even if their contribution offers a positive impact to the organization. A straightforward separation of roles is carved. The majority of employees do not prefer it, but it applies to new employees or those who find it difficult to accept management. This style is recommended in case of crises for immediate effectiveness or

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recourse (Amanchukwu et al., 2015). Howards and Wellings (1994) listed five types of autocratic leader behavior in work settings: (a) the controller, (b) the commander, (c) the ruler, (d) the judge, and (e) the guard (as stated in Bass & Bass, 2008; Part IV). The implications of this particular leadership style are plentiful and undesirable.

2.   *Democratic leadership style*

"I strongly believe that missionaries make better products. They care more. For a missionary, it is not just about the business. There has to be a business, and the business has to make sense. But that's not why you do it. You do it because you have something meaningful that motivates you." –Jeff Bezos

The democratic leader is considered a team player and an excellent listener. From the studies of Lewin (1939) and his team, it appears as the most fruitful style with higher efficiency in comparison with the autocratic style. Such leaders offer guidance and the final decision is made by them, but the element of employee involvement in the decision-making process is strongly encountered; needs, desires and suggestions are taken into account. The prevailing conditions benefit both sides, the creativity, productivity and morale of employees are mainly encouraged, they tend to have a higher job satisfaction besides than financial recompense and at the same time their skills increase (Amanchukwu et al., 2015). In times of crisis, it has a negative impact as quick decision making and information is essential.

Comparison between autocratic and democratic leadership style

Subsequent studies suggested the democratic style to be more appropriate and thus the question arose as to whether it should be followed in each case. Observing the Figure 1, it depicts the spectrum of leadership behaviors from the authoritarian and the personification of the manager that meets the democratic and the focus on the employee which Tannenbaum and Schmidt (1973) invented. Afterwards, different studies were conducted whereby reduce the parameters for determining leadership behavior. The State of Ohio highlighted the prime two: the initiating structure and the consideration, and

simultaneously the University of Michigan presented; the employee oriented and the production oriented.

Figure 1: Continuum of leadership behavior.

Use of authority by the manager

Area of freedom for subordinates

Manager-centred leadership →

← Subordinate-centred leadership

| Manager makes decision and announces it | Manager "sells" decision | Manager presents Ideas and invites questions | Manager presents tentative decision subject to change | Manager presents problem, gets suggestions, makes decision | Manager defines limits; asks group to make decision | Manager permits subordinates to function within limits defined by manager |

Source: "How to Choose a Leadership Pattern" (pp.162-180), by R. Tannenbaum & W. H. Schmidt, 1973, Harvard Business Review.

3.   *Laisser-faire leadership style*

"It is a fine thing to have ability, but the ability to discover ability in others is the true test." –Lou Holtz

The laisser-faire leader enables the team and employees to take the reins and work without supervision, thereby it was labeled as the "group of life" (Lewin et al., 1939). This style guides and empowers subordinates with extensive freedom, to decide and complete their work through their personal criteria. Probably in order to provide advice but does not participate further and only if asked is the leader engaged. This kind of operation, fosters the production of ideas and participation increases the motivation (Alexandris, 2011).

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Although it might be due to ellipse of training or reduced resources, the role of the leader is virtually restricted. Consequently, the differences between these three dominant styles in their features are listed below:

Table 2: The Characteristics of the Autocratic, Democratic & Laisser-faire Style.

Autocratic	Democratic	Laisser-faire
• All determination of policy by the leader • Techniques and activity steps dictated by the authority, one at a time, so that future steps were always uncertain to a large degree • The leader usually dictated the particular work task and work companions of each member • The dominator was "personal" in his praise and criticism of the work of each member but remained aloof from active group participation except when demonstrating. He was always friendly or impersonal rather than openly hostile.	• All policies a matter of group discussion and decision, encouraged and assisted by the leader • Activity perspective gained during first discussion period • General steps to group goal sketched, and where technical advice was needed the leader suggested 2 or 3 alternative procedures from which choice could be made • The members were free to work with whomever they chose and the division of tasks was left up to the group • The leader was "objective" or "fast-minded" in his praise and criticism, and tried to be a regular group member in spirit without doing too much of the work	• Complete freedom for group or individual decision, without any leader participation • Various materials supplied by the leader, who made it clear that he would supply information when asked. He took no other part in work discussions • Complete nonparticipation by leader • Very infrequent comments on members activities unless questioned, and no attempt to participate or interfere the course of events

Source: "*Patterns of aggressive behavior in experimentally created "social climates" (pp.271-299), by K. Lewin, R. Lippitt & R. K. White, 1939, The Journal of Social Psychology 10*

4.   *Bureaucratic leadership style*

For the particular style the least that could be associated is creativity or flexibility and postulated in 1947 by Max Weber. A bureaucratic system of strict rules, regulations and guidelines that all employees must adhere to and established by the superior authorities within an organization (Amanchukwu et al., 2015). It occurs especially in the public sector in which the mode of operation is more stringent.

5.   *Transactional leadership style*

      This leadership style indicates that team members are willing to obey to their manager and assignment. "Transactional leadership style comprises of three components: contingent reward, management-by-exception (active) and management-by-exception (passive)" (Khan et al., 2016, p. 3). The transaction usually involves the organization or leader offering material rewards to subordinates in return for their effort and compliance. Kleefstra (2019) marked that the transactional leaders are task-oriented. "The minimalistic working relationships that result (between staff and managers or leaders) are based on this transaction (effort for pay)" (Amanchukwu et al., 2015, p. 10).

6.   *Transformational leadership style*

      On both an individual and organizational level, transformational leadership is linked to positive results (Khan et al., 2016). As established, it acts supplementally to the transactional style. It is another leadership style that invests in motivating and encouraging employees, aiming to develop their skills for future success of the organization. A management style designed to give employees the opportunity to anticipate future needs and come up with solutions as it prepares them to take on the role of transformational leader through mentoring.

7.   *Charismatic leadership style*

      Charisma is characteristic of the leader's personality and are these leaders, recognized for their expertise and dedication to their work. This leadership style is often compared to the rest styles and its definition consists incomplete. Often called as transformational leadership style, charismatic leaders have the ability to inspire and engage with followers and motivate them for greater performance. As reported by Amanchukwu et al. (2015), "the ensuing excitement and commitment from teams is an enormous asset to productivity and goal achievement" (p. 10).

2.5 Emotional intelligence in the leadership framework

Emotional intelligence (EI) is extremely significant in the field of leadership since it is intertwined with the personality of every individual. The term "emotional intelligence" was first coined by Daniel Goleman. Apparently, a number of research are mainly concerned to penetrate the personality of leaders and how much it affects their efficiency. As demonstrated by O'Boyle et al. (2018), many studies which focus on the area of sport management, have shown that emotional intelligence can be found in several leadership theories such as servant leadership or ethical leadership. It is undeniable that emotions help in the professional advancement of a leader or an individual, and it is something that consequently has implications for an organization's leadership methods and practices. As far as concern the leadership relationship, emotional intelligence reinforces the need of self-knowledge and awareness of others (Haber, 2011). Therefore, it was crucial to broaden the term leadership to include principles derived from the field of psychology which is of major importance for the development of a team leader. Besides that, it is ascertained that it is a notion which is gaining momentum among members of the scientific community on a daily basis.

In addition, the domain of emotional intelligence is related to the ability of the individual to succeed in any situation. However, in this study is referred mostly to the business and organizational part. Kyriazopoulos and Samantha (2014) presented the model of emotional intelligence that divides it into four sub-dimensions: the expression of emotions, the control of emotions, the use of emotions and empathy. Usually, people who have an increased sense of emotional intelligence tend to control their emotions more comfortably as well as motivate themselves. Also, they have the ability to develop high degrees of responsibility, something that applies typically in the work environment. Within this frame of reference, Haber (2011) indicated that "the emotional intelligence component of leadership is vital to one's own self-awareness and leadership effectiveness, developing and maintaining meaningful relationships with others, and organizational success" (p. 318). Thus, modern leaders gain the loyalty of their employees more easily. The very first "rule" of leadership, namely the development of emotions, is an important factor that promotes the interrelationships between leadership and emotional intelligence (Kyriazopoulos & Samantha, 2014).

The cultural, economic, sociopolitical and technological changes require from any organization as well as its leader to focus more on the emotional intelligence. The five characteristics that constitute emotional intelligence are self-awareness, self-regulation, social skills, empathy, and motivation (Goleman, 2006; Kyriazopoulos & Samantha, 2014; Mullins, 2016; Nandasinghe, 2020; Robbins et al., 2011/2012). In an analogous manner, Mullins (2016) pointed that "emotional competencies are not innate talents, but rather learned capabilities that must be worked on and can be developed to achieve outstanding performance" (p. 129). Supplementarily, Nandasinghe (2020) advocated that the emotional intelligence usually operates like a core between the six fundamentals leadership styles and that it is observed in many different combinations. In essence, it is a process in which leaders are expected to understand and respect their subordinates' emotions while also attempting to manage them in light of the current situation. Understanding this concept enhances the skills and traits of leaders and makes them more effective. In this way, emotion functions as a necessary and useful tool for their decisions and at the same time strengthens the role and course of the organization or business.

2.6 The leader

> "A tyrant is always stirring up some war or other, in order that the people may require a leader" –Plato

Our era is governed by the abrupt sharpening and distortion of ideas, values and ideals which have been altered while there is a lack of moral barriers, both in professional and interpersonal relationships, as there is a need to seek ever-increasing returns in the operations of an organization or business. However, despite the changes that surround us and the dissimilarity of advice, in the fundamental principles, leadership has not changed: it is still about working with other people to achieve common goals (Ashkenas & Manville, 2017/2020). It is largely impossible to characterize a leader with specific elements, as everyone possesses unique traits, behaviors or ambitions and usually has a unique way of perceiving the issues presented. Depending on the attitude and proper management of a leader among a team, its effectiveness can often be predicted. Yet, Wu (2013) claimed that a leader should have at least these three fundamental characteristics:

followers, organizational position and influence, and a clear objective for their leadership behavior.

The global question that overwhelms all the research that has been done under the shadow of leadership is whether the leader is born or made. A leader must confront the personal weaknesses and evolve when faced with crises or transformations even from groundbreaking achievements (Ashkenas & Manville, 2017/2020). In keeping with Robbins et al. (2011/2012) the leader is defined as the person who can influence others and holds administrative power while leadership is defined as the process of leading and influencing a team to achieve its goals. In addition to this, Wu (2013) mentioned that "the leader plays a role of command, coordination, inspection, punishment, reward and motivation" (p. 5). In modern business the concept of leader has taken on different dimensions as even the nomenclature is varied: Manager, Chief Executive Officer (CEO), mainly in America, Managing Director, mostly in England, when referring to Non-Governmental Organizations (NGO) leadership is used, usually with the term of Executive Director (Katou, 2017).

2.6.1 The difference between leadership and management

As mentioned above, a load of research has been conducted on the subject of leadership, both specialized for business and organizations and on the historical and sociological level. Kotter (2001) pointed out that the semantics of leadership and management are both distinctive and intertwined; usually co-operating to succeed a shared purpose. The interaction of the roles of leader and manager is pronounced, they are equally important and to a great extent complement one another. Nevertheless, there are several differences in these roles in terms of what they represent, their action and function. A major issue is the clarification of the two concepts; however, Kotter (2001) contends that "management is about coping with complexity…...and leadership is about coping with change" (p. 4). Northouse (2016) supports the contradictions among the two concepts in which leadership appears more conservative while management is presented to be "chasing" modernization. The peak points are detailed in Table 3. Inferentially, the manager employs a set of well-defined methods and techniques, whereas leadership focuses on vision, motivation, persuasion, creativity, and influence.

Table 3: Functions of Management and Leadership.

Management Produces Order and Consistency	Leadership Produces Change and Movement
Planning and Budgeting • Establish agendas • Set timetables • Allocate resources Organizing and Staffing • Provide structure • Make job placements • Establish rules and procedures Controlling and Problem Solving • Develop incentives • Generate creative solutions • Take corrective action	Establishing Director • Create a vision • Clarify big picture • Set strategies Aligning People • Communicate goals • Seek commitment • Build teams and coalitions Motivating and Inspiring • Inspire and energize • Empower followers • Satisfy unmet needs

Source: "*Adapted from A Force for Change: How Leadership Differs from Management*" *(pp. 3-8), by J. P. Kotter, 1990, New York: Free Press (Northouse, 2016)*

2.6.1.1 The role of a leader

The model of a leader could be the one who has shown real interest on an individual level, has helped or supported the executive to develop professionally and who always seems to make decisions with clarity, lucidity and clear orientation (Kyriazopoulos & Samantha, 2014). A person who feels dominated by leadership skills does not expect to be discovered but seizes the moment to establish personal aspirations and evolve. Organizations seek to modernize themselves by searching for inspired and effective leaders. In addition, leaders must be well versed in building and developing teamwork, inspiring and organizing others to achieve a common goal (Ashkenas & Manville, 2017/2020). Therefore, Wu (2013) explained that "the quality of leaders does not only consist of certain unchanging aspects, but is a multi-factor synthesis" (p. 147).

In this direction, the role of the leader in an organization or in any business refers to a simple human relationship and the corresponding challenges on a personal level such as self-discipline, duty, self-consciousness, moral obligations and so on, should not be overlooked (Ciulla, 2020). Besides, Hoye et al. (2015) highlighted and outlined the functions of leaders which are the following: "the creation of a vision; the setting out of strategy; setting objectives and measuring performance; influencing and motivating people; and finally, to facilitate change and nurture organizational culture" (p. 180).

Furthermore, as indicated by Dervitsiotis (2005), for the exemplary practice of this role there are basic functions such as: (a) setting a new path for entrepreneurial action, (i.e., the vision, goal and strategy of the company or organization), (b) aligning activities in the same direction consisting of communication, reliability, networking of interpersonal relationships and empowerment of employees, and (c) effective motivation or instigation of the parties, aimed at the commitment of the common vision, the development of interpersonal relationships to overcome any obstacles as well as to meet the deeper needs of people in key-roles. As Mango (2018) noted: "different leaders will succeed in different leadership context by emphasizing different aspects" (p. 75). The proper communication is built and taught by leaders to employees, which is why the former should be an active listener which means paying attention to what the other person is saying and processing it without making early judgments or misinterpretations.

2.6.1.2 The role of a manager

The ability to lead can be acquired over time by developing new skills for the administrative repertoire and learning about them alongside capable leaders. Since leadership is one of the four functions of management, managers must be leaders (Robbins et al., 2011/2012) and more specifically must be able to planning, organizing, leading, and controlling. Based on this, a manager is considered successful when the flexibility with the technocratic knowledge, which is necessary for this role, is involved with leadership skills. Once all the above knowledge has been obtained, a global perception is automatically provided and would be ideal.

In times of crisis, the value of the leadership team and technocratic administration is emphasized as never before. The manager is called to deal with the complex operation of an organization and thus is given the opportunity to guide their subordinates and also is faced with the employee empowerment, the national culture and the emotional intelligence (Robbins et al., 2011/2012). Concerning the dominant functions for the role of the manager, Dervitsiotis (2005) has already indicated the following: (a) the planning of activities in a predetermined period of time, (b) the organization and staffing for the implementation of action plans, (i.e., the organizational structure, the delimitation of work content, the allocation of responsibilities, the definition of communication channels among the participants, the determination of the way of decision making and the

appropriate staffing), and (c) controlling the implementation of the action by evaluating the observed discrepancies.

2.6.2 Charismatic leader

The term leadership might portray a person with special traits, a strong personality who has the ability to command, direct, shape activities and motivate others with a mysterious method, the leader. The notion in charismatic leaders persists, despite the lack of empirical evidence to substantiate. O'Connor et al. (1995), as correctly verbalized, "a charismatic leader with a vision of the future, driven by the vision, and able to communicate implicitly or expressly with individuals also looking for such an organizational future acted as a revolutionizing force, whereby societal patterns and processes might be altered" (p. 531). The actions and judgments of a charismatic leader must reflect the common good. Every charismatic leader's nature, articulation, formulation as well as methods for reaching its aim can be easily separated from those of other leadership approaches (Conger & Kanungo, 1987). A widely accepted view of charismatic leadership is the types of personalized and socialized charisma, as already mentioned. In essence, the personalized charismatic leaders are the ones who utilise authority to further their own agendas and only support team members whenever it helps them achieve their individual objectives. On the contrary, socialized charismatic leaders are the ones who exploit their influence just to aid others and they also endeavour to align team members' ideals. In sport organizations, usually the charismatic leadership is related to coaches (Scott, 2014). Below, in Table 4 are presented the opposite features between a charismatic and non-charismatic leader.

Table 4: Behavioural Components of Charismatic and Non-charismatic leaders.

	Non-charismatic leader	**Charismatic leader**
Relation to Status quo	Essentially agrees with status quo and strives to maintain it	Essentially opposed to status quo and strives to change it
Future Goal	Goal not too discrepant from status quo	Idealized vision which is highly discrepant from status quo
Likableness	Shared perspective makes him/her likable	Shared perspective and idealized vision make him/her a likable and honorable hero worthy of identification and imitation
Trustworthiness	Disinterested advocacy in persuasion attempts	Disinterested advocacy by incurring great personal risk and cost
Expertise	Expert in using available means to achieve goals within the framework of the existing order	Expert in using unconventional means to transcend the existing order
Behavior	Conventional, conforming to existing norms	Unconventional or counter normative
Environmental Sensitivity	Low need for environmental sensitivity to maintain status quo	High need for environmental sensitivity for changing the status quo
Articulation	Weak articulation of goals and motivation to lead	Strong articulation of future vision and motivation to lead
Power Base	Position power (based on reward, expertise and liking for a friend who is a similar other)	Personal power (based on expertise, respect, and admiration for a unique hero)
Leader-Follower Relationship	Egalitarian, consensus seeking or directive; Nudges or orders people to share his/her views	Elitist, entrepreneur and exemplary; Transform people to share the radical changes advocated

Source: *"Toward a Behavioral Theory of Charismatic Leadership in Organizational Settings"* (p.641), by J. A. Conger & R. N. Kanungo, 1987, The Academy of Management Review.

2.6.3 The importance of the leader for the organization

The fundamental values take on the role of the main component in an evolving organization through the appropriate leadership ability. An organization becomes successful from the way managers operate, the precise instructions that employees have received but even from the most inventive leaders, creating a driving force of creative collaboration that enables them to be able to command the successive difficulties that arise. The effectiveness of the leader is one of the main factors for the organization and is not distinguished for the correct guidance of the employees but for the ability to respond positively to the challenges and to make strategic decisions, which are important for its future (Alexandris, 2011).

It is considered essential in any type of organization, from the highest hierarchies to the lowest levels that the spirit of teamwork should prevail, operate under trust and respect, as well as everyone share a common vision. Besides, in order for all this to happen, there must be the appropriate knowledge of how to maintain these balances. As Dervitsiotis (2005) claims, the activity of the organization reflects an understandable and accepted value system, which is the foundation of the philosophy that determines the behavior of administration and staff. Leaders make a difference - their significant impact - through deep understanding, continuous learning and effective leadership management, and so by adding to all of them unique leadership actions (Ashkenas & Manville, 2017/2020). People with strong leadership skills tend to surround themselves with people with the identical dynamism as it inspires them, regardless of the hierarchical level they may be at. Continuous evolution in organizations requires well-qualified leadership in order to compete on equal terms and prevail (Kotter, 2001).

The purpose beyond the classical elements of the leader is to create a system of individuals which will reflect personal values and expectations. "The world is not looking for any influence, it is looking for ethical and effective influence: ethical and effective leadership" (Mango, 2018, p. 74). Noticing from the sports point of view, management and leadership overlap; hence the dominance of the leadership role is distinguishable (Hoye et al., 2015). The actual provocation is the union as well as the equilibrium, between strong leadership and management (Kotter, 2001).

Chapter III

3.1 Theoretical background: Non-Profit Sports Organizations

3.1.1 Definition of non-profit organization

In the attempt to identify the concept of non-profit organizations or NPOs, as its acronym, it has been testified that they are broad and composed of miscellaneous kinds of both organizations and associations. The non-profit organizations underlie to the third sector; declared as a charitable sector, voluntary sector or social sector and then listed to the public and private sectors (Roslan et al., 2017), defined as a legal entity founded by a group of people whose purpose is the promotion of key pillars of human life for the public or social benefit which rely mostly on voluntary work. In addition to this, Cole and Swartz (2011) supported that "non-profit organizations are private-sector entities organized to deliver public goods" (p. 3). On the other hand, Heimovics et al. (1993) stated that "non-profit organizations are dependent upon continuing exchanges with the environments in which they operate" (p. 425). The diversity and its composition are so nuanced that it can be perplexing, and different understandings are expressed in the fact that the sector is referred to by a variety of definitions (Worth, 2020).

A great number of non-profit organizations are formulated as businesses are established in accordance with the corporate laws of a specific state; therefore, each state has provisions for the incorporation of non-profit companies. Conversely, it could be said that since the non-profit organisations are neither like businesses nor governments, the extrapolation or inference from business or government research cannot properly determine their public service position or the relationship between their leadership activities and their public service role (Heimovics et al., 1993). Moreover, the role of NPOs began to blossom and become overriding from the late 1980s onwards, with organizations gaining a more crucial part in society than in the past. Anheier (2005) stated non-profit organizations as being part of the transition from industrial to post-industrial societies, and from a world of nation-states to one of transnational, possibly global, economies and societies, where the local level maintains its value and autonomy. Montanari et al. (1990) argued that "the nature of services provided by many not-for-profits...make it difficult to establish performance standards and specific goals" (p. 324). The non-profit organizations' criteria for assessing productivity or effectiveness requirements are dictated by their task. Also, Hansmann (1980) proposed that the non-

profit enterprise could be formed qua an effortless solution to a specific type of "market failure" and especially the inadequacy to monitor producers with conventional methods, which he restated to "contract failure". These organizations are now recognized as factor essential within the third sector, are distinguished and active in the domains of development, humanitarian action such as human rights, sports, environment, as well as other areas of public action, and are considered as an integral part of an enriching society, often without profit as an incentive and with little or no government intervention.

Viewed in this way, Salamon and Anheier (1992) characterized a non-profit institution as one that possesses the five characteristics: "(1) formal (institutionally organized to some extent, for example by having meetings, officers, and procedures), (2) private (institutionally separate from the government), (3) self-governing (equipped to control its own activities to a significant extent), (4) nonprofit distributing (any income or surplus produced each year must be used to further the organization's mission rather than being allocated to owners or equivalents), and (5) voluntary (involving some meaningful degree of voluntary participation in the running or operations of the organization)", as cited by Van Puyvelde (2016, p. 2). The undertaking of a project by a non-profit organization is inextricably linked to the process followed for its execution; planning, organization and evaluation. Notably are the following: "(1) the vision and justification of necessity, (2) the aim, (3) the risk analysis, (4) the division of the project into sub-projects and finding appropriate strategies, (5) the roles and responsibilities distribution, (6) the timetable of sub-projects and overall project (Gantt diagram), (7) detailed budget of the sub-projects and the total project, (8) the project's control - supervision and action, and (9) preconditions for the success of the project" (Kriemadis & Xristakis, 2009, p. 151). Additionally, the non-profit organizations are categorized according to their sources of income, their control center of operation and effectiveness, and their field of activity.

The non-profit sector is transitional and as correctly has been characterized by Anheier (2010) as a field of experimentation, of new ideas and with the potential of problem-solving of synchronous societies. Therefore, the non-profit organizations aspire to professionalize their leadership and participate in a continuous innovation process in order to ensure their long-term sustainability since they consist a fundamental pylon of the economy in most communities (do Adro & Leitão, 2020). So, the analysis of the non-profit phenomenon remains surprisingly difficult due to its diversity and as a result, the non-profit organizations remain a complex and ambiguous category.

3.1.2 Signification of non-profit sports organization

In their quest to fulfill their mission, non-profit organizations are distinguished for their contribution to society, such as the elimination of inequality and the proper management of crisis periods (do Adro & Leitão, 2020). Sport is thought to have a positive impact on four main aspects of society: economics, health, politics, and social capital. The non-profit sport organization, or NSOs (e.g., the International Olympic Committee, the Fédération Internationale de Football, the International Association of Athletics Federations), envisions that sport will be feasible, without discrimination, emphasizing its humanitarian side and pertains to a domain "wealthy" in organizational forms and activities. In a like manner, Chappelet (2011) mentioned that the non-profit sport organizations' vision, mission, and principles serve as the foundation for operations and strategy creation, as each provides rationale and guidance to the organization. A disparate aspect was expressed by Hoye and Doherty (2011), that in the majority of Westernized nations, non-profit sport organizations are vital to the provision of organized sport participation opportunities and the creation of athletic talent for elite sport. Although such a view has been argued, it is not valid as the presence or even the absence of democracy in a modern society is one of the weightiest variables in determining the number of non-profit organizations that exist.

Sports and recreation organizations have their own division in the International Classification of Non-Profit Organizations (ICNPO) and are divided into three sections (Hoye et al., 2015): (1) sport, which includes amateur sports, training, exercise, and sport facilities, as well as sporting competitions and events, (2) social and recreational clubs, and (3) service organizations. Furthermore, the amateur clubs have historically been the beating heart of sports around the world, since they tend to encourage and spread one or more sports, and their administrations are made up of elected volunteers appointed by the clubs' registered members (Papadimitriou, 2005). Also, the reference to this type of organization includes the terms of sports clubs, associations, clubs and federations, which in legal terms consist Legal Persons governed by Private Law.

In addition, organizations that operate on a non-profit basis, are active in sports great of interest, and usually focus on revenue savings for the design and provision of sports services. Professional non-profit organizations operate in sports alike to professional clubs and help set standards of practice in their respective industries (Hoye

et al., 2015). Remarkable is the outstanding role volunteers own and being at the heart of these sport organizations, regardless of the type, playing a major part so much so in decision-making as well as in service delivery in every level, although certain non-profit sport organizations have in their employ paid staff to assist the operation and rendering of services (Hoye et al., 2015). A humanistic dimension should not be excluded in the vision and mission, reflecting their social responsibility and existence as non-profit organization (Chappelet, 2011).

Furthermore, the non-profit sports organizations make a major contribution to the community, and their presence offers resources for their participants, which might consist of athletes, coaches, administrators or managers and in most cases are interdependent, counting on one another for game talent, knowledge, and access to competitions (Hoye et al., 2015). Along with it, the non-profit sports organizations can be divided into two groups: (a) the instrumental-productive for members which were established to protect their members' rights and interests and (b) the instrumental-productive for others which are primarily concerned with delivering services to the general public or with improving society (Chelladurai, 2006). A few parts of the sports services provided by sports organizations are non-profit. In the Figure 2, Papadimitriou (2005) presented the sequence of how the amateur organizations are interconnected in a pyramidal shape, on the basis of which the sports development cell and then the corresponding one form the pyramidal development of sport.

Figure 2: The pyramidal structure of the non-profit sports system.
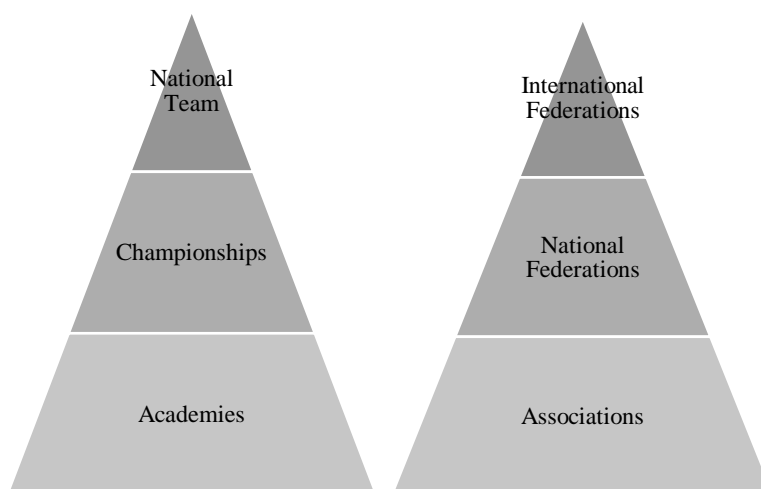
Source: *"Management of sports organizations and business" (p.90), by D. Papadimitriou, 2005, Klidarithmos*

3.2 Types of organizations

The sports industry is composed of a vast number of organizations which differ significantly in the mode of operation, in the offer of sports services and merchandise, but also serve as the industry's backbone (Papadimitriou, 2005). Evers and Laville (2004) supported that there is a particular European approach about the third sector and followed by two parameters: "the intermediary nature of the third sector within a 'welfare pluralism' or a plural economy, and a socio-political dimension that is as important as the economic dimension" (p. 11). Since non-profits differ structurally from other agencies or enterprises, it is critical for non-profit organizations to preserve their singularity (Toepler & Anheier, 2020). In sports, the organizational sectors are exactly as in business with the only difference that are renamed; (1) the public or state sector, (2) the private or commercial sector, and (3) the third or non-profit or voluntary sector (Robinson & Palmer, 2010) and thereby in Table 5 are illustrated epigrammatically their differences.

Table 5: Selected Differences between Non-profits, Government Agencies and Business Firms.

	Government Agency	Nonprofit Organization	Business Firms
Objective Function	social welfare maximization	member or client group benefit maximization	profit-maximization
Outputs	Public/collective goods	Club/collective goods	Private goods
Resources	Coercive (taxation)	Donative	Commercial
Distribution criteria	Equity	Solidarity	Exchange
Goals	Complex, ambiguous	Complex, diffuse	Specific, clear
Accountability	Voters	Members	Owners/shareholders
Participants	Automatic/coercive	Voluntary	Quasi-voluntary (economic needs)
Motivation	Purposive	Solidary/Purposive	Material

Source: *"Non-profit management: Introduction and overview" (p.5), by S. Toepler & H. K. Anheier, 2020, Routledge.*

In addition, organizations linked with sports, even contribute to the generation and manufacture of sporting goods, equipment, services, programs and facilities. Furthermore, sport diversification and commercialization eventually resulted in increased rivalry among the organization types (Chappelet, 2011). A sports organization, regardless of the sector in which it operates, must not deviate its vision and mission from its basic motivations. The Figure 3, illustrates how three types of entities relate to the sport industry and accentuate the key points.

1. *Public Sector*

Its notion first found by Plato, who described the nascence of the democratic city-state, in the Republic (Callender, 2001). The public sector is owned and run by the government; national and local organizations. Public sector organisations are institutions created to handle the policy and organisational requirements that enable a government to achieve its public governance objectives (Callender, 2001). For managers pursuing systemic improvement, public agencies present specific challenges and opportunities (Denhardt et al., 2018). Undoubtedly, public bodies operate within strictly defined frameworks. The public sector's mission is to provide essential public goods and services, and to use resources for the benefit of the community. In order to effectively sustain their agenda and plan, public sector agencies must aim to make the best use of available resources (Kriemadis & Xristakis, 2009). Those services include doctors, police or civil servants, and the operating salaries are funded by taxes. In addition to the financial aid to non-profit sports organizations or subsidies to professional sports organizations, the government departments offer recreational facilities and facilities to promote sports and ensure that everyone has access to sports in a safe environment (e.g., doping) (Pedersen & Thibault, 2019).

2. *Private / Commercial Sector*

The private sector organizations are private enterprises; run and owned by individuals, and the ultimate objectives are profit, growth, increased market share and maximized sales. Especially, the profits from private sector or for-profit organizations benefit the owners, shareholders and investors. Commercial entities are vital to the sport industry's activities and play a key role in supplying sport goods and services to the general public (Pedersen & Thibault, 2019); thereby the private sector employs a large

number of professional sports teams and their supporters. They are financially supported from sole traders, partnerships (i.e., personal savings, bank loans, government grants, trade credit) and companies (e.g., sell shares). Commercial or private organizations are considered to be the sport equipment manufacturers and retailers; the sport-related services; the sport broadcast and media companies; and the sports facilities and event management companies. The passage of time has shown that in comparison with the private sector it has made it possible for authoritarian power to be exercised to a far greater extent (Euske, 2003).

3.   Third Sector

The third sector organizations run voluntarily by trustees and are not owned by any individual. As mentioned before, the third sector is characterized also as non-profit, non-governmental, charitable or voluntary sector. Buama (2019) defined the voluntary organizations as those organisations that operate for the public good for a specific purpose and do not seek benefit from their activities. While Butler and Wilson (2015) defined charity as a concept usually associated with voluntary organizations and the third sector in general, as a peculiar form, but it differs from the organizational philosophy. The third sector organizations must answer some of the most important questions about their mission and objectives, such as what they seek to accomplish and how they can identify and achieve those objectives (Courtney, 2002).

Of primary importance is that many non-profit organizations are engaged in sports but not all the sport organizations are characterized as non-profit. Moreover, the non-profit sports organizations have grown into professional sport organizations, enabling them to compete at a high level (Mańkowski, 2018). The majority of international, national, federal, province, territory, municipal, and local sports organizations are non-profit (e.g., the International Olympic Committee, International Paralympic Committee, WADA, Commonwealth Games Federation). Underline that the board of directors and the chief executive officer are responsible for ensuring the settings of targets, budgets and to reach the goal. Besides, the mission of these organizations is to assist and distribute the profits in certain groups of people. The incomes generate mostly from donations and fundraisings but the most crucial part is their financial survival which comes from a must at least break-even. In the end, it is up to the volunteer executives to make decisions and set the strategic directions for the organizations (Pedersen & Thibault, 2019).

Figure 3: Overview of the Contemporary Sport Management (CSM) Sport Industry Sectors Model that includes the primary roles of the organizations.
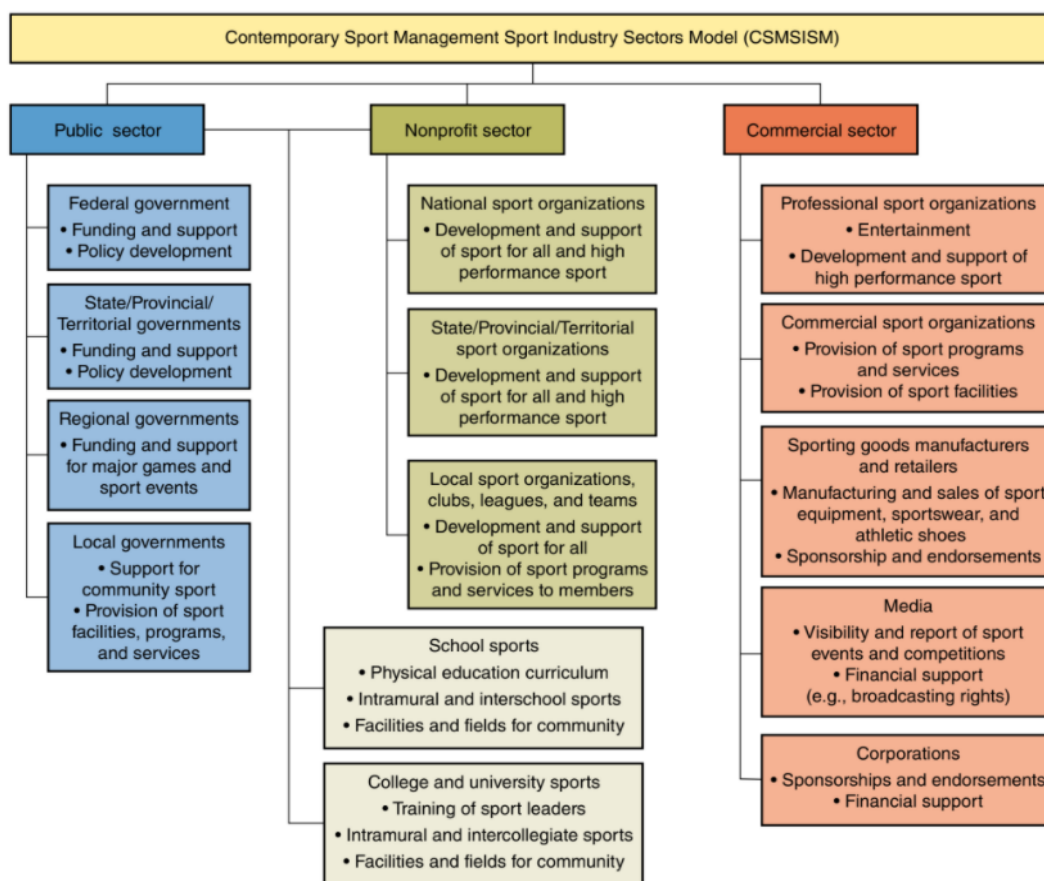
Source: "Contemporary sport management" (p.55), by P. M. Pedersen & L. Thibault, 2019, Human Kinetics.

Categories of non-profit organizations

Non-profit organizations are classified according to the domain in which they have decide to operate. It is worth noting that for some of these categories, there are also private, for-profit organizations that do not fall under the NPOs umbrella and behave in a different way. In addition, the combination of categories is a frequent phenomenon. However, this research focuses on the category of non-profit sport organizations (NSOs) and how they carry in terms of leadership. The following are the major categories of non-profit organizations: (1) Educational Organizations, (2) Environmental Organizations, (3) Medical Care and Social Welfare Organizations, (4) Religious Organizations, (5) Charities, and (6) Foundations.

3.2.1 The differentiation of non-profit organizations and other organizations

Non-profit and non-governmental organizations

Whereas the non-profit sector is distinct from the public sector, many organizations are frequently closely connected to governments at all levels for the latter to support their programs and services. The non-governmental organizations, known as NGOs, and the non-profit organizations implement programming in order to accomplish their objectives, acknowledging the growing need for strategic thinking and action to respond to modern data (Kriemadis & Xristakis, 2009). These two organizations are founded by individuals for betterment of society; however, there exists a fine line of differences between them that can be simply delineated.

Initially, a non-governmental organization focuses on social and public welfare, assists and promotes a benevolent or cooperative aim (Lewis, 2010) rather than a commercial one. Its aim is to encourage art, science, sports, research, commerce, or any other worthwhile endeavor. Also, it is self-contained, unaffiliated with any government but there is always an option to concede government funding, and its purpose is to increase awareness regarding human rights, emancipate women, manage emerging health crises, environmental issues, and so on. The main parameter for evaluating the work of the public organizations is the degree of response to the needs of all categories of recipients (Kriemadis & Xristakis, 2009). An important note is that some non-profits may be non-governmental. Clearly, its scope of activity is much broader than that of a NPOs. On the contrary, the term "non-profit organization", as it has already been mentioned, refers to organizations that are not for profit, but are registered under the Companies Act (Papadimitriou, 2005). The organization has been established to provide commodities to citizens, and it operates on the premise whether any representative will earn a share of the entity's gains or losses.

Non-profit and Not-for-profit organizations

Profit is not the sole motivation of all organizations; many are created with the intention of offering benefits to their members and the community. Not-for-profit organizations exist for the betterment of society by providing services and through the

advancement of cultural activities, to a specific group or the general public, exactly like the non-profit organizations, and both of them are regulated by trustees and do not engage in any company or trading operation (Buama, 2019). The differences identified are in the wider scope and in its legal composition of which the non-profit outweigh the not-for-profit one. Also regarding to not-for-profit it should be mentioned that does not allocate income to owners, but instead retains it, to further the organization's vision. Besides that, a non-profit organization may function as a not-for-profit organization, but not the other way around. The element that unites these two entities is that their operation is not based on personal profit.

Non-profit and For-profit organization

A legal entity, which operates in order to gain profit for the owner, is known with the term for-profit organization (FPO) or profit organization. The pursued business structure is framed by a proprietorship, a partnership, a joint venture or a company. This type of organization generates its profit for future contingencies, in the form of stockholding or dividend; namely sharing to the owners and its primary purpose is to yield profit from ordinal operations, striving to maximize the affluence for its founders. When opposed to for-profit corporations, non-profit organizations face a range of specific obstacles, including comprehensive social responsibility and complex constraints on strategic and financial actions (Hull & Lio, 2006). As it is noticeable, in numerous research indicated that for-profit organizations render themselves more efficient than non-profit ones. Hansmann (1980) stated that non-profit firms are likely to be slower to respond to increased demand and render themselves less effective in their usage of resources than for-profit entities.

The stewardship of profit and the objective of their operation is what differentiates the two organizations, and in mixed industries, the cooperation of NSOs and FPSOs faces additional challenges (Lang et al., 2019). The earnings of a for-profit manager might be linked to the company's stock price while for the non-profit organizations any form of incentive pay is assumed as illegal, thereby the money raised by a for-profit organization is transferred to the capital account while in the non-profit the surplus of the income is transferred to the capital fund. Also, the for-profit organizations try to reduce costs and increase revenue in order to maximize profits to bring the development and expansion of the business. Whilst, the non-profit organizations face governance issues that are

analogous to those experienced by for-profit organizations and the investors in both organizations struggle to ensure that the firm's decisions benefit them the most (Glaeser, 2003). On the other hand, investors and shareholders have much more influence than donors because of the way market works; necessary for corporate control and the ultimately democratic existence of for-profits. The research of Nowy et al. (2015) showed that although for-profits outperformed non-profits in terms of overall financial results and quality aspects, there were no major differences in the product dimension, and non-profits also outperformed for-profits in terms of price structure. The NPOs play upon taxation privileges; the charitable contributions are tax deductible and exempted from many tax burdens, and the sector pumping out its strength, partly, to tax deductibility (Glaeser, 2003). At the same time, it is obligatory for the FPOs to maintain books of accounts for tax and auditing reasons; on the business profits the tax is charged at a flat rate.

Non-profit sport and Sport organization

In accordance to the Sport Industry Sectors Model presented previously, the sport organizations share a handful of features with commercial sector comparatively with the public organizations (Chappelet, 2017) or the non-profit organizations. According to Watt (2003), sport organizations are differentiated from other voluntary sector organizations by their individualistic characteristics, which include their very clearly defined position, disciplinary control over participants and officials, and the need to connect and liaise with other organizations. Also, Slack (1997) described the definition of sport organization as "a social entity that has objectives, consciously shaped structure and clear boundaries", which contains five key elements: "social entity, participation in the sporting industry, targeted activity, consciously shaped structure and clear boundaries", as cited by Papadimitriou (2005, p. 75), recalling that not all sports organizations are non-profit. In this case, there is no differentiation as non-profit organizations are affiliated with sports organizations.

3.3 Strategic planning of non-profit sports organizations

Considering that the non-profit sports organization is a sphere, where within it, there is a multidimensional system of functions that are aligned in order to achieve each objective. In particular, the notion of strategy is distinguished as a useful tool in the sports industry since it is implemented in its environment. Therefore, in order to attain high performance in strategic planning, organizational change must prioritize leadership and include the three primary constituents of content, context, and process (Pettigrew, 1987, 2012). Each non-profit sport organization develops its own plan from the beginning, which of course, has its ramifications along the way. In this framework, Bryson (2010), defined strategic planning as "a deliberative, disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it" (p. 256), while it constitutes a long-side member of the non-profit. According to Allison and Kaye (2011), as expectations of organizational performance, management, and governance have gradually increased, the execution of strategic planning in the non-profit sector has gotten more worldlier while the fundamental ideas of strategic planning, on the other hand, are more current than ever.

In strategic management there is a four-phases procedure which is structured and based on the vision and the mission of the non-profit sport organization: (1) the diagnosis, (2) the goals, (3) the action plan, and (4) the evaluation (Chappelet, 2011). Deepening, it is seen that the strategy is also framed by five interrelated dimensions that constitute the content of strategic planning; environmental scan, change theory and program portfolio, business model, organizational capacity and leadership. As illustrated in Figure 4, the strategic planning process is divided into ten steps that are categorized in three stages. More specifically, the three stages constitute the definition of mission or "first steps", the internal and external analysis or "strategic analysis" and the final selection of strategy or "set your course". Likewise, the above mentioned ten steps have been illustrated in many studies (Allison & Kaye, 2011; Bryson, 2011; Golensky & Hager, 2020; Kriemadis & Theakou, 2007; Papadimitriou, 2005) and they are as detailed below:

1. "Initiate and agree on a strategic planning process
2. Identify organizational mandates
3. Clarify organizational mission and values

4. Assess the external and internal environments to identify strengths, weaknesses, opportunities, and threats (SWOT analysis)

5. Identify the strategic issues facing the organization

6. Formulate strategies to manage the issues

7. Review and adopt the strategic plan or plans

8. Establish an effective organizational vision

9. Develop an effective implementation process

10. Reassess strategies and the strategic planning process".

Figure 4: Strategic planning process.

Source: "Strategic planning for non-profit organizations: A practical guide and workbook" (p.11), by M. Allison & J. Kaye, 2011, John Wiley & Sons.

It is crucial to distinguish the alternation in the process that occurs in the sequence of the steps. Meanwhile, the seminal work of Thibault et al. (1994), pointed out that in the strategic planning of a non-profit sport organization there are two identified dimensions (program attractiveness and competitive position) and four strategic types (enhancers, refiners, innovators, and explorers). In addition, non-profit administrators have been encouraged to formulate strategies in order to meet the organization's goals in an effort to improve organizational performance (Golensky & Hager, 2020). Nonetheless, non-profit sport organizations face challenges even in setting realistic goals. Hence, strategic

planning presupposes to be surrounded by capable human resources for the plan, constantly improving the strategic management system, successfully controlling the plan's implementation, a culture that encourages strategic planning and a flexible system with less bureaucracy and formality, in order to achieve the goals. However, non-profit sports organizations can benefit from strategic planning by clarifying the organization's direction, establishing priorities, forecasting future implications, defining a decision-making framework, reacting to changing facts, boosting organizational performance, building teamwork, enhancing expertise and developing strategic thinking (Papadimitriou, 2005). Every stage of strategic planning is important and if done properly by those involved then it will bring benefits to the organization. Along these lines, Kriemadis and Xristakis (2009, p. 150) presented the advantageous that a non-profit organization will receive from are:

1. Clarifies the future direction of the organization.
2. Predicts the changes that take place in the external environment of the organization and creates mechanisms for its adaptation to new data.
3. Gives the staff (teaching, administrative and technical) clear goals and activates it to achieve them. It is based on the teamwork of all employees.
4. It enables the organization to develop effective strategies based on its strengths and to take care to address its weaknesses.
5. It enables the organization to take advantage of the opportunities presented in the external environment and to deal with the rapid response to external threats.
6. Contributes effectively to the improvement of the organization's performance, its survival and its further development.

By the same token, Bryson (2011) indicated some other benefits which are the following: (a) the promotion of strategic thinking, acting, and learning, (b) the improved decision making, (c) the enhanced organizational effectiveness, responsiveness, and resilience, (d) the enhanced organizational legitimacy, (e) help produce effectiveness in a higher level of broader societal systems, and (f) beneficial for the people involved. In every scenario, understanding the position and directions that each non-profit sport organization seeks to pursue is incredibly important towards developing a strategic plan.

3.4 Sources of funding and expenses

The non-profit sector's funding source is probably the foremost significant distinction among itself, business and non-profit organization, and is not the only one. Drucker (2011) clarified that "the non-profit institution has to raise money from donors; it raises its money - at least, a large portion of it - from people who want to participate within the cause but who are not beneficiaries" (p. 41). The peak utilization of existing resources must be sought in order to adequately support the strategy for fulfillment of the purpose, but it is frequently observed that the stated aim deviates when the leaders of non-profit organizations focus only on raising money. Nevertheless, Holloway (2012) mentioned that "many non-profit organizations are small, ill equipped, and undercapitalized to respond to the growing demands of public funders for accountability" (p. 9).

The non-profit sport organizations function as every other third sector organization, must produce profits that are equal to or greater than their expenses. Another alternative is to reinvest the surplus in creating more events. As Parent and Chappelet (2017) mentioned NSOs' primary goal regarding the financial management is to keep their budgets balanced, and if a small profit occur the leader must fund current and future event or redistributed to the participating sport organisations in order to develop their sport and under no circumstances to be shared among the members. Additionally, multiple non-profits have been imprisoned and got lost on the way for the implementation of the goal due to the mechanism of money-raising and because of that the term has now been renamed from "fund-raising" to "fund-development" (Drucker, 2011). Especially for the sport organizations that operate on a non-profit basis, the following sources of funding and revenue can be recognized (Cieśliński & Perechuda, 2015, p. 2113):

- subscription fees,
- donations (money and physical goods),
- grants from public and private sources,
- sponsoring,
- 1% personal income tax deductions (for organizations having the status of public benefit organizations),
- fund-raisers, campaigns,
- earnings from the organization's assets, capital investments,

- penalty assessments,
- earnings from payable public benefit activity,
- earnings from economic activity,
- inheritances, bequests,
- other sources: credits, loans, etc.

Likewise, the expenditures mainly include rents for administrative and technical services, purchase and maintenance of sports goods or clothing, rental of sports facilities, and possible relocation of members or sports teams. Nowadays, the most developed organizations are framed by unpaid board but with salaried staff, something that some consider to be directly related to its survival and effectiveness, and others as a threat (Takos et al., 2018).

3.5 Non-profit sport governance

The consistency of the principles, procedures, and activities of collective decision-making is the subject of governance. The organizational governance literature can be classified into two categories: (a) corporate governance is concerned with the management of profit-seeking businesses as well as corporations whose primary aim is to preserve and maximize shareholder value and (b) non-profit governance is concerned with the management of non-profit organizations that aim to provide a community service or promote people's participation in social, cultural, or sporting activities (Hoye et al., 2015), thereby the non-profits function in an alternative governance structure than firms due to their distinct characteristics. Palmer (2011) underlined that the principles of good governance provide a structure for the management of non-profit sports organizations, ensuring that they are productive, diaphanous, and ethical including strategic and policy guidance at the highest levels.

Hoye and Cuskelly (2007) listed some environmental effects on governance in non-profit sports organizations: (1) the changes in the government and non-profit sector partnership, (2) the regulatory climate in which non-profit sport organizations operate, (3) the rise of elite sport growth as a priority in government sport policy, (4) the governance guidelines established by the government for sport organizations, (5) the effect of

globalization processes on sport, and (6) stakeholder expectations. Thereinafter, Hoye et al. (2015) observed that the basic governance structure of a nonprofit sports organization consists of five components: members, volunteers, salaried employees, a committee, and a board, also depicted in Figure 5. So, as far as concern governance always in terms of non-profit sport organizations, Takos et al. (2018) did not neglect to highlight that "the interpersonal behaviors of such leaders, like a board of directors of NSOs, are the catalyst for high levels of accountability to club values and the perception it leads to increased trust and board unity" (p. 11). In a like manner, Chappelet and Mrkonjic (2019) stated that governance must be tracked over time to see if it is constantly evolving, and the intention should be to ensure "better governance" for each organization, rather than the "good governance" which has been mentioned so frequently. However, the need to establish specific roles, values, and responsibilities of any sports organizations, as well as an enforceable code of ethics always in a transparent manner, is commonly understood as good governance. In this framework of good governance, it is important to mention that it is comprised of four core elements; accountability, transparency, participation and involvement alongside with integrity and ethical behavior, and thereby are under the umbrella of autonomous governance of sports organizations that must be continuously strengthen. In a like manner, Cole and Swartz (2011) argued that "governance is the umbrella term for the ultimate accountability, authority, and responsibility for an organization" (p. 5). The ultimate outturn of good governance is to provide better sport that is enjoyed by all those involved, and to include a growing number of people (Palmer, 2011). Obviously, any non-profit sport organization faces some obstacles in terms of good governance, especially when the right actions have not been taken from the initial stage of its structure.

Figure 5: Typical governance structure of a non-profit sport organization.
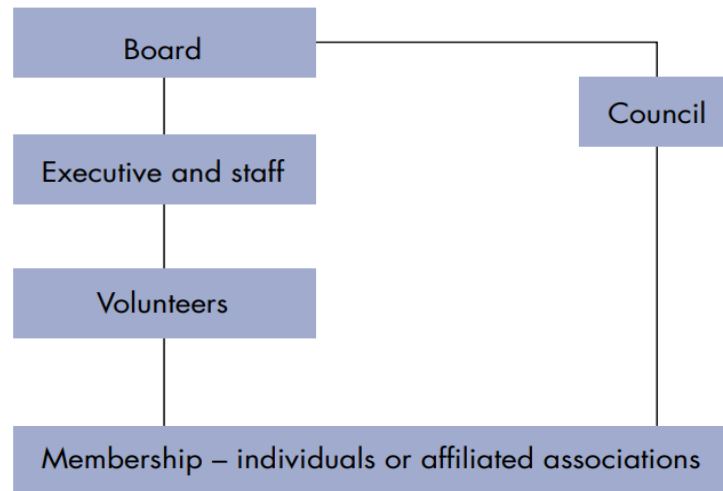
Source: "Sport management: principles and applications" (p.307), by R. Hoye, A. Smith, M. Nicholson & B. Stewart, 2015, Routledge.

3.6 Board of directors

There are no components of a non-profit sport organization more critical than that of a Board of Director and it is essential for all non-profits to have a strong organizational structure. Hoye and Doherty (2011) referred to the advocacy offered by some countries to their equivalent national NSOs which is distinguished by the governance guidelines they have established with a view to honing their governance prowess and defining the roles of the board. Besides, their operation is governed by articles of incorporation and internal bylaw and is supervised by the elected board (Papadimitriou, 2005). The non-profit organizations stand out in terms of management, administration, and taxation when compared to government organizations or for-profit enterprises since there are legal distinctions depending on purpose and function (Cole & Swartz, 2011). Apart from the board of directors, in a non-profit sports organization the Chief Executive Officer (CEO) has nearly unrivalled control as manager. Usually, there are four officers who each serve a role, that President, Vice President, Secretary and Treasurer.

It is observed that not much research has been done on non-profit sports boards but in a general context of non-profit (Hoye & Cuskelly, 2007). In particular, it holds an active and central position as it is directly involved in a number of organizational issues and should focus on the organization's mission, strategy, and goals as the resource

management, financial management, agency representation, public relations, staff selection and supervision. On the other side, centered on the functions prescribed for boards of general non-profit organizations, the study of Inglis (1997), established a theoretical structure to conceptualize the roles of the board encompassing four components; (1) determining the organization's mission, (2) undertaking planning of activities, (3) appointing and managing the CEO's operations, and (4) overseeing community relations, which also adapt to non-profit sports organizations. However, the non-profit organization's board of directors plays an important part in influencing the organization's reputation in the community and its ability to raise funding has been consistently highlighted in prior studies (Herman & Heimovics, 1990). In that case, the board of director act like a watchdog to ensure that the money from the donors is used for the aims given and should be allocated accordingly (Drucker, 2011).

The powerful and drastic functioning of a board of directors depends on the coexistence of the skills of its members; the knowledge they own in each case, their adherence to the obligations of the organization, their moral and personal values, and their pluralism (Papadimitriou, 2005). Besides, the interpersonal interactions and the formation of a nonprofit sport board of directors influence its productivity. The preponderance of non-profit sports organizations is unable to provide meaningful reward to board members due to financial constraints (O'Boyle et al., 2018). Some of the characteristics which reinforce this result are "the professional nature and the existence of awareness, the balanced processing, and the relational orientation" (Takos et al., 2018, p. 11).

3.7 Volunteerism in NSOs

As mentioned above, the volunteers have a vital role since they have the ability to contribute significantly to the non-profit sports organization, help to achieve its vision and sustain their operations. It is an inextricable part for a successful deliver of any plans, objectives, events and so on, of an NSO. It could be described as a procedure in which someone choose to offer their free time and expertise for a certain project without expecting anything in return. Volunteerism usually entails active participation which is not driven by financial benefits, but from the personal need to contribute to the society. In addition to this, volunteers whose abilities match the organization's goals and also meet organizational needs are typically selected through an audit process. On the other hand,

Taylor and McGraw (2011) argued that "when recruiting volunteers, it is important to emphasize the benefits for the volunteer rather than the needs of the organization" (p. 80). Nowadays, volunteerism is starting to become a profession and this phenomenon usually starts from the non-profit organizations.

In this context and according to Bang et al. (2013), non-profit sports organizations need to recruit and retain volunteers since they are considered as a major source of competitive advantage, especially in an unstable economy. In keeping with Watt (2003), there are a few suggestions of what the volunteers might want as a return for their participation such as: "reward, involvement, encouragement, empowerment, value, information, training, interest, clear and agreed objectives, praise, debriefing, appropriate post, responsibility, acknowledgement, progress, feedback, and opportunity to socialize" (p. 63). Then again, the administration could involve the volunteers more in the process in order for them to gain actual knowledge in real-time moments. Furthermore, regarding the volunteering section, there must be developed the managing strategies in order every action of the non-profit sports organization to be fruitful and sometimes it means that the volunteers have to follow specific guidelines. In particular, this strategy constitutes of the presentation and promotion of the program, the workforce planning in order to determine the requirements, the team building and its training, the proper communication way of any managing issues, and the provision of all the necessary resources. On the other hand, the volunteers provide a wide variety of expertise and skills to their supervisor in order to aid complete the given tasks. According to Hoye et al. (2015), "non-profit organizations are in general governed by volunteers, run on the time and money contributed by volunteers, and enable volunteers to contribute to enhancing their local, regional, national and global communities" (p. 34). Even if the lines between atypical forms of work are increasingly blurring, the boundary between voluntary and paid work is easier to draw, and there is a clear separation in the status of volunteers compared to employees (Anheier, 2005).

Apparently, the relationship between the leaders and the volunteers could be described as a win-win situation due to the fact that not only the administration but also the volunteers benefit from this experience. Therefore, the interpersonal relationships between supervisors and volunteers are important to maintain as the sense of commitment increases (Clark, 2011). More specifically, for example if the range of the NSO is in international level, they have the opportunity to operate behind the scenes of a world stage, to have the chance to create international friendships or to have the opportunity to tour

different countries and meet new cultures. Consequently, the involvement of volunteers can bring many benefits to the non-profit sports organization as it does not need to employ staff, has a reduction in grants in certain activities and can attract both unemployed and retired people. Nevertheless, the way the volunteers are treated by their supervisors is not always what is expected. There are many cases in which the devaluation and obstruction of their contribution has been observed in both national or international level. It could be stated that volunteerism is the driving force behind the every NSO or its event, since it provides the satisfaction of offering services and bringing together a community by promoting and enhancing the sport spirit.

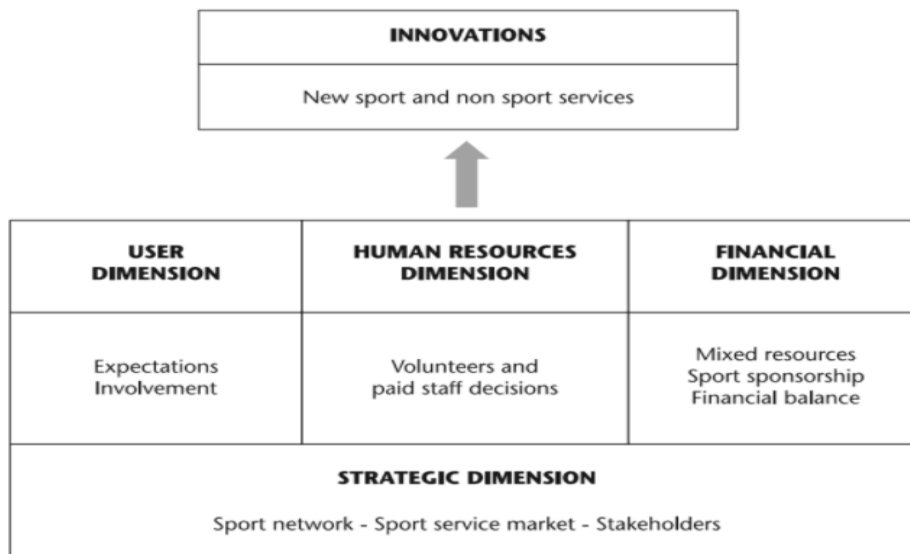## 3.8 Innovation in the non-profit sports sector

The sport field thrives on novelty, the sport market is constantly growing and the modern societies are rapidly changing, and so are organizations. Of particular interest have been some studies on the innovation of organizations while there is a shortage apropos in the field of sports, and mainly non-profit sports organizations, although it is still considered an underdeveloped issue. However, in sport organizations the opportunity to innovate is vital since it allows for regeneration and improvement and it is considered as a key factor.

Innovation in non-profits can be defined as the introduction and implementation of new and innovative concepts, program, or processes at the organizational level and it has emerged as a key strategy for improving an organization's ability to achieve its objectives (do Adro & Leitão, 2020). Also, its concept can be investigated at individual, organization, institutional even macro-environment level, aims at maximum efficiency and the promotion of participation in sports. In line with the research of Winand et al. (2013), there are three main determinants of innovation: (a) managerial, (b) organizational, and (c) environmental levels. The increasingly competitive environment forces NSOs to adapt, to secure core resources, modify their operations, but also adopt a variety of strategies in order to be able to provide quality services (do Adro & Leitão, 2020). Usually, there are barriers like the limited financial resources and restrictions from public authorities that make this task difficult. Thus, in order to achieve the services provided by non-profit sports organizations and ensure their viability, the organizational changes in structures and functions must be renewed. Also, new forms of physical activity

are developed based on creativity and the development of technology are additional reasons for the introduction of innovation in sports and of course the role of the stakeholders plays a significant role as well. McDonald (2007) stated that in order to fulfil their mission, effective non-profits must set innovation as one of their targets. Regarding the burgeoning commercialization and professionalization of the sport industry, the capacity for innovation becomes equally crucial as it is for other organizations (public or private), especially since the for-profit sport providers are constantly challenging NSOs (Winand & Hoeber, 2016). One must go through certain phases to achieve innovation, including generating an idea, selecting the most sustainable one, transforming it into practice, and finally realizing and commercializing it in the non-profit sport sector.

Non-profit sport organizations aim to expand the number of people participating in their sports events while also improving the efficiency of their services through creative ideas and innovations (Winand et al., 2013). Furthermore, as cited in Winand and Hoeber (2016, p. 19), in several research the four central elements that seem to affect the NSOs ability to innovate consist of: (a) strategic dimension, which includes the NSOs environment of competitors in sport market, (b) user dimension, pertaining to both expectation of new sport and non-sport services for increasing the satisfaction, (c) financial dimension, which refers to monetary resources, and (d) human resources dimension, which includes the individuals who make the decision to adopt and implement new ideas (Figure 6). The professionalization of the sports industry has become so challenging that it is hesitant to create "room" for the implementation of innovation due to concerns about productivity in order to meet financial challenges. It is important to examine various forms of innovation and the particular determinants that influence them separately.

Figure 6: The innovation capability of non-profit sport organizations.

| INNOVATIONS |
| New sport and non sport services |

USER DIMENSION	HUMAN RESOURCES DIMENSION	FINANCIAL DIMENSION
Expectations Involvement	Volunteers and paid staff decisions	Mixed resources Sport sponsorship Financial balance

STRATEGIC DIMENSION

Sport network - Sport service market - Stakeholders

Source: "Innovation capability of non-profit sport organizations" (p.19), by M. Winand & L. Hoeber, 2016, Taylor & Francis.

3.9 Challenges

The active role of sport in daily life at all levels, as well as the continuing growth of the organizations, are confronted with the demands and intensified competitiveness of the international sports industry, to the point where their survival is at a critical junction. The non-profit organizations face a variety of challenges, some of which are apparent, while others are less so. According to Papadimitriou (2005), there are some additional challenges/strategies, as she characterized them, that are necessary for the viability of sports organizations and consist of: new technologies, exploitation of mega events and sports brands, targeted marketing and attraction of new consumers, budget cuts (although in the case of non-profits it is not easily applicable), complicity, and finally, proper brand management. Identically, Powell and Steinberg (2006) and anterior studies, chiefly in terms of non-distribution, show that there are three pivotal challenges which are (a) the creation of an operational concept for profit allocation, (b) the demarcation of the organizations is vague as to what they stand for, and (c) the segregation between the non-profit organizations and public government agencies. In a like manner, Hoye et al., (2015) pointed out a few issues that arise in the non-profit sport organizations: (p. 45)

1. The dependence on volunteers to sustain the sports system (i.e., coaching, administration and officiating).

2. The trend away from participating in traditional sports to a more informal pattern of participation.

3. Non-profit organizations and NSOs face significant capacity problems.

4. The confinement by the size of their facilities or venues, and the struggle to attract enough quality people to manage the operations of their organization.

5. The limitation by the interdependent nature of sport which force it to cooperate with other nonprofit sport organizations to expand their "product".

6. The very nature of non-profit sport organizations requires adherence to frequently cumbersome consultative decision-making processes

7. The complexity of the governance and management requirements of these organizations present their own set of challenges in terms of making timely decisions, reacting to market trends, being innovative, or seeking agreement on significant organizational changes.

Featuring the challenges and boundaries pinpointed in the third sector, this also indicates the changes that need to occur in order to make the organizations and their operation way more sustainable. Thus, connecting the limitations, which the non-profit sport organizations are dealing with, the following changes could be delivered: (a) the continuous improvement of the sports services offered, (b) the search for alternative sources of funding, (c) effective improvement of boards of director, (d) the formulation of a clear policy and strategy in sports development, (e) the introduction of specialized personnel, and (f) the constitution of strategic alliances in matters of facilities and programs (Papadimitriou, 2005).

Chapter IV

4.1 Leadership and NSOs

The word leadership has a double lexical meaning, it includes the "leader" and the "leadership behavior" (Wu, 2013). Although the phenomenon of leadership it has been studied in detail by researchers in various scientific fields and depending on the researcher's perception, in the case of non-profit sports organizations there is a gap in terms of both empirical research and integrated theoretical approaches, since it has obtained very little attention and remains unexplored. Additionally, all organizations, even non-profits, must develop it in order to survive and flourish as well. Due to the fact that the leader greatly influences the attitudes, behaviors, emotions, and perceptions of the team members, should be able to create an environment of high efficiency through management (Kyriazopoulos & Samantha, 2014), predominantly when it comes to sports.

The sports science is a complex of different disciplines. In recent decades, there has been a significant increase of interest in sporting events. This interest is diverse with a common denominator of sporting ideals. In an ever-changing society where time is limited, sports activity is a way of life and a way out, as being an important part of everyday life. At the same time, it is an ever-growing business sector where supply and demand are constantly increasing. The non-profit organizations today recruit more people and have better leverage of capital than ever before and the explosive growth of the non-profit sector has clearly increased the stakes (Worth, 2020). In this way, they aspire to professionalize their leadership and participate in a continuous innovation process in order to ensure their long-term sustainability (do Adro & Leitão, 2020). The desire to develop and maintain people's engagement in a non-profit sport organization, in order to accomplish something unique from cooperation, is the heart of good leadership. As Hoefer (2011) mentioned, non-profit organizations can be considered as single-goal-maximizing organizations, and this is especially related to non-profit sports organizations, which alludes to the surge of youth engagement and participation in sports. Moreover, irrespective of the dissimilarity between the organizations, the key element in NSOs are some core competencies those a leader must dispose such as financial management, fundraising, human resourcing, program knowledge, governance, planning, innovation, public relations and communication. Supplementarily, according to Megheirkouni's

(2017b) study, four generic leadership meta-competencies in non-profit sports organization have been identified; (a) understanding the whole, (b) communication, (c) general management relation, and (d) change. Furthermore, only humans are capable of setting goals, not organizations per se. Thus, these lines must be drawn clearly so that no one misunderstands what a leader must do in order for the non-profit organization's objective to be accomplished (Hoefer, 2011).

Within an NSO, leadership is not usually synonymous with a position of authority. In order to achieve the intended outcomes, the leader must be able to comprehend not only the organization's vision, mission, and objectives, as well as to be absorbed from its culture (Nasiopoulos et al., 2013). Hess and Bacigalupo (2013) specifically cited that "in large measure the leaders of today's non-profit organizations function as the managers of knowledge-based entities, creating and implementing solutions to complex problems and ever-changing circumstances" (p. 203) and of course this is addressed to the leaders of non-profit sports organizations. In addition to the conventional traits that a leader must possess, emotional intelligence and empowerment are two more major and vital qualities that enable leaders deal with any challenges (Kyriazopoulos & Samantha, 2014; Masteralexis et al., 2011; Robbins et al., 2011/2012; Scott, 2014). Based on these qualities, Schneider (2013) expressed that especially the emotional intelligence aids effective sport leadership, and for that reason the sports business has to completely embrace it as a tool of productive sport management, as he pointed out. Further, in 1970, researchers began to turn their attention to the theory of strategic leadership. Some of these studies referred to the non-profit leaders since they are operating in a sector where almost everything is based on volunteerism. On top of that, Nasiopoulos et al. (2013) reported a study which indicated five domains in which non-profit strategic leaders imitate for-profit strategic leaders' methods: "(1) smaller scope of authority, (2) a wider range of stakeholders who expect consensus, (3) the need for innovative metrics to monitor performance, (4) the requirement that non-profit CEO's pay more attention to communications, and (5) the challenge of building an effective organization with limited resources and training" (p. 277).

From another point of view, the technological development has resulted to increased globalization and consequently international competition. Such an impact on the sustainability of the non-profit sports sector is quite catalytic. In both business as well as in non-profit sports organizations, athletic associations or federations, leadership has a

decisive role. Specifically, in the field of sport, leadership is an integral part as it combines discipline with inventiveness. Sports is a commodity that has gained international recognition and acceptance, because it fits globalization patterns (Papadimitriou, 2005). However, the non-profit sector's anticipated leadership deficit caused by inadequate preparation for generational handoffs, has been called a crisis, but can be viewed also as an opportunity "to prepare new leaders and their organizations to weather, and even leverage, inevitable transition" (Cornelius et al., 2011, p. 3; Speck, 2010, p. 547). The fundamental values take on the role of the main component in an evolving organization through the appropriate leadership ability. Leaders of public and non-profit organizations all over the world, in general, are being challenged to predict and respond effectively to changes in their political, economic, competitive, and legislative environments (Kriemadis & Xristakis, 2009), the same corresponds to the NSOs. As a consequence, in order for such organizations to meet today's challenges, leaders must be equipped with know-how and ethical beliefs so that they can develop and implement new strategies, especially in a climate of uncertainty and unpredictability.

Chapter V

5.1 Discussion

The passage of time has greatly influenced the needs, expectations and in parallel the way of functioning of a sport organization whose structures become intersecting on many levels. Alongside, while all these changes are taking place, the efforts to achieve the goals through traditional leadership methods are being identified. The present study showed us that the atmosphere which prevails within an organization can ensure the achievement of its vision and therefore through it the personal goals as well as the challenges of its members are accomplished as well. The term of leadership was considered appropriate to align with the leadership framework of non-profit sports organization. In the same manner, leadership is generally described as the method or style of operating in an organization, as well as the ability to exert that leadership in order to achieve predefined goals, as already mentioned before. That being the case, the purpose of conducting this research is to clarify the leadership of non-profit sports organizations, their analysis and subsequently to end up finding the most appropriate leadership components which will draw the path for achieving the NSO's objectives.

Specifically, this literature review emphasized both on the multidimensional aspects of leadership and the unique characteristics of non-profit sports organizations. Leadership, for example, can be influenced by a variety of factors and variables, as it has been an integral part in all organizations, not only in NSOs. In conjunction with many research, undeniable evidence is that various leadership theories and styles are researched within the framework of the non-profit sports organization, such as authentic, transformational, shared or LMX theory (Bang, 2011; Imbroda-Ortiz et al., 2015; Megheirkouni, 2017a; Takos et al., 2018), and thereby it is well acknowledged that effective leadership is in high demand. So, the need to overcome the perceptions of the older era is discernible. Consequently, from this point the leader of a NSO should be able to maneuver easily as the new reality requires ease of modification and adaptability. And since this fact has become a reality in the NSOs, the most practical leadership methods which involve both parties - leaders and followers - start to gain ground. Especially, when the leader may assume the role of a follower or a volunteer at the same time. Greater accountability is now expected from the leader, who should cooperate with the team that

has been assembled in a pleasant learning environment in order to discover innovative ways to enhance and accomplish the projects they intend to deliver towards the society. On the other hand, Hoye et al. (2015) noted that if in modern era the leader of an organization is not able to indicate to others why a potential 'change' is required and how this change will affect positively its aims, the future of the organization will be uncertain. In this regard, it is important to acknowledge that qualities like change management or problem-solving are essential in terms of leadership in a non-profit sports organization environment.

Some leaders are described as "good" when they have a stable relationship with their team, advocating with the statement of Bang (2011), that there has to be a strong bond between the leaders and the volunteers in the non-profit sports organizations. It is of major importance the interpersonal relations that leaders build with their employees or volunteers since they should comprehend that their contribution and participation is the key to success. With that in mind, it is discerned that non-profit sports organizations operate under the concept of a "family". The executives appear to trust and permit each employee to take initiatives as a means of accelerating the NSO's growth. That type of leader is self-conscious and aware of their own strengths and weaknesses, as well as their team members' traits and strive to motivate along with empower them in order to acquire personal development and more experience.

As indicated by Imbroda-Ortiz et al. (2015), a leader must not only be in line with the target market, but they must also stand out and be regarded innovative. Therefore, the appropriate leadership behaviors must be embraced by the non-profit sports organization in order for it to be effective, particularly in the light of the challenges and globalization of sports. According to Megheirkouni (2017a), the communicational skills are required for people with leadership role. Based on that and the literature, it seems that the most suitable elements for a leader of an NSO should also be constituted of the following: (1) curiosity, (2) self-awareness, (3) empathy, (4) ethos, (5) adaptability, and (6) humility. In a similar manner, it seems that a non-profit sports organization in order to operate effectively it depends also on a great degree in its ability to be transparent. The leader must also have both technical and theoretical knowledge. This is especially the case in the non-profit sports sector, where the combination of entrepreneurship and commitment is essential to meeting the purpose of the NSO. Some people are dubious of these kinds of organizations, claiming that they have no way of knowing whether the money provided is

used solely for public benefit reasons or whether they are effective. This is yet another reason every non-profit should be concentrated on the areas where leadership implementation is proving challenging and must attempt to remedy cases like these. In addition to what has been said so far, it would be a great asset for any non-profit sport organization the implementation of a leadership development training program, in which individuals could have the opportunity to adopt certain skills in a form of authoritative training by experienced leaders from inside or outside the non-profit context. The process of learning will include case studies, discussions, conferences and so on. Of a major importance is the willingness of the third sector's organization to create and equip younger people as leaders, in order for them to deliver proper strategics and of course solutions in real-time issues. Such actions would be beneficial, as modern society relies heavily on the existence and functioning of non-profit sports organizations, and also the achievement of their objectives is critical for the public interest.

In summary, the literature review strengthens the view regarding the complexity of sports organizations in general and non-profit sports organizations in particular, in matters of leadership, shows how strong is the relationship between them and it becomes clear that there are many opportunities to improve the leadership of non-profit sports organizations. The evolution of NSOs through the upgrading and implementation of better management methods, will usher a new era of application of modern and adaptable leadership methods/practices that can only be beneficial. This research findings also shows that the most suitable leadership it can be determined only under current circumstances of each non-profit sports organization and it does not depend exclusively on the leader's qualifications. In any case, it has to be under an atmosphere of cooperation and respect. In addition to this, it lengthens our knowledge on the contemporary non-profit sports organizations leadership practices and emphasize to the need of having high-powered and skilled leaders in today's highly competitive and globalized sport marketplaces. Based on the above research, it could be observed that future research may be able to resolve some of the shortcomings identified in the present study. Last but not least, a corresponding study might be undertaken (a) utilizing a questionnaire to increase the validity and quantification of its results and (b) between non-profit and for-profit sports organizations with the intention of comparing the leadership of these two types of sports organizations.

5.2 Major ethical considerations

Concerning the composition of the research, existing knowledge is promoted, the conclusions have been drawn objectively and they are not personal considerations but outcomes that are commonly accepted. Ethical integrity, including transparency and credibility, is necessary condition for its preparation and publication. In addition to this, for its conducting there was a continuous commitment to scientific truth and academic freedom with all due respect for dignity and personal autonomy. To complete the writing of the thesis all copyright, personal data protection and data security rules were respected and the rights of the authors are safeguarded since they are listed in the bibliography. Finally, foreign achievements have not been appropriated and proper documentation is followed to export the results and in all the parts of the thesis the same policy is followed.

5.3 Limitations

The methodological framework of the study included the research approach, data collection tools and their development, the research sample and its selection process, as well as the research actions that ensure the reliability and validity of all procedures regarding the planned research. Non-profit sport organization literature in terms of leadership is limited compared to other fields and still not well explored. International bibliography of both professional and academic research is used as the sports bibliography is quite limited. During the process of conducting the research, some restrictions were observed, which are the articles of scientific journals not exclusively in English, the articles should have their full text available online. It is understandable that additional research and advancements in the area is required. The field of reference was "leadership", "sports", "non-profit organizations" and "management".

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