

Development of Loyalty of Employees in Contemporary Sports Organization

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Abstract

This article analyses loyalty concept itself and reasons why employees may work better and more efficiently in sports organization. Loyalty is a pursuit and creation of long-term relations based on mutual trust, creation and pursuit of benefit. This can be achieved through satisfaction of needs and demands of each employee, pursuit of general objectives of an organization, dedication and devotion in periods critical for the organization, gratitude for self-realization possibilities and presentation of the organization as if it was a suitable place for work. Loyalty of an employee is honest gratitude to the organization because it takes into consideration needs, demands of the employee and properly appreciates his efforts. This is a long-term relationship building while achieving the best results and maximum benefit through conformance with company's and employee's objectives. The main criteria for development of loyalty are payment of the salary according to market conditions, safety, friendly atmosphere, familiarization of each employee with philosophy of the organization, recognition and proper appreciation, possibilities for improvement. Taking into consideration employees' needs, the following motivation means are offered: payment of salary in time, recognition and appreciation, creation of safe and comfortable work atmosphere, possibilities for self-realization and improvement, praise and stimulation. The research revealed that most of employees working at Kaunas fitness and sports clubs are not loyal to the company, and motivation means applied by administration in many cases do not coincide with the demands of the employees and therefore do not motivate and create loyalty.

Keywords: loyalty, motivation, motivation means, employee, sports club, fitness centre.

Introduction

Problem and novelty. Evidently tense situation in labour market, lack of qualified employees, still ongoing emigration appeared not only because of improper economic situation, officials' self-will, but because of employers' fault as well: discrepancy between the wage policy and standards in labour market, unwillingness to care about social problems and professional development of the employees. It can be said that image of a Lithuanian employer becomes

a real national problem that may cause unfavourable impact on our economic development; this is the reason why loyalty is emphasized as one of the important factors. In its original meaning loyalty indicates the recognition of legal force and its unconditional observance. Only later loyalty concept acquired aspects of faithfulness, devotion and voluntary obligation and dedication (Donskis, 2005). Anyway, this is a pursuit and creation of long-term relations based on mutual trust and seeking benefit. This can be achieved through satisfaction of each employee's needs and expectations, pursuit of general objectives of an organization, dedication and loyalty in periods critical for the organization, gratitude for self-realization possibilities and presentation of the organization as a place suitable for work.

All this sounds nice, but it is a rare employer that develops this feature of the employee, and the one investing in it is even rarer. It goes without saying that an employee can work without being loyal to the company, but will a disloyal employee be useful to the company and its management? This topic is important to executives of sports organizations, because in our days it is very difficult to raise a loyal employee and retain him in the company, what is necessary for achieving objectives of an organization. Therefore the problem is how to motivate employees so that they would be ready to put all their efforts in pursuing better results of the organization and would become loyal, because only a loyal employee contributes to formation of loyal clients, what in result is directly related to the profitability of the organization.

Subject of the research: development of loyalty of the employees.

Aim of the research: to reveal aspects of development and formation of loyalty in contemporary sports organization (case of Kaunas fitness and sports clubs).

Objectives of the research:

1. To reveal theoretical aspects of the concept of loyalty in respect of employees;
2. To describe needs of the employees and possible motivation means for loyalty development;

3. To identify loyalty of the employees in Kaunas fitness and sports clubs and motivation means applied.

Methods of the research: Analysis of scientific literature, systematization and descriptive method.

Theoretical background of loyalty concept regarding employees

Loyalty of employees is the dream of any executive. However, today to keep a person in an organization is not so easy. That is why it is important not to promise a goldmine, but to estimate possibilities of the employee and organization itself from the beginning.

Loyalty is defined as obligation that is based on trust and positive emotions. A person can be loyal for many things: family, friends, organisation, but in business, loyalty is perceived as the result of positive experiences gained time after time (Durkin, 2007). Generally, loyalty can be presented as keeping within the legitimacy, sometimes expressing formal, neutral relations regarding somebody (Bendoriene & Bogusiene, 2005), also coherent with relationship marketing that is oriented to consumers, satisfaction of their needs, creation of long-term relations, which are the result of loyalty (Zikiene & Bakanauskas, 2007). An organization must follow the concept “employee is like client” (Rafiq & Ahmed, 2000), thus ensuring development of loyalty of an employee, liable for work and client oriented.

In consequence, an organization can expect to improve the mutual process, that is loyalty of clients and employees, which is according to Vilares & Coelho (2003) perceived as intention to stay with the company for a long period and wish to propose the organization as a suitable workplace to everyone.

Other generalizations of loyalty are also available, such as: “loyalty is positive response of individual for his recognition, respect to him and possibility for self-realization. Talking of loyalty in institutions, it is important to notice that loyalty of, for example, academic employees for their organization, is based on safety feelings, comfort and gratitude for given possibilities to realize one’s own professional, creative and human potential” (Donskis, 2005).

“Loyalty in business is understood as devotion to the organization, identification of one’s own objectives with objectives the organization and dedication to them, faithfulness during the period critical for the organization, work not only for payment” (Urbonavičiute, 2006).

Summarizing the presented generalizations of loyalty, it can be said that it is a pursuit and creation

of long-term relations based on mutual trust, creation and pursuit of benefit. This can be achieved through satisfaction of needs and demands of each employee, pursuit of general objectives of the organization, dedication and devotion in periods critical for the organization, gratitude for self-realization possibilities and presentation of the organization as if it was a suitable place for work.

Every country has its own long-established traditions in labour market, methods and motivation means to attract or promote employees. Nevertheless, the most important concern must be the development of a loyal employee, which is related with many positive aspects that are discussed further in this article.

To complement the concept of loyalty with commitment term, there is a need to review how commitment itself is perceived. Versinskiene & Veckiene (2007) reveal commitments through employees’ own determination to stay in one or another organization. The following are distinguished here:

1. Economical commitment;
2. Emotional commitment;
3. Normative commitment.

According to Meyer & Allen’s concept of commitment to an organization, commitment of each employee to the organization consists of three components, only their combination can differ. It means that in one case economic commitment can dominate, in another – normative, and in yet another – emotional commitment (Versinskiene & Veckiene, 2007).

Commitment to an organization, according to Reilly and Chatman (1986), can be formed purposefully. Authors distinguish three stages of formation of commitment to an organization (Figure 1): foremost, a person who has come to work at an organization, attempts to understand environment of the organization, understands requirements, separates and remembers for what behaviour the organization rewards and for what – punishes. By knowing the rewards and by observing behaviour of other employees the person begins to understand norms and values of the organization. This formation stage of commitment to the organization was named by the authors the obedience stage.

The second stage of commitment formation in organization, according to Reilly & Chatman (1986), is the identification stage. The employee begins to understand and estimate objectives, tasks and values of the organization he works at, accepts them as suitable for him. In this stage, identification process takes place, however a person, though appreciates values, objectives of the organization, still does not accept them as his own. This happens in the third, final stage, which was named by the authors the internalization stage. In this third stage, a person realizes for

what behaviour he is awarded in the organization and for which not, here turns up automation of behaviour, what means that it is more difficult to separate one's

expectations from those of the organization (Versinskiene, Veckiene, 2007). Stages of formation of commitment to organization are presented in Figure 1.

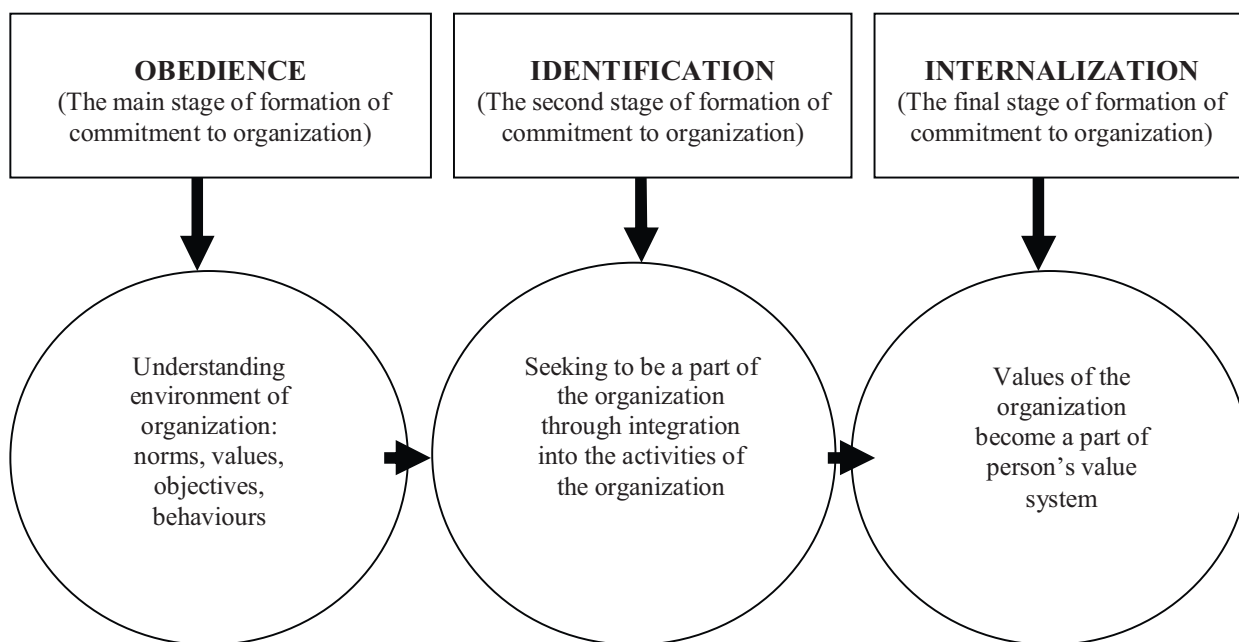


Figure 1. Stages of formation of commitment to an organization

Source: Versinskiene & Veckiene (2007).

Attitudes, values of organization coincide with the value system of the employee. Values of the organization become part of person's value system, in other words, they are internalized. Formation of commitment to organization depends on existing traditions and also culture.

Demands of employees and possible motivation means for development of loyalty

The results of the research done by the biggest Lithuanian public opinion and market research company TNS Gallup confirm that index of Lithuanians' attachment to the working place is lower (37 points) than Europe (59 points) in the world (60 points) average. Low company index is the signal that company is not important for the employees, and work conditions are unattractive. They feel freer to change the job, because important commitments do not tie them with the organization. The employees who are more attached to the organization are mostly seeking not only personal objectives, but organizational ones as well, that means, mutual benefit. Results of this and other researches allow making an assumption that this is a national problem, not of individual companies only, what may be related not only with lack of current resources, but also with knowledge.

It must be noted that international research done in March-May of 2007 on loyalty and satisfaction

of employees in 7 countries has revealed quite interesting results that can be interpreted and adapted in Lithuanian dimension. There were 414 employees surveyed in Lithuania. "Factum Group" used original HRA (Human Resources Analysis) personnel research methodology, where employees are distributed into 4 basic segments (36):

- *Leaders* are devoted and loyal to their job, to the organization they are working at. They are most valuable for the company;
- *Careerists* are devoted to their job, but not to the organization. The most important thing for them is their career and personal achievements, for this reason they are open for competitive offers;
- *Loyal* employees talk well about their company and are loyal for a long period of time. Nevertheless, they demonstrate less interest in and devotion to the job, what can determine low job efficiency;
- *Fellow-travellers* are the employees who present most difficulties, because they are attached neither to the company, nor to the job.

There are even 61% of *Fellow-travellers* and only 19% of *Leaders* among employees in Lithuania. *Careerists* comprise 14% in Lithuanian companies, *Loyal* – 6% of all hired employees. There are more *Leader*-type employees among men (21%) than among women (17%) in Lithuania.

The question is where is the problem? According to Dzeveckyte (2007), loyalty of employee can

be damaged during the first year of work. Therefore it is important for the employer to choose the employee whose competence, work experience coincides but not exceeds functions of the offered job, and also to perceive and not to forget that managing employees and becoming interesting to them (Ruzevicius, 2007) is the possibility to influence, motivate and empower others to contribute towards success and efficiency of the company. One of the reasons of failure to retain employees in the company is ineptitude to reconcile expectations of the employee with possibilities of the organization and lack of internal communication; secondly, for a distinct position in structure of an organization, distinct motivation means must be applied (Herrera & Lim, 2003), the outcome of which is high level of fulfilled tasks, diminishing absenteeism and development of loyalty (Fahlen, 2005). The main task for the executive is to find and hire a suitable employee and to understand that an employee is a person with his own demands and expectations that must be fulfilled (Pantalone, 1989; Torrington & Hall, 1995) and only then an employee is a member of the organization. No exception with sports organizations that are seeking to retain and develop loyal employees and form client-oriented company.

As it was mentioned, loyalty is match of objectives of an employee and a company and dedication to these objectives. One of the main objectives the sports organizations are also seeking is maximization of profit; this is why each employee must contribute to this goal. This goal can be achieved by gaining competitive advantages. Each sports organization should find something individual and exceptional, what would help in attracting and retaining customers. Attractive service offers may interest clients quickly, but whether they become loyal mostly depends on how they will be met by employees, how the quality, overall satisfaction, purchases of the memberships, programs, cleanness, comfort and modern equipment will be managed (Westerbeek et al., 2006; Howat, 2007; Robinson, 2007) – this directly relates to human resources and their management.

Loyalty of clients can be built, it seems, from simple things, such as the first visit, communication with staff. Therefore each of them can form general view of the company. Profit of SPA centres and other sports organizations depends on employees, because they create image of the centre not only through their communication and smiles, but also their competence and quality of the services attract clients and build loyalty (Cummings, 2007). Only a satisfied employee can give satisfaction to the client of the organization, as Vilarés & Coelho (2003) research results show:

- *Client sees satisfaction of an employee during the work.* This satisfaction indicates feelings of the

employee towards the organization, thus defining all the activity of the company;

- *Client, seeing a satisfied employee, feels that an employee is loyal to the company.* In this case, being loyal allows to understand that employee relates his future goals with this company and this organization can be recommended as “suitable place to work”;
- *Client perceives obligations of an employee.* It is known that for progress in business it is not enough to have satisfied employees. Business requires engaged employees. This indicates their wish to seek objectives of the organization (high quality services, desire to solve problems of the clients, advertise goods and services of the company).

It must be remembered that for long-lasting survival of the company, the main aspect must be satisfaction of the client, which can be achieved through high quality products, services and their supply (Fasan & Agoro, 2007).

Analyzing the presented material it can be affirmed that an organization must develop a loyal client as well as an employee. Development of the first is directly related with loyal employees. While seeking to build a team of loyal employees, an employer should start from their correct development. These are the search of motivation of the employee and match between the activity of the organization and its objectives. If motivation of the employee and motivation means of the organization will match, only then an employee will feel satisfied with his work, will be able to realize himself, seek objectives of the organization and will become loyal to the organization.

Usually it is difficult to find a suitable employee, so having found such, an employer should develop motivation of every employee or at least in regard of the position. Of course, motivation means applied by employer can be inefficient if he does not know the motivation of the employees. Myers (2000) marks internal and external motivation. Internal motivation is the desire to be active and act because of the activity itself. External is the striving for external reward or desire to avoid punishment.

The author notices that internal motivation, in contrast to outer one, is the most responsible for big achievements. This is influenced by three manifestations of internal motivation: striving for mastery, desire to work and emulation. Felser (2006) agrees with the opinion of Myers (2000) that internal motivation is more stable than outer. In the author’s opinion, internal motivation is based on one’s own factors, while outer motivation is determined by environmental factors.

Thus, the conclusion can be drawn that motivation is some sort of stimulation of the person for effi-

cient work by providing him with possibilities to satisfy his various needs. Taking into consideration various motivation theories, it can be seen that some employees need recognition, self-consolidation with the organization and respect, for others support is important, third need independent proceeding and space for solutions, yet the others need money or material bonuses (Leoniene, 2001; Masilionis, 2005; Cheladurai, 2001). However payment must not be underestimated (Leoniene, 2001; Lukaityte, 2007; Okas, 2006), because when retaining employees money is important, but not the most important, as people are stimulated as long as their essential needs (physiological and safety) are satisfied, this is why money-based and non-monetary system must be formed in such a way that each employee would feel a part of the entire motivation.

Many authors (Aquila, 2007; Deborah, 2005; Leoniene, 2001) affirm that one of the biggest obstacles for development of a loyal employee is inability to involve an employee into the “life of the organization” properly. From the coming of the employee into the organization, it is necessary to create such conditions for the employee, that he could be able to integrate himself into the company as soon as possible, perceive organization as entirety, his position in it, be acquainted with vision, mission, objectives of the company and according to Gilbert (1998) & Slagter (2007), he needs to be reminded about that and related questions should be discussed with him, because only this way it is possible to achieve that employee would perceive that he is the most important when seeking objectives and vision of the organization. Duty of the executive is to get a new employee of sports organization acquainted not only with the services supplied, work of administration, but with peculiarities of dealing with clients as well (Carrubba, 2004; Kufahl, 2004).

Authors (Aquila, 2007; Deborah, 2005; Leoniene, 2001) present several elements stimulating persons to feel motivated and therefore to work efficiently:

- *Space for solutions.* People must feel that they are the bosses and have enough space to make their desired decisions. This indicates that people want to be heard, to participate with spirit in activity of the organization. If a person feels that his opinion is not interesting to anyone, that he is a passive cog in a big machine, then the so-called “learned disability” can appear – understanding that you cannot control the situation (Kufahl, 2004; Sulgiene, 2005). And vice versa, employees do not need so much space that they would not know what to do.
- *Possibility to raise qualification and continue personal learning.* Learning is the main need of a person, which is related with creation of job satisfac-

tion (Herrera & Lim, 2003). It is a poor employee who does not seek improvement and poor is an employer who does not give such an opportunity; though it must be admitted that investment into training of employees costs much for an organization, but return also exists (Kaliprasad, 2006). Increased workload and innovations, load of different tasks first of all stimulate raise of qualification and studies (Aquila, 2007).

- *Desired future.* In the future that is desired it is most important that there would be a balance between work and personal life. It is important that career would be promising and allowing improving one’s abilities.
- *Mutual support, respect and trust.* Each employee deserves respect and proper appreciation of his work. Therefore an executive must create work atmosphere that is based on trust, because according to Sakalas (1998), good relationships between a manager and a subordinate make an impact on seeking the objectives. This can involve (Durkin, 2007):
 - *honesty* – demands and needs of each employee are clear, arising disagreements are discussed by employees honestly, problems are solved;
 - *openness* – employees do not keep secrets related with work deals, they feel open, can exchange information between themselves, express their opinion;
 - *recognition* – employees are respected for their collaboration;
 - *reliability* – employees can trust each other, feel engaged and attempt to fulfil everything perfectly.

A problem arises when employees feel that executive refers to them when he wants to emphasize their mistakes or manager perceives work appreciation only as a monetary bonus. Employees lack simple “tap on the shoulder” or honestly said “thanks” that would give emotional backup to each employee.

Organization of the research

To do a research, there were reviewed and selected bachelor papers of students of Lithuanian Academy of Physical Education written in the period of 2002–2008 where researches related with motivation and loyalty of employees of Kaunas sports and fitness clubs were carried out.

A research based on qualitative content analysis was carried out by adhering to the criteria found in theoretical review of development of loyalty of employees: *attempts of employees to pursue objectives of an organization; attachment to working place; im-*

portance of payment; existence of recognition and responsibility at the company; creation of good atmosphere and positive emotions; inculcation of organization's philosophy to employees; application of other means of motivation in sports organizations; recommendation to work at one's workplace.

Topics of the works analyzed and names of their authors: "Evaluation of implementation of internal marketing at Kaunas bodybuilding and fitness clubs" (Dovile Kucinskiene, 2008); "Evaluation of motivation of trainers at Kaunas fitness and sports centers" (Andrius Ganatauskas, 2008); "Analyses of loyalty of employees at fitness club N" (Monika Benetyte, 2007); "Research into motivation of employees of Kaunas sports clubs" (Ingrida Taucaite, 2006).

In the analysed researches participated 14 Kaunas sports, fitness and wellness centers (at that time 16 such centres existed) with 158 employees. In the

researches 109 respondents were surveyed, their age ranged from 18 to 60 years. Calculating according to Paniott's formula, size of the sample should be 110 surveyed respondents to correspond to standard deviation of 5%. Therefore it can be claimed that number of the respondents is sufficient to receive probability of 95%, hence the results of the research can be confirmed to be representative and reliable.

Results of the research

According to the received estimated information, interpretation of the results of the research is presented by definite criteria of loyalty development at fitness clubs, most important motivation parameters for seeking to form loyalty of the employees are indicated. Results are presented according to sequence showed in Figure 2:

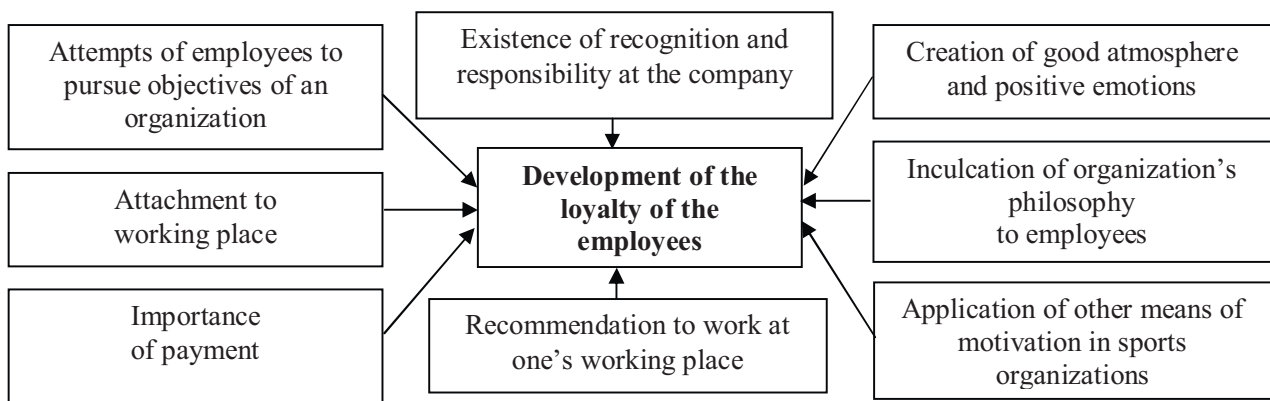


Figure 2. Development of loyalty of employees

Attempts of employees to pursue objectives of the organization. After analysis of scientific literature and generalization it was confirmed that loyalty is a pursuit of organization's objectives and dedication to them. In the researches there was found no direct question if employees pursue objectives of the organization, but with the help of other questions (as for example: are you striving to work better/more efficiently or are you performing your job well) it was tried to identify pursuit of the objectives of the organization. In theoretical analyses it was affirmed that the main objective of the organization is a maximization of profit and this can be pursued while working better and with higher performance. Therefore it was supposed that if an employee answered that he attempts to work better, he pursues objective of the organization. Only 4% of the surveyed respondents answered that they "work as well as possible", while others indicated many reasons that should help them to work better, as for example: wage (27%), non-monotonous work, possibilities for career and satisfaction with the job (both scored 14%), conditions of the job

are indicated as well (9%). In one of the analysed researches it was attempted to identify if conditions of job stimulate to pursue the best results. Most of the respondents (61%) confirmed that conditions of the job are suitable to pursue objectives of the organization, while 39% of them were of negative opinion. It can be supposed that organization itself does not attempt hard to create suitable conditions at the job that could influence more efficient work and build loyalty as the consequence.

When employees feel that they are appreciated by an organization not less than by external clients, it can be stated that the organization sees them as internal clients (strives to satisfy their expectations through the job as internal product, attempts to motivate them properly, stimulates them, forms and sustains their loyalty). 37.5% of respondents from 14 fitness clubs that participated in the research indicated that they completely agree with the statement that they feel appreciated by the organization not less than external clients, 50% almost agree, while 12.5% of respondents almost disagree with the mentioned

proposition. Though results of answers to the statement about “internal client” were only average and even with tendency to negative side, actions nevertheless are directed to attempts to consider employee an “internal client” increasing confidence of the respondents of the research and stimulating to service clients more pleasantly, as the results indicate. 50% noted that these actions that help to see employee as “internal client” increase self-confidence very much and 25% of respondents are sure that feeling of being treated as internal client of the organization stimulates to service clients more pleasantly. As there were no negative results, the conclusion can be drawn that approach of the organization to the employees as the internal clients influences very much confidence of the employees and their attempt to service clients more pleasantly, and at the same time to pursue objectives of the organization.

Attachment to working place. Research showed that 9% would not change their working place, while 91% of the researched employees would change it because of such reasons: 44% of respondents due to high wage, 27% due to better position and 14% due to bigger independence, the rest would do that for other reasons. Answers of the respondents to question whether an employee would leave his working place while having enough earnings showed that 75% of the employees would stay at their job because they can realize themselves, job at sports organization is a pleasure and liked activity, whereas those 25% of employees who chose the positive answer said that they do not feel properly appreciated or did not indicate the reason. It must be underlined that positive answers were received from two Kaunas fitness centers only. Results allow asserting that the vast majority of the employees are loyal to their occupation, but not to the sports organization they are working at.

Importance of payment. First of all, lack of loyalty in the sports organizations was related with the importance of payment. Attitude of the respondents concerning payment was named as one of the motivation criteria (36.5%). Desired payment is received only by 31% of employees. Such a small percentage of the satisfied employees should be an important signal for executives of sports organizations, who are eager to keep an employee in their company, because payment in the three sports clubs was indicated as the main reason to change the working place (64%).

Existence of recognition and responsibility at the company. Perhaps no one would disagree that for the majority of employees it is important to be recognized, appreciated and feel respected by colleagues and executives. These statements can be proved by referring to the research results that indicate that for 43% of employees of Kaunas fitness clubs the most

important are recognition and praises, 75% are stimulated by good relations with manager and colleagues. This research also indicated that only 46% of the respondents feel they are respected and appreciated for their work, have possibilities to realize their ideas. However it does not constitute even a half of the researched and this is one of the demotivating factors, because employees do not realize themselves, feel no respect, feel being not needed for the company, executive and this diminishes their job efficiency and pursuit of objectives of the organization. In the analysed researches there was found no direct question whether employees would like to receive more responsibility, but of respondents being asked if there would be a need to involve employees into a management of the company, 22% said that it would be needed and 78% did not want such an opportunity.

Creation of good atmosphere and positive emotions. Because the respondents emphasized good atmosphere as one of important motivation means (46.5%), it was interesting to find out if this criterion satisfies them in the current working place. Results indicate that 57% of employees are satisfied with atmosphere, which makes a bit more than a half of the employees, therefore scientific literature analyses must be remembered, where it was mentioned, that if it is wanted to “develop” a loyal employee in an organization, it is needed to create a good working atmosphere, which depends on communication among colleagues, relationship with the executive, friendly atmosphere, attentiveness to each other, etc.

Inculcation of organization's philosophy to employees. It was affirmed that to achieve successful activity and a loyal employee of the company one of the more significant steps is to get employees acquainted with the objectives, values, strategy, mission and vision of the company. The research results indicate that respondents mostly (65%) emphasized knowing tasks and objectives of the company that are important while creating loyalty not only of employees, but of clients as well. Seeking by his work to contribute to the accomplishment of the organization's objectives, an employee must be acquainted not only with the vision, tasks or budget, but must also be confident in selling services. Honest confirmation of an employee that the services of his company are of the highest quality may be crucial for the client when choosing a company that will provide to him the services he needs.

Application of means of motivation in sports organizations. In the researches done, the following main means of motivation that are applied at Kaunas fitness clubs can be identified: mostly employees are praised for accomplished objectives, at some clubs there is a possibility for promotion, celebrations are

also organized during which implemented plans are discussed and financial means are applied (bonuses, premiums to the payment, discounts at the sports club). But only 34% of respondents are satisfied with such means of motivation. This is one of the main mistakes that appear, because for different people, different motivation means must be applied and the application of the same motivation means may result in company losing its employees, let alone development of loyalty. Employees indicated bonuses for the accomplished objectives (69%), creation of good atmosphere (52%), sending on business trips and training (39%) as the main and important means.

Recommendation to work at one's working place. Perhaps one of the best examples of loyalty is the employee's claim that his working place is the best place to work. That half (50%) of the respondents who gave not the highest points when evaluating this statement may be influenced by employee's individuality and perception about different things, pride about something or not. Only the overall view indicates that employees of the researched companies evaluate reliability of their companies positively, expressing it through their pride. When an employee is satisfied with the activity of the company he is working at, he probably can recommend this working place to his friends or acquaintances. An organization should appreciate such recommendations from employees that company performs well, as they are much better than any kind of advertising. For this reason an organization must seek to satisfy expectations of the employees through job and various activities in every possible way, to avoid negative responses that may form unfavourable image and be passed down to clients as well.

Conclusions

1. Loyalty is a pursuit and creation of long-term relations that are based on mutual trust, creation and pursuit of benefit. This can be achieved through satisfaction of each employee's needs and expectations, pursuit of general objectives of an organization, dedication and loyalty in periods critical for the organization, gratitude for self-realization possibilities and presentation of the organization as a place suitable for work.
2. Loyalty of an employee is honest gratitude to the organization because it takes into consideration needs, demands of the employee and properly appreciates his efforts. This is a long-term relationship building while achieving the best results and maximum benefit through conformance with company's and employee's objectives.
3. The main criteria for development of loyalty are

payment of the salary according to market conditions, safety, friendly atmosphere, familiarization of each employee with philosophy of the organization, recognition and proper appreciation, possibilities for improvement.

4. Taking into consideration employees' needs, the following motivation means are offered: payment of salary in time, recognition and appreciation, creation of safe and comfortable work atmosphere, self-realization and improvement possibilities, praise and stimulation means.
5. 37.5% of respondents from 14 fitness clubs that participated in the research indicated that they completely agree with the statement that they feel appreciated by the organization not less than external clients, 50% almost agree, while 12.5% of respondents almost disagree with the mentioned proposition. Though results of answers to the statement about "internal client" were only average and even with tendency to negative side, actions nevertheless are directed to attempts to consider employee an "internal client" increasing confidence of the respondents of the research and stimulating to service clients more pleasantly, as the results indicate. 50% noted that these actions that help to see employee as "internal client" increase self-confidence very much and 25% of respondents are sure that feeling of being treated as internal client of the organization stimulates to service clients more pleasantly. As there were no negative results, the conclusion can be drawn that approach of the organization to the employees as the internal clients influences very much confidence of the employees and their attempt to service clients more pleasantly, and at the same time to pursue objectives of the organization.

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Darbuotojų lojalumo vystymas šiuolaikinėje sporto organizacijoje

Santrauka

Akivaizdžiai įtempta padėtis šalies darbo rinkoje, kvalifikuotų darbuotojų stygius, tebetrunkanti emigracija susiklostė ne tik dėl netenkinamos ekonominės situacijos, valdininkų savivalės, bet ir dėl darbdavių kaltės: atlyginimų politikos ir darbo rinkoje susidariusių standartų neatitikties, nenoras rūpintis socialinėmis darbuotojų problemomis, profesiniu ugdymu. Galima teigti, kad Lietuvos darbdavio įvaizdis tampa nacionaline problema, galinčia nepalankiai atsiliiepti mūsų ekonominei plėtrai, todėl kaip vienas svarbių veiksnių išskirtinas lojalumas.

Savo pirmine reikšme lojalumas nurodo įstatymo galios pripažinimą ir besąlygišką jo laikymąsi. Tik vėliau lojalumo sąvoka įgijo ištikimybės, atsidavimo, laisvo įsipareigojimo ir pasišventimo aspektus (Donskis, 2005). Vis dėlto tai ilgalaikių santykių, pagrįstų abipusiu pasitikėjimu ir nauda, siekimas ir kūrimas. To siekiama per kiekvieno darbuotojo poreikių ir lūkesčių patenkinimą, bendrų įmonės tikslų siekimą, pasiaukojimą ir ištikimybę, esant įmonės kritiniam laikotarpiui, dėkingumą už galimybę save realizuoti ir įmonės pristatymą, kad ji yra tinkama vieta dirbti. Tačiau retas darbdavys imasi ugdyti šią darbuotojo savybę, dar daugiau – į ją investuoti.

Darbuotojas gali dirbti ir nebūdamas lojalus įmonei, tačiau ar nelojalus darbuotojas bus naudingas tai įmonei ir jos vadovams? Tema aktuali sporto organizacijų vadovams, kadangi šiandien labai sunku išugdyti lojalų darbuotoją ir išlaikyti jį įmonėje, o tai būtina siekiant užsibrėžtų organizacijos tikslų. Todėl kyla problema, kaip motyvuoti darbuotojus, kad jie įdėtų visas pastangas, siekdami geresnių įmonės rodiklių ir taptų lojalūs. Tik lojalus darbuotojas prisideda ir prie lojalių klientų formavimo, o tai tiesiogiai siejasi su organizacijos pelningumu.

Tyrimo objektas – darbuotojų lojalumo vystymas.

Tyrimo tikslas – atskleisti darbuotojų lojalumo formavimo ir vystymo aspektus šiuolaikinėje sporto organizacijoje (Kauno sporto ir sveikatingumo centrų atvejis). **Tyrimo uždaviniai:** 1) atskleisti lojalumo koncepcijos darbuotojų atžvilgiu teorinius aspektus; 2) apibūdinti darbuotojų poreikius ir galimas motyvavimo priemones lojalumui vystyti; 3) nustatyti Kauno sporto ir sveikatingumo centrų darbuotojų lojalumą ir taikomas motyvavimo priemones.

Šiame straipsnyje analizuojama teorinė lojalumo samprata ir priežastys, dėl kurių darbuotojai organizacijoje gali dirbti geriau ir efektyviau. Pagrindiniai kriterijai lojalumui plėtoti yra šie: darbo užmokesčio, atitinkančio rinkos sąlygas, mokėjimas, saugumas, draugiška darbo atmosfera, kiekvieno darbuotojo supažindinimas su įmonės filosofija, pripažinimas ir tinkamas įvertinimas, galimybė tobulėti. Atsižvelgiant į darbuotojų poreikius, siūlomos šios motyvavimo priemonės: laiku mokamas atlyginimas; pripažinimas ir įvertinimas; jaukios ir saugios darbo aplinkos kūrimas; tobulėjimo galimybių ir saviraiškos suteiki-

mas; pagyrimo ir skatinimo priemonių kūrimas.

Tyrimas atskleidė, kad daugelis Kauno sporto klubuose ir sveikatingumo centruose dirbančių darbuotojų nėra lojalūs organizacijai, kurioje dirba, o motyvavimo priemonės, taikomos administracijos, dažniausia neatitinka darbuotojų poreikių, todėl yra nemotyvuojančios ir nekuriančios lojalumo.

Turbūt vienas geriausių lojalumo pavyzdžių yra darbuotojo teiginys, kad jo darbovietė yra geriausia vieta dirbti. Tai, kad pusė (50 proc.) respondentų teiginiui įvertinti pasirinko ne aukščiausius balus, gali lemti ir paties darbuotojo kaip asmenybės suvokimas, skirtingi dalykai, kuriais reikia didžiutis, o kuriais ne. Tačiau apskritai tiriamųjų įmonių darbuotojai teigiamai vertina savo įmonių patikimumą, išreiškdami jį per savo pasididžiavimą. Kada darbuotojas yra patenkintas įmonės, kurioje jis dirba, veikla, tikėtina, kad jis gali rekomenduoti čia dirbti savo draugams ar pažįstamiems. Teigiamos rekomendacijos iš darbuotojų, organizacijos turėtų būti vertinamos geriau nei reklama, kurioje teigiama, kad organizacijoje dirbti yra gerai. Todėl organizacijos turi stengtis visokeriopaipatinkinti darbuotojų lūkesčius per darbą ir vykdomas veiklas organizacijoje, kad išvengtų neigiamų atsiliepimų, kurie gali suformuoti organizacijai nepalankų jos įvaizdį, kuris vėliau gali pasiekti ir klientus.

Išvados. Iš 14 sporto klubų tyrime dalyvavusių respondentų, 37,5 proc. nurodė, kad visiškai sutinka su teiginiu, kad jie jaučiasi vertinami organizacijos ne mažiau nei išoriniai klientai, 50 proc. įmonių atstovai beveik sutinka, o 12,5 proc. respondentų beveik nesutinka su minėtu teiginiu. Nors teiginio apie „vidinio klientą“ vartojimo organizacijoje tyrimo rezultatai buvo tik vidutiniški, turintys neigiamą atspalvį, vis tik veiksmai nukreipti, siekiant darbuotoją laikyti „vidiniu klientu“, didina tyrimo respondentų pasitikėjimą savimi ir skatina maloniau aptarnauti klientus. 50 proc. tyrime dalyvavusių apklaustųjų nurodė, kad šie veiksmai, padedantys darbuotojui jaustis „vidiniu klientu“, ypač padidina pasitikėjimą savimi. 25 proc. respondentų išitikinę, kad jausmas, jog esi laikomas įmonės vidiniu klientu, tikrai skatina maloniau aptarnauti klientą. Kadangi neigiamų rezultatų nebuvo, galima daryti išvadą, kad organizacijos traktavimas darbuotojų kaip vidinių klientų itin sąlygoja darbuotojų pasitikėjimą savimi ir siekimą kuo maloniau aptarnauti klientą, kartu siekti organizacijos tikslų. Kauno sporto klubuose ir sveikatingumo centruose daugelis dirbančiųjų nėra lojalūs organizacijai, kurioje dirba. Administracijos taikomos motyvavimo priemonės daugeliu atvejų neatitinka darbuotojų poreikių, todėl yra nemotyvuojančios ir nekuriančios lojalumo.

Prasminiai žodžiai: lojalumas, motyvacija, motyvacinės priemonės, darbuotojas, sporto klubas, sveikatingumo centras.