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IN SHORTLY ABOUT STRATEGIC HUMAN RESOURCE MANAGEMENT IN SPORT

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Abstract: Strategic management of human resources is the handle of harmonizing the human assets of a certain sports organization or club with its vital objectives. This implies that HR exercises such as enrollment, preparing, inspiration and rewards are arranged and actualized in such a way as to back and accomplish the company's commerce objectives. Key administration of human assets is a connect between the company's office in charge of human assets and characterized strategies, points of interest and objectives. Procedure as a way of acting is showed through two huge areas, inside and externally.

Keywords: SHRM, Sport Organization, Club, Analysis, RBV

Introduction

SHRM (Strategic HRM) does not happen in a vacuum; it is arranged inside its societal and natural setting (Taylor et al, 2025). The latter focuses to the criticality of understanding how individuals administration, technique, and setting connected in overseeing individuals and work in organizations. Organizations are implanted in a broader commerce, social, and organization environment in which they compete with other organizations, which implies they require to separate and offer a esteem recommendation that misuses a showcase specialty or makes a unused showcase. A strategic approach gives a premise through which the wear organization can

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accomplish a supported competitive advantage and longer-term maintainability. SHRM is around connecting the organization and competitive technique with its HRM (Human Resource Management) practices.

Human resources are considered to be the sport organization's most critical resource (Covell et al, 2025). Individuals, in quintessence, are the organization. Their abilities, information, and capacities significantly shape the organization and have a basic affect on the organization's capacity to carry out its mission and accomplish its objectives.

The concept of high-performance work systems (HPWS) has created into a promising region of human resource management (HRM) investigate (Ratten et al, 2020). The expanded development in HPWS is demonstrated by the quick developing number of articles on the point. There are varying sees on how to characterise and create the rising body of inquire about on HPWS.

The key contrast between conventional HRM hones and HPWS is on the engagement of both supervisors and representatives in the working of an association. HPWS alludes to bundles of work hones centered on examination, preparing and compensate frameworks. Hence, HPWS when utilized in conjunction with an associations procedure will empower superior by and large execution. HPWS includes a number of aptitudes counting data sharing, motivating forces, execution administration and specific staffing.

Benefits

Taking an SHRM approach has numerous potential benefits, counting (Taylor et al, 2025):

- Current and future centered needs recruitment.
- Improving workforce engagement and well-being.
- Clarity of arrangement methodology and long-term goals.
- Performance-based culture.
- Effective and successful resource management.
- Execution of industry best practice.
- Building an comprehensive and secure workplace.

Forms

SHRM regularly takes five distinctive shapes (Taylor et al, 2025):

1. Resource-based View Strategy: Centers on upgrading the key capabilities of the sport organization.
2. Strategic Fit: Integration of workforce and resources.
3. High-Performance Management: Improving organizational execution through efficiency advancement and growth.
4. High Commitment Management: Building commitment between directors and the workforce.
5. High Inclusion Management: Workforce strengthening and engagement.

SWOT Analysis

A SWOT (strengths, weaknesses, opportunities, and threats) investigation is by and large embraced to guarantee resource, approach, and situating arrangement with the wear organization's mission (Taylor et al, 2025). These are a great beginning point to analyze the key position of an organization by recognizing qualities, shortcomings, openings, and dangers. HR-related components, such as workforce capability holes or successful HR hones, regularly possess a central position in the conduct of a SWOT examination. A SWOT investigation considers all inner and outside variables that affect on the organization and its operations. For illustration, the inner investigation seem distinguish that a community sport organization with high volunteer turnover ought to consider reinforcing its shielding approaches to way better back and hold volunteers. The outside investigation might appear that the volunteer issue is related to changing socioeconomics in its local community, hence inciting the organization to extend its volunteer enlistment to capture a diverse statistic cohort.

Conducting a SWOT examination as portion of a strategic arranging process, such as that alluded to over, is reliable with the two most compelling hypothetical systems on methodology: The Watchman industry situating demonstrate and the Resource Based View (RBV). Both the Porter model and the RBV show total and elective ways of looking at technique, but they emphasize distinctive perspectives of the SWOT model and can hence be utilized together to consider distinctive perspectives of procedure. Whereas the Porter model basically bargains with the openings and dangers affecting the organization's outside competitive situating, the RBV centers

essentially on the inner qualities and shortcomings of the organization and how they can be utilized as assets to move forward organizational responsiveness to advancing competition. In other words, the Porter model has, essentially, an outside center. While the RBV has, basically, an inside center. In none, it is critical to get a great level of arrangement between the outside strategic position of the organization and the inside environment. The degree of arrangement is alluded to as "strategic fit." The Porter Five Forces and RBV approaches are laid out in the taking after area along with illustrations of how they connect to SHRM.

The outside approach to procedure, or market-based view of strategy, stresses the significance of understanding the competitive elements of the advertise, the industry structure and important inner and outside natural components. Vital choices for accomplishing competitive advantage are arrived at through a careful examination, regularly utilizing apparatuses such as the PESTLE (political, economic, social, technological, legal, and environmental) system which can be complemented with the SWOT investigation famous over. PESTLE is a more wide-ranging examination of the macro-external factors that might be affecting upon an organization and is especially valuable for natural filtering and situation planning.

RBV

The Resource-based View (RBV) hypothesis contends that the source of an organization's competitive advantage lies in its inner assets, which incorporate human and mental capital, and its capacity to oversee these assets deliberately (Taylor et al, 2025). The RBV approach also highlights the significance of contributing in certain sorts of aptitudes, resources, and capabilities to produce esteem and provide high execution. SHRM approach and organizational methodologies center on contributing in and organizing resources and capabilities. From this point of view, a sport organization's assets are seen more broadly than can be caught on in the formal accounting sense. Instep, assets incorporate any viewpoint of the sport organization with value-creating capabilities counting those viewpoints that are intangible such as the "culture" of the organization and its capacity to convey a certain picture or epitomize a set of beliefs. The RBV has suggestions for SHRM, as numerous of the most imperative resources held by an organization are encapsulated in or spoken to by its people.

It is important to consider components of human capital related with RBV when building choice protocol and creating employees' capacity to learn inside preparing. Considering this point of view of RBV and human capital, the HRM framework can be distinguished as one of a kind in two primary ways. To begin with, since the yields of the framework, that is the worker activities coming about from it, are special. Moment, since the framework itself is a source of competence as it, for occasion, pulls in representatives to work for the organization. For illustration, Adidas has picked up positive acknowledgment from universal teach and rating offices, non-governmental organizations (NGOs), and socially responsible investment (SRI) investigators for its environmental, social, and corporate governance (ESG) programs. HRM competence can be tangible (HR execution, arranging, preparing, choice frameworks, etc.) and intangible (shared mindsets, group synergies, gathered operational involvement in inventiveness and problem-solving, etc.).

Social Responsibilities

Social responsibility actions empower proficient sport to legitimize its put in society and in have regions and to appear that it can be a capable trade (Bayle, 2025). The International Standards Organisation characterizes hierarchical social duty as an organisation's commitment to feasible improvement and its readiness to take duty for and report its activities' impacts on society and the environment (ISO 26000). For sport organisations' social obligation to be really successful, it must include and be shared with other partners, counting competitors (a few of whom have their possess societal establishments), supports (e.g., through eco- mindful organizations) and providers (choosing providers with capable administration hones, such as companies who utilize/ give natural and neighborhood products).

Social obligation has three measurements: societal, financial and natural. In terms of the societal measurement, circuit proprietors must create an universal methodology and advance their occasion organisers' activities and great hones. Occasion coordinators can embrace civic and solidarity activities (e.g., make their occasions effectively available to individuals with inabilities, give free tickets for youthful individuals in trouble, bolster and advance charities, etc.), advance and empower novice sport (encourage volunteerism, compose sports exhibits for youthful competitors, etc.).

Numerous of these activities can be carried out with open and private accomplices, who can utilize sport and sport occasions to exhibit their approaches and social responsibility.

Economic social obligation includes illustrating an event's advantageous impact on its have region, regularly by conducting financial and media affect considers whose comes about can be utilized to legitimize open speculation in the occasion (financial and social returns on venture). The financial measurement too includes creating more mindful occasion- administration hones, such as building associations centered on solidarity and natural obligation, receiving a human assets approach based on differences, integration and consideration (social differences, rates of women, individuals with incapacities, youthful individuals, more seasoned individuals) and embracing mindful obtaining practices.

Sports occasions/ circuits can illustrate their natural social duty by diminishing their carbon impressions, strikingly by empowering onlookers, staff and players to utilize more- economical implies of transport (open transport, non- contaminating vehicles, etc.), reusing squander, lessening water, power and gas utilization, dodging plastics and cardboard, and utilizing advanced communication or maybe than paper. Coordinators can moreover audit the lifecycles of the buildings, materials and items they use.

It might be proposed that, in spite of the fact that, customarily, wear has continuously been seen as an road of social versatility for a few of the world's most gifted competitors, the crevice between wealthy and destitute all through the world remains a chasm between the affluent and the not so wealthy (Jarvie et al, 2018). Sport has fizzled to give expanded get to to those who have been living in destitution in numerous parts of the world. For numerous competitors, running can be an elude from destitution and be a component for redistributing financial assets. On the other hand, numerous ponders have appeared that concentrated destitution can have unforgiving impacts on families, children, life-chances, employment and interest in sport and physical action. It can limit youthful people's get to to offices, it costs cash, and, in spite of the fact that numerous perceive the benefits of interest, advance obstructions for numerous living in ranges of numerous hardship can be fear for security in nearby parks or comforts, especially for girls.

The issue of sport and destitution needs to be considered in both geopolitical and socio-economic terms, and, in spite of the fact that financial disparities are critical components, so as well are disparities in power.

These portrays of a few of the political victories and failures in world wear are distant from thorough, but they serve to outline that the legislative issues of sport is display, not fair in and between states, but also in markets and, most critically, in social designs or groups. It is inside a triangle of states, markets and social designs that political thoughts approximately wear pick up authority and political activity occurs.

System

Key highlights of organizational hone related with SHRM are not as it were unadulterated HR strategies, such as thorough enlistment and determination frameworks, but moreover incorporate a extend of related administration hones related to administration vision, value, incorporation and differing qualities standards, high-commitment work frameworks, business conditions, compensate and acknowledgment, workforce culture, well-being, and security (Taylor et al, 2025). The choice of methodology is not as it were constrained by the existing capabilities had by an organization, such as workforce competence but also by insufficiencies in organizational capability to execute methodology viably, such as the capacity of representatives and volunteers to work together viably. Nearly definitely, vital decision-making includes people-related issues; subsequently, a coherent culmination to this is that HR suggestions ought to be considered when strategic decisions are made.

Another contention for SHRM is associated to the acknowledgment among scholars and professionals alike that conventional sources of competitive advantage, such as innovation, item development, or area are being dissolved due to fiercer, globalized competition, and a more fast pace of dissemination. In this way, a committed, talented, assorted and adaptable workforce can bestow a long-term advantage for an organization, which is incomparable to a more noteworthy degree than through particular innovations or items. SHRM can moreover be considered from a knowledge-based view, characterized by being a learning organization, building dynamic capabilities, making systems, advancement, and/or capitalizing on organized chaos. The key to execution results in the HR space is centered on naming the "right" representatives and volunteers, holding ability, and

making an comprehensive, fortifying, and engaged workforce that is adjusted with the organization's vision.

TD

In more recent years, there has been an expanded inquire about center on talent identification (TI) and talent development (TD) of youth competitors along with an expanded number of competitor TD pathway programs (Neely et al, 2023). The point of these frameworks is to recognize imminent ability and drench them inside TD programs to back their advancement. It is broadly contended that early enlistment and drawn out introduction to TD programs is profoundly alluring for coaches and selection representatives, as it gives a more noteworthy time period to create aptitudes and skill vital to succeed at the proficient level. Hence, enrollment of competitors into these frameworks is happening at progressively more youthful ages.

The constrained capacity of numerous TD programs comes about in these pathways being generally elite in nature, with a tall yearly turnover of competitors being reliably detailed between age-groups in tip top sport. In spite of coaches endeavoring to distinguish and select youthful competitors most likely to succeed at the proficient level, effective change from youth to senior positions is low. This presents encourage challenges to both coaches; who must ponder their deselection choice perceiving suggestions to both the group and person, and the competitor; who, if deselected, faces a potential end of their sporting career, misfortune of athletic personality, and decreased sense of self. Recognizing that the larger part of competitors chosen onto a ability pathway do not eventually succeed in that sport at the most elevated level, it is important to get it the challenges of being on and at that point deselected from TD programs from the point of view of both the competitor and coach, along with methodological contemplations when making deselection choices in sport.

Decisions with respect to choice and deselection inside TD programs are to a great extent subjective in nature but are regularly bolstered by objective information which is frequently not the case in more conventional complete and club group sport determination forms. It is well built up that potential indicators of ability are multidimensional in nature. Subsequently, thought may be given to physical, sociological, and mental traits along with specialized aptitude (and strategic information, when suitable) when making deselection choices in sport. In spite of the fact that appraisal of these

properties may give understanding on capacities related to the sport, the appropriateness of these evaluations – when utilized in confinement – has been challenged. Apparently, assessment and appraisal techniques, and deselection more broadly, in TD programs, is required.

Conclusion

Strategic human resources management can be characterized as interfacing human resources with strategic objectives and goals in arrange to make strides operations and create a culture that supports development, adaptability and competitive advantage. The organization of strategic management of human resources implies tolerating and counting the work of human resources as a strategic organizer in the definition and execution of the methodology of a sports organization or club through a arrangement of work force exercises. Strategic management of human resources is the key to the supportability and trade competitiveness of any organization. In spite of the fact that this range is being taken more and more truly, the advancement of human resources is frequently not drawn nearer logically, fundamentally and deductively sufficient, and the showcase always postures more and more complex challenges to sports organizations or club.

Conflict of interests

The authors declare no conflict of interest.

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Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

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