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ENTREPRENEURSHIP IN THE FUNCTION OF THE EFFECTIVENESS AND STRATEGIC CHANGE OF THE CONTEMPORARY ORGANIZATION

Abstract
Entrepreneurship along with leadership can be understood as the process of influencing others in order to achieve organizational goals. Leadership is not only the aim of modern organizations, but it is also the means by which they achieve greater productivity and efficiency. There is a close mutual relationship between entrepreneurship and leadership because leadership appears as an essential component of entrepreneurship. Entrepreneurs must be able to set organizational goals, lead and motivate their employees,

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inspire them to perform tasks effectively and make difficult decisions, all of which logically require the possession of leadership epithets.

One explanation for why employees accept the influence of a leader is that he/her possesses power. In addition to power, leadership encompasses a range of other instruments related to exerting influence such as motivation, communication, and ability to work in a team, maintaining interpersonal relationships, corporate culture, knowledge generation, emotional intelligence, conflict management etc. Many organizations have found that if they can best ensure that employees as individuals are productive, they must pay attention to the way of managing work groups and teams.

Entrepreneurship is also associated with superior company performance. Entrepreneurs are first of all responsible for setting organizational goals, but also for creating psychological and cultural conditions for improvement of collective learning and the shaping of contextual factors (strategy, culture and structure) on a way that enables the dissemination of knowledge among employees and its transfer from the individual learning level to the group and organizational level. In addition to the entrepreneur and leader, the employees make the basic building block component of every organization and therefore play a significant role in terms of successful application of the learning organization concept in its everyday business operations. It is well known that only affectively committed employees are intrinsically motivated to learn and share knowledge. Still, until today, this affective commitment was not emphasized much as a precursor to the formation of a learning organization, nor was it tested as a mediator in the relationship among entrepreneurship, leadership and learning organizations.

Key words: *entrepreneur, leader, organization strategy, leadership performance, sports organization, formal and informal groups.*

Introduction

A leader is a person who knows how to influence other employees to follow him/her and to do what he/she requires. Consequently, leadership is defined as the ability of one person to lead other people, that is, employees in order to influence them to follow him/her in the realization of a set of goals and introduction the necessary changes in

the organization [20]. Power leadership is based on certain personal qualities and abilities of a particular individual. Such an individual is said to possess the "charisma" that influences other people to follow him/her. Leaders have a great role in each organization. These are usually people who always think about the future work of organizations. They think of the changes that need to be made today in order to make the organization a successful player in the future, no matter of how successful it is at present and achieves good or bad results.

On the other hand, entrepreneurship is the activity of discovering, assessing and exploring new opportunities and possibilities for introducing new products and services, ways of working and organizing business activities, business processes and production inputs through organized efforts that have not been done before. Entrepreneurship is closely related to the concept of innovation as a key characteristic of the entrepreneurial process itself. An entrepreneur is a person who discovers new business opportunities in various business situations, acting as an active agent of change and a medium that connects suppliers and consumers in their permanent quest for profit. An entrepreneur is often identified with the concept of an innovator who, in a Schumpeterian way, encourages creative destruction, leading to newly created goods, products and services that challenge existing ones. As such, entrepreneurs often face risks and uncertainties in order to realize company profits and growth [11].

Leaders are good psychologists, good communicators and animators, they know how to perform with people and convince them to follow the goals that will be achieved in the future. In addition to the above traits, leaders must be both good visionaries and forecasters in order to be able to determine the future goals of the organization and identify the necessary changes and actions for their realization [19]. Process of decision making becomes decentralized, mutual, more flexible and according to that with higher performances and more options [20].

At the same time, an entrepreneur initiates new businesses, assumes business risks, and manages resources with the aim of

establishing and operating a business enterprise that should be sustainable, vital, viable, and self-sufficient enough. An entrepreneur is a person who shifts economic resources in the direction of greater efficiency, more productivity, and better business performance. As such, an entrepreneur is characterized by a number of traits, such as risk-taking, courage and boldness, independence, work discipline, self-confidence, the ability to accept change, creativity, innovation, and leadership, while innovations as innovative ventures of entrepreneurs lead to significantly positive results in various areas of modern business [9, p. 125]. In addition, entrepreneurs are also open-minded, they have an intrinsic need for achievement, are pragmatic and tolerant, and they take on challenges, acting as modern visionaries and internal locus of control [14, pp. 165-166].

The famous economist and representative of the Austrian School of Economics Joseph Schumpeter understood back in the 1940s that economic growth is largely determined by innovation and entrepreneurship. The main role in these activities belongs to the entrepreneur, who is not only a leader and manager, but also as an individual who takes on all business risks and challenges related to the introduction of new products, services or technologies. In this way, the entrepreneur initiates the process of introducing innovations, which emerges as an essential factor of economic and social growth, shifting the focus from physical to intangible assets and knowledge as key development resources [21, p. 158].

Contemporary sports organization is an ideal field for the implementation of such entrepreneurship and leadership style. If the needs are defined enough and employees have a desire to satisfy them on a higher level, than the heads are in a position to fulfil all those needs [20]. Finding different ways is, indeed, reduced to setting values on a higher level and creating environment which acts positively on behaviour of any member of sport organization.

The way to an adequate sport organization definitely starts with defining the organizational process, as well as the principles that regulate it. The process of organizing also provides rules, procedures and activities which define the organizational structure of the sports

organization, since it is one of the basic preconditions of successful management of these kinds of organizations [20].

1. Theoretical Considerations of the Exposed Problem
Strategic Entrepreneurship and Leadership in Sports

In a management process everything that is related to a concept of organization can sometimes be very confusing regarding its defining since, as we previously said, organization can be at the same time seen as a process, but also as an institutional form [15]. Given the fact that entrepreneurship implies and requires core leadership skills, the rest of the text will be largely dedicated to leadership as an immanent characteristic of successful entrepreneurial ventures and activities. Leadership has a crucial function in the creation, maintenance and development of individual groups [20]. The leader has the role of determining its aims and necessities at the stage of the group formation, regardless of whether they are of economic or social nature; in the stage of maintaining the group to work on strengthening its cohesion, moral values and the role of individuals, entrepreneurship and leadership have the aim to resolve the arising conflicts and to remove their causes [15].

In the development of the observed group, the leader has the task of working on changes and adapting the group towards new visions and requirements, as well as to encourage group members to develop their competencies and opportunities. In addition, leadership has a crucial task in forming effective groups. Difficulties can arise because groups are composed of different individuals who have different personal traits, tendencies and aspirations [15]. Hence, leaders face certain issues, such as aligning different work styles, depreciating intolerance and removing barriers in communicating and understanding the group members [20]. The group is efficient if it can reach satisfaction, interaction, productivity and savings [15].

On the other hand, entrepreneurship in sports not only creates new business opportunities, but also leads to the emergence of innovations in sports goods and services. This approach to modern business leads to the creation of new jobs, the development of the necessary sports infrastructure and the improvement of the

experience of visitors of sports events. In this way, entrepreneurship in sports represents a unique combination of vision, management, marketing and the application of innovations that are used to create new value and grow of the sports industry. Innovative entrepreneurship in the sports industry has also the potential to create sustainable business practices, increase revenues, but also to improve the position of sports in the wider social community [8, p. 683].

In order for the leader to accomplish his/her tasks regarding motivation, interpersonal relations, team work and group dynamics, it is necessary to possess a key characteristic of the ability to have a vision [15]. It involves challenges like anticipating the future and understanding the necessary actions for its realization [4]. Leadership is a process of influencing through interaction with followers, but the result of that process mainly depends on leader itself and his/her ability to choose the right instruments of influence [3].

Leadership, along with entrepreneurship, is a very complex management activity of influencing others in order to work hard on reaching organizational aims and tasks. That process requires an enormous amount of trust and enthusiasm among co-workers, so that everyone could accomplish their own goals and express their capabilities [4]. It is a very complex activity. One of the main characteristics in leadership is a proper vision which determines all future goals regarding one sports organization. Manager and generally entrepreneur with no vision cannot be a leader [3]. He/her then becomes a pure administrator. Beside the vision, leadership and entrepreneurship involve all other aspects and issues, such as motivation, communication, capability of a team work and maintenance of good interpersonal relationships [20].

All the phases within the process of organizing are mutually interrelated and intertwined, while the four of them are mutually interactive and interdependent. For example, one cannot imagine nor fully realize the establishment of the organizational structure without including the other three stages. This means that the structure of a sport organization is viewed and understood in different ways regarding the fact that there is no simple and objective definition of the notion. In sports practice, the most common way of representing

the structure of an organization has been through an organizational scheme, an outline of units, management styles, allocation of tasks and authorities, both on the horizontal and vertical organizational levels [3]. However, such an approach would significantly diminish the complete picture of the structure of a sports organization [24].

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Effectiveness in the Strategic Leadership and Entrepreneurship
One of the most important features of the functioning of a sports organization is its management, i.e. proper and successful managing of its basic functions, processes and activities. Management equally refers to activities and people that are needed for every organized firm and that provide the efficient functioning of the organization aimed at satisfying people's needs [24]. It ensures that the whole group does not deviate from the path leading to achieving of predefined goals, resolving disputes and harmonizing the differences in views, making decisions on strategy and timing of activities, and maintaining the structure of activities and relations directed towards the achievement of the set goals [20]. Management facilitates human efforts within organized groups and vitalizes when people wish to cooperate in order to achieve some objectives [24].

It is difficult to envisage a modern sports organization that could last for a long time without leadership, and especially without the using of modern entrepreneurial practices. If there is no complete organizational structure, this is where the role of entrepreneurship and leadership comes into play, by filling the existing gaps, since they cannot be planned in advance and foresee all activities and every decision. In addition, organizational institutions operate in ever changing circumstances regardless of the sports market, technology, legislation and other forces according to which the sports organization has to modify itself. So, the leadership has to feel these changes and to force people to adapt to them. Leadership and entrepreneurship can provide the "will", this spirit of communion by which an "inspired" group differs from another that is "thrombotic" [19]. Leadership, along with entrepreneurship, represents the skill of

influencing other people in order to cooperate and contribute in achieving the goals of a sports organization [20].

Leadership combines talents with the ability to impact other people – individuals, groups and organizations. Like managerial entrepreneurship, the leadership represents the skill to make other people to do their job, with the difference that they share the same values, attitudes and thoughts about the strategy implementation and about the method which should be used [19]. Leaders create new ideas, approaches and methods, having the talent to derive superior results from the average sports team. In order not to stand lonely at the top of the pyramid, it is necessary that leader's co-workers in the sports organization share the same culture [17]. This is of fundamental importance for understanding and trust which are needed to successfully overcome all problems encountered in the strategy implementation process [19].

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Contemporary Leader Personality

The factors of leadership can include the individual characteristics of persons who intend to be leaders, the traits of followers and subordinates, but also characteristics of the wider environment. In addition to the intrinsic characteristics of the leaders, the factors of great importance for the organization are the characteristics of the employees, that is, followers with whom the leaders need to achieve a certain vision. In that sense, the leader should adjust the way in which co-workers work by establishing relationships that enable the leader to communicate well in the direction of the planned tasks.

Leader should have a different approach in choosing various ways of motivating individuals adapting it to its needs and aspirations [17]. The goal of the good leader is to motivate and stimulate everyone according to their personal aspirations on a way of achieving a mutual goals and tasks [3].

The organizational environment functions at the level of internal and external factors, that is, imperatives that have irreversible consequences. Within the internal factors, the greatest influence is

reflected in the values, attitudes, knowledge and experience of the employees and their relation to the vision and aspirations of their leaders themselves. On the other hand, the external factors include technological, economic, social and political variables, to which little or no relatively small influence can be made. For the successful leadership of a sport organization, the key factor for being a leader is the ability of the leader to create opportunities for maximally successful integration of internal factors with the given situation in the environment [7].

Contemporary leader should have a polyvalent personality: to be a leader, but also a follower, and to be a leader of a team, but also a team player who is always ready to learn and to make a progress. In that system of managing one sport organization, various mistakes can be made. Among them, all two mistakes are crucial and they have negative consequences in every sports organization. First one is that many older and more experienced managers are not completely ready to share their knowledge and experiences with the younger leaders and managers simply because they think that they cannot be replaced. Second one is the lack of proper preparation, education and knowledge about the work and tasks of followers which will, most definitively, take a leader role in a near future. In order to resolve these problems there is a concept of a shared leadership which divides different aspects of management in the smaller organizational principles [19]. Two of those principles are of major importance – subsidiarity and earned authority.

Subsidiarity means balance of power on different levels where higher instance does not have to take obligations from a lower level of organizational structure. It means that managers do not have to work on tasks that employees have to work on. If they however take those tasks on to themselves, managers show a lack of trust in their employee's capability, loyalty and effectiveness. This practice is not good for organization and development of their employees, whose task is to efficiently work and take responsibility for their own actions [18]. Earned authority is a result of acknowledgement of achieved results, and does not come only from the position in one sports organization. It is earned by hard work, experience and higher

knowledge. That person has to be someone who is reliable, responsible and trustworthy.

In a concept of a shared leadership, principle of change means that the role of leader is determined by a character of a given situation. It means that certain organization has more potential leaders and that the roles can be given to different individuals with leader capabilities and knowledge so that they can lead a sport organization whenever it is needed [22]. There is also a second line with functional leaders whose task is to create conditions and assumptions for functioning of one sports organization.

The best example for shared leadership is a kayak team. In a kayak team one person guides other members of a team, but he/her is not participating in rowing himself/herself. Every member of a team has to trust and rely on him/her because he/she is a leader in this case. In every step of that process leadership has to be earned and not just given. Subsidiarity and earned authority are all based on team organization and preparation of every individual for a future leader role.

Contemporary sports organization is a complex system which functions in a form of sports clubs and other sports organizations. In such a group of different people there is a freedom of creation, but also a need for unity and team building [5]. It is at the same time very complex economic, political, social and sports phenomenon because it has to satisfy general human needs while, on the other hand, it is a very complex management function. Leading one sport organization is a very complex process with predefined system categories.

In a management process everything that is related to a concept of organization can be very confusing regarding its defining since, as we previously said, an organization can be seen as a process, but also as an institutional form [7]. Leadership has a special role in the formation, maintenance and development of individual groups. This as a person who has the main task of determining group goals and needs at the stage of the group formation, regardless of whether they are of economic or social nature; in the stage of maintaining the group to work on strengthening the group cohesion, moral values, the

role of individuals, resolving of arising conflicts and removing their causes come to the fore.

In the development process of the group, the leader has the task of working on changes and adapting the group towards new visions and requirements, as well as to encourage group members to develop their competencies and skills. In addition, this phenomenon has a special task in creating effective groups. However, difficulties can arise because groups are composed of different individuals who have different personal traits, tendencies and aspirations [23]. Hence, leaders face certain issues, problems and difficulties, such as adjustment different styles of work, depreciating intolerance and removing barriers in communicating with and understanding the members of the group [7]. The group is efficient enough if it can reach satisfaction, good interaction, productivity of its members and savings [23].

In order for the leader to accomplish his/her tasks in the domain of motivation, interpersonal relations, team work and group dynamics, it is necessary to possess a key characteristic of the ability to have a vision. It involves anticipating the future and understanding the necessary actions for its realization. Leadership is also a process of influencing through interaction with the leader's followers, while the result of that action mainly depends on leader and his/her ability to choose the right instruments of influence [3].

Leadership is a very complex management activity of influencing others to work hard on accomplishing organizational goals and tasks. That process requires an enormous amount of trust and enthusiasm among co-workers, so that everyone can accomplish their own goals and capabilities. It is a very complex activity. One of the main characteristics in leadership is a proper vision which determines all future goals regarding one sports organization. Also, manager without a clear vision cannot be a leader; he/she then becomes a pure administrator. Beside the vision, leadership also involves all other aspects and issues such as motivation, communication, capability of a team work and maintenance of interpersonal relationships [22].

New era and new business conditions require a new type of leader. Famous American consultant Ken Blanchard has offered a completely new philosophy of leadership and management, which has been approved by many authentic leaders in the world, especially in British football. Blanchard has set a new concept of inverted pyramid where the leader is on the bottom and just above him is a top management – people who are in a direct contact with buyers and with people who generally enjoy and watch sport [1]. Comparing it to a classical pyramid there is a crucial difference in terms of responsibility because now the roles are completely changed. Executives become directly responsible to the buyers; leader is responsible to the top management, while a new, basic task of the leader and the manager is to help their subordinates to accomplish certain goals.

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Formal and Informal Teams in the Function of the Effectiveness in the Strategic Change of the Organization

Entrepreneurship and leadership can be understood as the processes of influencing others to achieve organizational goals. One explanation for why employees accept the influence of a leader is that he/she possesses power. In addition to power, these concepts also encompass a range of other instruments related to exerting influence such as motivation, communication, ability to work in a team, maintaining good interpersonal relationships, corporate culture, knowledge generation, emotional intelligence, conflict management etc. [13]. However, in order for a leader to be able to act correctly, he/she must have a group of people around him, i.e. a formed collective.

In order for organizations to respond to the demands and challenges of the modern world, they are increasingly replacing old hierarchical and formal systems with teams and teamwork. Many organizations have found that if they can best ensure that employees as individuals are productive, they must be careful about the way of groups work and teams are managed [2].

A team can be defined as a group of two or more people who influence each other and work together to achieve a common goal. Traditionally, there are two types of teams in organizations: a) formal and b) informal.

Formal teams or groups are planned in advance by managers. They have an obligation to perform certain tasks, so that the organization can achieve its goals. The most common type of formal team is a command team that includes the manager and all employees who are accountable to that manager. Other types of formal teams are a commission, as a board that, as a rule, lasts long time and deals with regular, common problems and decisions. However, some formal teams are temporary in their nature. We can call them working groups or project teams. They are formed to solve certain problems and are usually disbanded after a specific task has been completed or a problem has been solved [2].

On the other hand, informal teams or groups are formed whenever people meet and work regularly, in their informal communications. These groups are also formed within a formal organizational structure. Members of the informal group subordinate their individual needs to the needs of the team as a whole. Informal groups have four basic functions:

• Maintaining and strengthening norms (expected behaviours) and values being common to all their members;
• They provide group members with a sense of social satisfaction, status, security;
• They support their members to communicate;
• They are useful for solving problems.

In addition to the listed functions, informal groups can also have the function of being a reference group – a group with which we identify and compare ourselves. This practically means that these groups have a reference power. In order to know how to successfully manage teams, we need to get acquainted with the characteristics of teams – that is, with the way in which leadership and entrepreneurship roles, norms and cohesiveness develop.

The formal team leader is usually appointed or elected. Informal leaders, on the other hand, emerge gradually during unofficial interactions among group members. A man or woman who expresses his or her views more freely and often than others, who offers more and better suggestions than others, and who determines the direction of group activities usually becomes informal leaders. This happens not only in informal groups, but also in formal groups, in which such self-confident individuals can appear as rivals to a formally elected leader and thus can weaken his/her position and control over other team members. The following characteristics are also attributed to such people: higher or significantly higher intelligence than the average in the group, self-confidence, success in solving group tasks, good contact with people, and personal aspiration to be leaders.

Group members are expected to adhere to certain ways of thinking and acting, and to establish certain group norms. During the existence of the group, certain perceptions and ways of behaving start to develop, primarily in relation to the basic goals of the group. But there are also certain principles of behaviour that are not necessarily related to the observed group tasks. There is certain uniformity in perceptions and procedures regarding different issues. Also, one of the important characteristics of a group is the formation of group norms. Their maintenance seems to be more important for achieving the group's goals – the more important it seems the stronger is the need to maintain standards to the greatest extent possible.

The influence of group norms, and those that is not important for achieving the goals of the group, is very large from the aspect of behaviour of each group member. This applies to both small and large groups. There is a tendency to accept behaviour in accordance with group norms even when there is a personal belief that it should be treated differently. We speak of this tendency to accept the views and ways of acting of the majority as a kind of conformism. The successful operation of a group requires to some extent the acceptance of certain general ways of behaving, as social life in general requires. But attitudes and ways of doing things are often supported, even when it is not important for the group and society,

and even then when it can be detrimental to social progress and development. Instead of opposing what is wrong, criticizing what is not good, and looking for something new that would be better than the existing one – it seems simple what others are doing and what most expect to be done [3].

Since the support of the majority is a very important and frequent social phenomenon, the research of the factors influencing the conformity was initiated. Conducted research shows that there are a number of such factors:

• Degree of clarity of the situation – if the situation is unclear, the conformity is greater;

• Degree of group uniqueness – the greater the uniqueness is, the smaller the independence of individuals is;

• From the degree of pressure exerted to the acceptance of norms – if the measures against those who do not adhere to general understandings are sharper, the conformity is more pronounced;

• The age - children, and younger more than older, are more prone to conforming than adults, and from other factors.

Examinations were performed on whether the conformity also depends on gender. Several studies have shown that conformation is greater in women than in men, and this applies to adult men and women. It is believed that conforming of women is not an innate characteristic, but a consequence of the prevailing understanding in many cultures that women should show less independence and initiative, and to obey and obey more. Researches also examined which personality traits influence the degree of conformity. Examinations have shown that intelligence and self-confidence are likely to be among such traits. If these traits are developed to a greater degree, the conformation is less.

Solidarity or cohesiveness of the team is an important factor that shows how much influence the group has on its individual members. The more connected the group is – the more pronounced the group's sense of belonging is – the greater the influence of the group is. If group members are really attached to a group, they are unlikely to violate its norms.

Managers' experiences show that team cohesiveness is an important factor that allows individuals to feel satisfied about their contribution to an action. There is less tension and misunderstanding in teams with strong solidarity than in groups with a lower degree of solidarity. They point out that trust is also an important factor for team cohesiveness. Managers must assign a task to each group clearly – clear and achievable goals [16].

Research has shown that for effective group decision-making – group dynamics, it is also necessary to meet the following conditions:

• That the goal of the group meeting is clear to all its members;

• That everyone accepts that goal and wants to find the best solution;

• That there is usually a discussion, while the team members freely express their opinions and listen carefully to others;

• That there are differences of opinion and certain disagreements, but that these differences are neither overemphasized nor concealed;

• That criticizing other people's suggestions and opinions does not contain attacks on the person, but a calm explanation of one's own opinion;

• That the person chairing the meeting does not tend to stand out or show his power and importance and that he decides for himself;

• Not to accept formal voting and over-voting as a permanent solution to disagreement, but to try to make decisions in accordance;

• To keep the atmosphere at the meeting relaxed and calm, without personal conflicts.

Improving the performance of teams can be increased by applying the following rules, especially at the top of the organization:

• Teams should deal with specific, concrete issues and not with broad generalizations;

• Tasks should be divided into subgroups and individuals;

- Team membership must be based on what each member can do and on the skills they possess rather than on formal authority;
- Each team member should do the same amount of work or there will inevitably be a mismatch between engagement and results;
- Teams will only function if the traditional model of hierarchy is broken in communications and interaction.

Top management teams must cooperate like all other teams, while concentrating on their tasks and cultivating an atmosphere of openness, commitment and trust.

Leadership is associated with superior company performance. Leaders are elected or self-elected to determine the fate of companies in the economy. Leadership is important when a company needs to change, to face changes in the external environment and when it needs to lead the process of change decisively [13]. Leadership is today seen as the single most important factor in the modern economy. Leadership today is seen as a process that is completely different from management. It is seen as a process in which people other than managers can be leaders and in which the focus is on the interaction between leaders and their associates. It is a relationship that aims to mutually achieve a common purpose, not just the purpose of a leader [16]. Leadership is a process in which we strive to achieve urgent changes, and not just a process to achieve some basic current goal. Gaining associates for change is a sign of leadership in modern sports organizations [23].

True leadership can find right solutions in order to adapt to change in modern sport. Managers decide for themselves and leaders use employees to find a common solution. This introduces certain disorders in sports organizations, because employees have to learn new organizational roles. The way jobs are done in sports organizations is changing. The leader must always keep in mind the context and that is why it is not good for him/her to be the only one who is engaged in the implementation of the solution. The leader also must know how capable his/her employees are of learning new ways of doing things. It is very important to create confidence that the job can be done in a new way, if two dimensions are observed,

the environment (internal and external) and time (present and future). The real leader is in the middle, because he/she needs to balance all these activities. The leader is the setter of the direction in which the sports organization should move, it is a person who initiates the changes and who is the catalyst of changes in the sports organization. He/she acts as a speaker in the external environment and he/she is the guide of the team of associates who empower to decide and take action. All four describes leader roles define the job of a visionary leader and all of them are equally important to the success of a modern sports organization. It is also difficult to imagine a modern sports organization that could exist for a long time without leadership [22].

On the other hand, entrepreneurship in sports is not so precise and has a broader social dimension, relying on innovations that can drive economic growth and the survival of sports organizations in a highly competitive environment. Professional athletes are usually driven by higher entrepreneurial goals than the prevailing average, while sports entrepreneurial ventures undoubtedly create new social and economic value. However, unlike leadership, the field of sports entrepreneurship is still in its infancy, while it does not yet have the same economic impact as other areas of entrepreneurship, as sports entrepreneurship mainly exists in the public sector, often in the form of non-profit sports organizations. In other words, the business approach of sports organizations is highly context-dependent, providing a basis for a deeper understanding of entrepreneurial behaviour and maintaining the competitive advantage in sports, but also adding value to the wider social community and economy itself [6].

So, no organizational structure is complete, and leadership is exactly what fills the gaps that exist since not all activities and every decision can be planned and foreseen in advance. In addition, as we have already said, organizations function in an ever changing environment regardless of the sports market, technology, legislation, and other forces to which the sports organization must adapt. It is the leadership that must feel these changes and make people adapt. Leadership can provide that zeal, that spirit of togetherness that

distinguishes one "inspired" group from another that is "sluggish." [22] Leadership is the ability to influence other people so that they cooperate and contribute to the achievement of the goals of the sports organization [5]. Leadership combines talent with the ability to influence others - individuals, groups and organizations.

Like entrepreneurship, leadership encompasses the ability of influencing other people to do things, but the difference is that people share the same values and thoughts about the implementation of the strategy and the way it should be done. Leaders create new ideas, approaches and methods and have the talent to get above-average results and to extract them from the average sports team. In order for a leader not to stay lonely at the top of the pyramid, it is necessary that his/her associates in the sports organization share the same organizational culture. It is the basis for understanding and trust needed to successfully overcome all the problems encountered in the process of implementing the planned strategy [1].

Conclusion

Leadership today is seen as a process completely different from management. It is seen as a process in which people other than managers can be leaders and in which the focus is on the interaction between leaders and their followers. It is a relationship that aims to mutually achieve a common purpose and not just the purpose of a leader itself. Leadership is a process in which we strive to achieve urgent changes, and not just a process to achieve some basic current goal. And the Universality of Changes is a way of expressing the fact that all entities that can be observed and even imagined - individuals, differently formed groups, society, the world of ideas and consciousness in the greatest imaginable number of differentiated forms and locations, and even the universe itself - are subject to change [10]. It is difficult to imagine an organization that could exist for a long time without leadership. No organizational structure is complete, while leadership is exactly the factor that fills the existing gaps since not all activities and every decision can be planned and foreseen in advance [1].

On the other hand, when it comes to the relationship between entrepreneurship and leadership, it can be said that in the modern business and sports environment, there is an increasing convergence and integration between these concepts, since the need for good leaders to be capable entrepreneurs is almost imperative in its nature. This stems from the characteristics of leaders such as initiative, inventiveness and creativity, empathy, but also a tendency towards taking challenges and risk, self-confidence, visionary, business process management, finding the right chances and opportunities, fearlessness, etc. Organizational leaders increasingly have to work and act as entrepreneurs for achieving the success of their organizations, as well as their own prosperity. An entrepreneurial leader actively seeks possibilities, opportunities, and thoughtfully takes risks by introducing changes and incremental and radical improvements. Necessity of entrepreneurial behavior of the leader must follow the line of the whole organization, and not just to be present at its top, so that the organization can be entrepreneurially shaped and as such find its adequate niche in the marketplace. In fact, the entrepreneurial spirit needs to be ensured in the entire organization, but the primacy definitely must be given to the first line of management. This is how modern leaders are increasingly becoming a kind of entrepreneurs in a contemporary corporate environment. Their main task is to introduce changes, successfully managing them and to create a synthesis and synergy of people, resources, inventive ideas and new opportunities [12].

In addition, organizations operate in ever changing conditions regardless of the market, technology, legislation, and other forces to which the organization must adapt. It is the leadership that must feel these changes and make people to adapt to them. Leadership, along with entrepreneurship, can provide that zeal, that spirit of togetherness that distinguishes one "inspired" group from another that is "sluggish." Leadership is the ability to influence other people so that they cooperate and contribute to achieving the goals of the organization.

Innovative organizations and entrepreneurial efforts are characterized by the ability and skills of continuous responsiveness.

Only companies that have acquired a high degree of innovation can be considered successful and excellent enough. In recent times, leaders in the process of organizational transformation go a step further, modifying an organization that learns into a modern and contemporary intelligent organization. The key goal of a leader is to dynamically manage knowledge, i.e. to understand, effectively apply and develop knowledge according to the situational needs, that is, to create and use opportunities to get the maximum benefit from each situation.

At the very end, leadership is the process of inspiring others, the members of the given organization, to work diligently and consistently towards achieving certain goals. It implies directing individuals and groups towards a common goal, towards something that is necessary and, from the point of view of effort invested, which is quite justified. In order for someone to be a successful leader in inspiring and guiding members of its organization, it is necessary to have the right knowledge, experience and ability to work with certain aspects of motivation, communication, interpersonal connections, and teamwork and group dynamics [2]. It is well known that leaders have a significant role in the process of motivating employees to intensify their efforts in performing the assigned tasks. They have also a key task in encouraging the set of inner strengths of individuals and intensifying their efforts and activities in carrying out their tasks.

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PREDUZETNIŠTVO U FUNKCIJI EFEKTIVNOSTI I STRATEŠKE PROMENE SAVREMENE ORGANIZACIJE

Apstrakt
Preduzetništvo se zajedno sa liderstvom može shvatiti kao proces uticaja na druge da bi postigli organizacione ciljeve. Liderstvo nije samo cilj

savremenih organizacija, već je to i sredstvo kojim one postižu veću produktivnost i efikasnost. Između preduzetništva i liderstva postoji tesna uzajamna veza jer se liderstvo javlja kao suštinska komponenta preduzetništva. Preduzetnici moraju da budu u stanju da postave organizacione ciljeve, vode i motivišu svoje zaposlene, da ih inspirišu za efektivno obavljanje zadataka i donose teške odluke, što sve logično zahteva posedovanje liderskih epiteta.

Jedno od objašnjenja zašto zaposleni prihvataju uticaj lidera je da on poseduje moć. Pored moći, liderstvo obuhvata i niz drugih instrumenata koji se odnose na vršenje uticaja kao što su motivacija, komunikacija, sposobnost rada u timu, održavanje međuljudskih odnosa, korporativna kultura, generisanje znanja, emocionalna inteligencija, upravljanje konfliktima i drugo. Mnoge organizacije su otkrile da, ako najbolje mogu da obezbede da zaposleni kao pojedinci budu produktivni, moraju obratiti pažnju na način na koji se upravlja radnim grupama i timovima.

Sa druge strane, preduzetništvo je povezano sa superiornim performansama kompanije. Preduzetnici su odgovorni za postavljanje organizacionih ciljeva – učenje u prvom redu, stvaranje psiholoških i kulturnih uslova za unapređenje kolektivnog učenja i oblikovanje kontekstualnih faktora (strategija, kultura i struktura) na način koji omogućava širenje znanja među zaposlenima i njegov transfer od individualnog nivoa učenja do grupnog i organizacionog nivoa. Pored preduzetnika i lidera, zaposleni čine osnovnu gradivnu komponentu svake organizacije i stoga igraju značajnu ulogu u pogledu uspešne primene koncepta organizacije koja uči u njenom svakodnevnom poslovanju. Poznato je da su samo afektivno posvećeni zaposleni oni koji su suštinski motivisani da uče i dele znanje. Ipak, do danas ova afektivna posvećenost nije bila mnogo naglašena kao preteča formiranja organizacije koja uči, niti je testirana u ulozi posrednika u odnosu između preduzetništva, liderstva i organizacija koje uče.

Ključne reči: *preduzetnik, lider, strategija organizacije, liderske perfrormanse, sportska organizacija, formalne i neformalne grupe.*

JEL klasifikacija: L26, L31, Z20