



CAREER MANAGEMENT OPPORTUNITIES OF GENERATION Y: A SPORTS MANAGER CASE STUDY

Gita Statnickė^{1,2}, Asta Čeledinaitė¹

¹ Klaipėda State University of Applied Sciences, Lithuania, ² Kaunas University of Technology, Lithuania

Abstract

This article analyses career management problems of Generation Y sports managers working at sports organizations of Klaipėda city. Career management is a conscious choice of a person, whose aim is to promote self-awareness, to find their vocation and abilities, to search for and receive a wide range of information on profession, labour market, etc. Today, a successful career is perceived as a process that is individually planned, developed and managed by a person, and therefore, in modern society, career management is expressed as one of the most important abilities of an active participant of the labour market. Career management of Generation Y sports managers is a very important part of their professional development. The purpose of the article is to analyse career management opportunities of Generation Y sports managers in sports organizations of Klaipėda city.

KEY WORDS: Generation Y, sports manager, career management.

Introduction

A career is a series of various socially significant human roles associated with self-expression and individual professional development, reflecting the vision and style of a person's life. Nowadays, it is rather difficult to perceive a successful career otherwise than a process planned, developed and managed by a person himself or herself, and therefore, in modern society, career management is expressed as one of the most important abilities of an active participant of the labour market. Generation Y perceive career and its development differently from the generation of their parents (Generation X) and their grandparents (Baby Boomers). Although career management of Generation Y sports managers is a very important part of their professional development, nevertheless, this field has not yet been widely discussed in the scientific literature.

The problems of the article can be disclosed by the following questions: What are the theoretical aspects of a sports manager's career in a sports organization, typical to Generation Y? What are career management opportunities of Generation Y sports managers in sports organizations of Klaipėda city?

The object of the research is career management opportunities of Generation Y sports managers in sports organizations.

The purpose of the research is to analyse career management opportunities of Generation Y sports managers in sports organizations of Klaipėda city.

The tasks of the research:

1. To provide theoretical definitions of a sports organization and a sports manager;
2. To discuss the theoretical aspects of career management and the attitude of Generation Y to career and its management;

3. To reveal career management opportunities of Generation Y sports managers in Klaipėda city from the sports organization's management perspective;

4. To reveal career management opportunities in Klaipėda city from the Generation Y sports manager's perspective.

The research methods: a scientific literature review, a semi-structured interview, comparative data analysis.

Research limitations: the informants were assigned to Generation Y according to the informant's date of birth, based on the Theory of Generations (Howe and Strauss, 2009). This includes a few limitations. First, although the Theory of Generations by Howe and Strauss (2009) is one of the most commonly used theories for classifying and analysing generations, currently we can hear heated discussions over the boundaries of generations. And therefore, in the future, when comparing the data of this research to other research findings, the limits of classifying generations according to the years should be taken into account. The second limitation is related to the semi-structured interview of the representatives of Generation Y from different types of sports organizations, since it was felt during the interviews that some informants felt tension and fear regarding their future, and they provided only partial information on career management opportunities in certain sports organizations.

Originality / value. There is a lack of articles in scientific literature that would link generations, sports organizations and career management; meanwhile, this research is an attempt to analyse career management opportunities of Generation Y sports managers in sports organizations of Klaipėda city. The conducted research, the analysis of the obtained research findings and conclusions drawn made it possible to reveal career

management regularities of Generation Y sports managers who work in sports organizations in Klaipėda city; moreover, based on the research results, a procedural model for career planning is provided at the end of this article.

The Theoretical Definitions of a Sports Organization and Sports Manager

According to Bayle and Robinson (2007), a sports organization is characterized by people who create the organization and their interrelations, the rules governing the organization, the tasks and the ultimate purpose pursued by the organization, and the resources available to the organization.

In the view of Hossein (2011), the process of management of a sports organization is focused on the management of an internal environment (e.g. human resources) and the management related to an external environment (e.g. attaining goals, searching for sponsors). Analysing the specifics of sports organizations, Slack (2006) distinguishes the following elements characteristic to sports organizations: a social necessity, involvement in the sports market, achievement of goals, and a consciously structured active system (Table 1).

In organizations, a human input is seen as the main asset of a company. Valantiniė and Eidukaitienė (2007) assume that in the modern world of knowledge and technology, in the context of different European trends emerging in Lithuania, work experience of sports managers is constantly changing and becoming more complex, while the decisions made often have a major impact not only on the members of a sports organization, but also on the entire environment of the organization.

A sports manager's work is understood not only as a process of performing certain functions; a sports

Table 1. The concept of a sports organization

manager's activity emphasises not only performing of work functions, but also making a personal decision as an individual to choose the methods of acting, the timely

No.	Definition	Author
1.	A sports organization is a community of people who exercise and make themselves fit on a regular basis (sportsmen, athletes and their professional assistants, amateurs, fans).	Stonkus (2002)
2.	A social entity of sports industry which is focused on attaining goals, having a consciously structured activity system and relatively identifiable boundaries.	Slack and Parent (2006)
3.	A sports organization is capable of achieving rather significant results and adapting to the contemporary external environment and the inevitable on-going changes.	Senge (2013)
4.	A sports organization is a group of people working in the field of sports in order to achieve their goals, while all the stakeholders (employers, employees, volunteers, marketing and advertising specialists, lawyers), who perform certain functions in order to help them achieving their goals, also become a part of a sports organization.	Pedersen, Miloch, Laucella (2007)

decision making, and the changes to be initiated so that to achieve the final result of activities in the most efficient way (Alwis, Higgs, 2005).

According to the Law on Physical Education and Sport of the Republic of Lithuania (effective as of 1 January 2017, Chapter IV, Article 26), physical education and sports professionals are persons who perform theoretical or practical teaching, training and organizational work in the field of physical training and sport. According to Valantiniė and Eidukaitienė (2007), a sports manager is a person who performs sports manager's functions. A sports manager is a person who coordinates limited human and tangible resources, technologies and other specific things in order to effectively create and provide sports services.

Summing up, a sports manager is a person who typically holds a managerial position (but not only) in physical education or sports organizations and has mastered the art of management of such organizations in the market conditions. The aim of a sports manager working in a sports organization is to perform managerial functions. A manager analyses and disseminates in the organization the internal and external information, searches for information and creates new knowledge based on it, initiates the efficiency of organization's performance, etc. This requires specific skills and knowledge of how to manage organizations, the specifics of sports organizations and the market.

The Theoretical Aspects of Career Management

The concept of career is derived from the Latin word *carraria*, which means a path, direction, a course of action, or soil (Greenhaus, Callanan, 2006). Career is the object of interest not only among those who are interested in career, but also among scholars and practitioners of different fields. Due to this reason, the concept of career is seen as an interdisciplinary object of research and is understood in a variety of ways. In the scientific literature, a few concepts of career can be found (Valickas, Chomentauskas, Dereškevičiūtė, Žukauskaitė, Navickienė, 2014): career as a professional activity; career as a high position in an organization; career as a lifelong learning and work path; and career as lifelong work, learning and leisure.

Career management is a conscious choice of a person, whose purpose is to promote self-awareness, to find their vocation and abilities, to search for and receive a wide range of information about profession, the specifics of work, labour market, etc. (AnsDe Vos Segers, 2013). Žukauskienė and Mickevičiūtė suggest that career management and its shaping is one of the factors which determine the professional success of career. Clear setting of goals and specific tasks for themselves and an optimally planned and flexible system of their implementation help to gain an advantage in a competitive labour market environment.

The aim of career is a person's pursuit or an objective towards which his or her actions are directed. The benefit of goal-setting is based on a belief that aims have an influence on human performance in daily situations (Greenhaus, Callanan, Godshalk, 2010).

Career management is a process of planning the sequence of person's work and learning experiences and their harmonisation with other areas of life, implementation and control; this process is related to making many important personal decisions. Career management links the career development plans of an employee with the tasks of the organization, and this provides a substantial benefit to both the organization and the employees. When the career of individual employees is directly related to the organization, they take a more active interest in the emerging problems and their solutions, and are interested in the success of the entire organization. In this case, the employees themselves are responsible for their qualifications, improvement and deepening of their professional knowledge, as well as a greater use of their potential (Stancikienė, 2009). Making a career means making a decision or, to be more precise, a sequence of decisions. If career is not actively oriented to a certain direction, it is as if left to the mercy of fate. Career management is a process by means of which people can make appropriate and informed decisions related to their job. It is also a certain approach to problem solving, which can be used for making various career-related decisions (Petkevičiūtė, 2006, 2013).

Sakalas and Šilingienė (2000) assume that career is natural climbing the service ladder by the employee's choice and initiative; however, an employee is not always seeking for a managerial position. More often than not an employee is satisfied with his / her job and is seeking for better results, more productive work and improvement in this field. Often, this is something more than a prestigious position or a higher salary; sometimes this is simply a job one is enjoying doing. Sometimes, a career is a personal, individual development in a successfully chosen field of activity and its positive evaluation in terms of both personal and organizational perspective (Stancikienė, 2009).

Career management from the organizational perspective. Stanišauskienė (2004) assumes that career opportunities that are favourable to the organizational career form in larger organizations. Career opportunities in an organization is one of the main motivations which help to enhance employees' efficiency and seek for better performance, because in any case career is related to a better remuneration and social security as well as the satisfaction of self-realisation, which is the essential stimulus. The organizational or traditional career includes only a part of employees and is found in relatively large and hierarchical structures; dominated by the organization's values, aims, aspirations and decisions, which not necessarily match those of an employee; employers take responsibility for the organization's employees' long-term development plans; the speed of employee's career movement and direction is determined by the organization; the organizational career period is limited, the hierarchy (organizational structure) is dominant; a consistently permanent occupation, which does not necessarily encourage development, is often guaranteed. Thus we can assume that the organizational career is dependent on the organization rather than on an individual. It turns out that the organizational career development is more determined by the organization, because it manages the employees' movements.

Career management from a personal perspective. In the modern world of the labour market not only career guidance but also personal career management are of importance. According to Petkevičiūtė (2006), personal career is a sequence of individually perceived, understood provisions and behaviours related to work experience and activity throughout the entire life of a person. Personal career is a constant process related to the work activity of an individual. It is important to emphasise that personal career is dominated by personal values, qualities, aims and decisions, which can be realised at the same time in several organizations, while on the other hand, in the organizational career, the organizational values, aims and decisions dominate, which not necessarily match the employee's decisions. Kučinskienė (2003) points out that the most important distinguishing feature of the organizational and personal careers is attainment of organizational or personal needs and goals by managing.

The Attitude of Generation Y to Career and its Management

The representatives of Generation Y (also known as Millennials, Generation "Me") are described as individualists, seeking for attention, skilfully mastering technologies, and looking for a meaningful activity. According to the Theory of Generations by Howe and Strauss (2009), this generation includes all people born between 1982 and 2004.

The employees of Generation Y see career in an organization as a path to recognition and, at the same time, as an important opportunity to increase remuneration. They prefer interesting and constantly changing work. As evidenced by the examples of companies actively engaged with the new generation, the representatives of Generation Y speak not only of a formal movement up the career ladder, but also of a possibility to gain a more diverse, interesting, changing experience, which consequently helps to gain recognition. A variety of studies show that Generation Y are more interested in the opportunities of self-realisation and self-expression, meaningful work, social activity, and work environment, rather than a career. According to Stanišauskienė (2015), Generation Y is described as a generation seeking fast results, immediate recognition, acknowledgment and remuneration. Overwhelmed with attention since their childhood, the representatives of Generation Y want a lot of it and constantly. The representatives of Generation Y feel bad at work if their managers do not pay attention to their achievements, treating this as a natural work result.

The global study "Millennials Careers: 2020 Vision" revealed that the expectations of meaningful work are growing. The vast majority (93%) of respondents of Generation Y specified that what they expect from a job is constant development and improvement of competencies required in the market. When looking for a job, the representatives of Generation Y find the following as the key priorities: remuneration (92%), safety (87%), vacations, days off (86%), likeable colleagues (80%), flexible working hours and working patterns (79%). The representatives of Generation Y, unlike the previous generations, tend less to relate a

successful career to connections. They give priority to the required qualifications and excellent job, dynamism, and meaningful work.

Donald Super's career model is based on the belief that self-concept changes over time and develops as a result of experience, i.e. it depends on the age. This model most closely relates to the generational diversity in an organization as well as career management of the representatives of different generations (including Generation Y). Career theorist Donald Super articulated a similar cycle to careers in life-span and life-cycle approach to career development. Super identified five stages and the types of tasks typically associated with each stage from Growth (fantasy, interests, and curiosity) to Decline (decelerating, retirement planning, and retirement living) (Brooks, Brown, 2002). Other supporters of this theory, such as Levinson (1986), generalised these stages to age ranges, based on which, Generation Y is the Thirties transition (29-33) and Settling down (34-39).

Research Methodology and Organization

The research was carried out in Klaipėda. The aim of the research is to analyse the career opportunities of a sports manager of Generation Y in sports organizations of Klaipėda city. Based on the data provided by the Department of Physical Education and Sports, there are 80 active sports organizations located in Klaipėda. A sports organization is a social entity which is engaged in a specific activity; it is a goal-seeking, consciously structured system with relatively determined boundaries of its activities (Mikalauskas, 2007). At the initial stage of the research, e-mails were sent to Klaipėda city sports organizations to find out which sports organizations in Klaipėda have established sports manager's positions. In the second stage of the research, the representatives of Generation Y from different types of sports organizations were selected and semi-structured interviews were conducted. The informants were attributed to Generation Y depending on their date of birth, based on the Theory of Generations (Howe and Strauss, 2009).

The research sample. To achieve the purpose of the research, a mixed sampling was used: the criterion, convenience and "snowball" samplings. The main selection criteria are as follows: 1) the survey participant belongs to Generation Y; 2) is either a sports manager or a sports organization's manager, 3) works at a sports organization of Klaipėda. After the criterion sampling, a convenience sampling was used, i.e. the first participant was selected from the most easily accessible ones, based on the criteria defined in the beginning of the research. Having selected the first participant, the "snowball" sampling principle was applied, when the first survey participant recommended another potentially suitable respondent that meets the selection criteria.

The research period. The survey was carried out from 30 March 2018 until 23 June 2018.

The research ethics. Before the interview, written permissions for conducting the survey were obtained from the managers of the organizations as well as the informants' agreements to participate in the interview and publish the generalised interview data. The participation

in the interview was based on the principle of volunteering and confidentiality.

The Research Findings

Career management from the organizations' management perspective. First of all, the survey was aimed at clarifying career management opportunities of Generation Y sports managers in Klaipėda's sports organizations from the sports organization's management perspective. In the semi-structured interview, all the sports organizations' managers assumed that career opportunities make a great influence on the efficiency and productivity of work. However, not all Klaipėda city organizations ensure such opportunities ("...career opportunities are rather limited..." (2); "...there is no structure for career opportunities..." (3)). In the case of career opportunities, there is often a higher workload and higher salary ("...yes, a higher workload is ensured, a higher salary..." (1)) and a higher position ("...yes, there is a possibility to replace the director one day" (4)). Understanding the needs of Generation Y sports managers and satisfying these needs are important factors that motivate employees ("...it is important to satisfy both parties; if an employee is satisfied, he or she will be productive." (1); "...satisfied employees work efficiently." (2); "...it is necessary to find a compromise, when employees are equipped and their needs are satisfied, they are more dedicated to work." (3)). The informants assume that the organization that employs the sports managers of Generation Y plays an important role in the career management process (Table 2). The obtained results are compatible with the approach of Knowles, Holton III, Swanson (2012) regarding the fact that in the career management process, it is important not only to focus on the aims of the organization, but also to harmonise them with the aims of individual employees.

Table 2. The role of a sports organization in the career management process of Generation Y sports managers

Category	Subcategory	Confirming statements
The organization's role in the career management process	Responding to the employees' initiative	"...discussions and mutual decision making increase productivity of the organization..." (1)
	Creating conditions for the employees' development	"...a responsibility for creating conditions for the employees' development..." (2)
	Informing about career opportunities	"...consulting and provision of information on the future opportunities..." (2) "...it is very important to inform about career opportunities..." (3)
	Providing with work equipment	"...providing with suitable work equipment..." (2)

The managers of sports organizations emphasised several key factors that influence career management of Generation Y sports managers: workload ("...increase in workload..." (1)), professional development of employees ("...courses for coaches..." (3)), additional incentives ("...free sport training is available for zealous

employees” (1)), and remuneration (“...the only incentive is salary” (2), “...the major influence is salary” (3)). The interviewed managers of sports organizations have distinguished several main career management stages of Generation Y sports managers in a sports organization: workforce planning (“...the organization is planning the workforce...” (2)), dissemination of information on career opportunities (“...communicate information on career opportunities” (2)), interviewing employees (“...interviews with employees are held...” (3)), assessment of employees (“...employees are assessed every year...” (1); “...it is very important to evaluate the manager’s abilities...” (3)), career planning (“...a career plan is drawn...” (1)), career implementation (“...career is implemented” (1); “...help with career implementation...” (3)), and feedback (“...the organization has expanded with time, its ratings have increased, employees have gained more experience, their activity gradually became more efficient, this way they have earned a higher salary and position...” (1)). The obtained results are compatible with the provisions provided by Greenhaus, Callanan, Godshalk (2010), Jumbei (2018).

The informants have distinguished three key factors that have a major influence on successful career management of Generation Y sports managers: the achieved results (“...development of activities and obvious good results” (1); “...obvious results...” (3)), an opportunity to take a high position / to climb the career ladder (“...there is a possibility to replace the director one day” (1)), and good work environment (“...perhaps work atmosphere motivates most (2)).

Career management from the Generation Y sports managers’ perspective. During the research, sports managers of Generation Y were asked to express their opinions on career opportunities in Klaipėda city. The informants emphasised that Generation Y sports managers face difficulties finding a specialty-related job (“...I don’t think it is a specialty in great demand...” (1)) and also specified that some sports managers lack not management skills but knowledge of sport (“...professionals working in the field of sports lack knowledge of sport itself” (2)), and that there is a lack of great career opportunities in Klaipėda (“...career opportunities for managers are rather limited... (3)”. A successful career is understood by Generation Y sports managers as personal achievements, attaining goals and benefiting others from the work done. The opinion of the sports managers of Generation Y, who participated in the survey, is compatible with that of Bridgstock (2009), whose approach is based on the views expressed by such authors as Haines, Scott, Lincoln (2003), Watts, (1998), Webster, Wooden, Marks (2004), who assume that career management is the ability to build a career: to manage the interaction of work, learning and other aspects of the individual’s life.

The informants highlighted the personal traits of a sports manager of Generation Y leading to success in career management, i.e. a successful sports manager must have intrinsic motivation, an ability to shape career and follow the chosen direction, be initiative, persistent, feature positive self-evaluation and interpersonal orientation, simplicity, sincerity and humanity. Generation Y

managers specified the following as the main incentives for seeking career in sports organizations: tangible measures (salary, bonuses, salary weightings) and intangible measures (additional entertainment with the team, acknowledgment). The obtained research results are compatible with the findings of the research works conducted by De Vito, Brown, Bannister, Cianci, Mujtaba (2018), which provides that “the best organizations create an environment with policies that embrace both forms of intrinsic and extrinsic motivation” (28 p.), i.e. that both, the intrinsic and extrinsic motivation, are of importance for a successful career management process.

Sports managers of Generation Y highlighted the following as the main career management stages: self-awareness, awareness of career opportunities, career decision making, career planning and implementation (Table 3).

The sports managers of Generation Y who have participated in the survey understand the following as a part of career opportunities: higher salary (“Increasing salary can be seen as a career opportunity” (1)), a higher position (“...in my opinion, it is a higher position at work... (2)), and qualification upgrading (“By organizing different trainings, the organization helps to upgrade my qualifications, and this is, in my opinion, like climbing the career ladder.” (3)). The survey shows that the major influential factors on career opportunities of Generation Y sports managers are as follows: personal traits, good work results and an opportunity for a higher position in the organization.

Table 3. The career management stages of Generation Y sports managers

Category	Subcategory	Confirming statements
The career management stages of sports managers	Self-awareness	“First, you need to learn more about yourself” (1) “I’m trying to get to know myself” (3)
	Awareness of career opportunities	“I try to learn about career opportunities” (2) “It is necessary to find out the career opportunities in general” (1) “I’m interested in career opportunities” (3)
	Career decision making	“You need to know and decide what you want to achieve and how” (1) “I’m thinking of how to achieve the desired result and what I should do” (2)
	Career planning and implementation	“Career planning and its implementation is very important” (2) “I’m planning how I will do all this” (3)

Having assessed the informants’ statements, we can recommend sports organizations to apply the procedural model for career planning provided in Fig. 1, which includes assessment of managers, career future planning, formulation of career goals, and creation of a personal career plan.

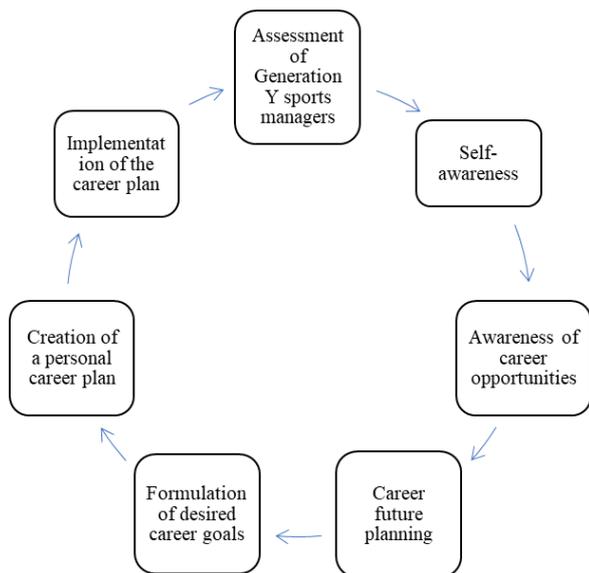


Fig. 1. A procedural model for career planning

The model based on the research results (Fig. 1) is partially compatible with the SODI career planning model provided in scientific literature (Law, Watts; 1977): this model also emphasises self-awareness, awareness of career opportunities, career planning and goal-setting; the difference found in this research, if compared to the SODI career planning model, lies in the fact that this model does not emphasise the assessment of managers.

Given the complexity of career development and the fluidity of the world of work, we need to be able to navigate our career paths with purpose and clarity.

Conclusions

1. A sports organization is a community of people who exercise and make themselves fit on a regular basis (sportsmen, athletes and their professional assistants, amateurs, fans) and seek for common goals. A sports manager is a person taking a leading position in an organization; an organization and administration specialist of business or other activities or a management specialist, analysing internal and external information, responsible for its dissemination, searching for information and creating new knowledge based on it, and initiating the efficiency of organization's performance. Relating to the views expressed by Bayle and Robinson (2007), Hossein (2011), Slack (2006), Valantinienė and Eidukaitienė (2007, Senge (2013), the work of sports managers in Lithuania is changing and getting more and more complex, while the decisions made often have a significant effect not only on the members of sports organizations, but also on the entire environment of the organization.

2. Having discussed the theoretical aspects of career management, it was determined that scientific literature provides several career concepts, i.e. career is understood as a professional activity; career as a high position in an organization; career as lifelong learning and work path; and career as lifelong work, learning and leisure. Career management is one of the factors that determine

professional success, combining the process of planning the sequence of person's work and learning experiences and their harmonisation with other areas of life, implementation and control. There is a distinction between career management from the organizational and personal perspectives. In terms of career management, Generation Y is described as a generation seeking fast results, immediate recognition, acknowledgement and remuneration, giving priority to the required qualifications and excellent job, dynamism, and meaningful work. The representatives of Generation Y see career in an organization as a path to recognition, and at the same time, as an important opportunity to increase remuneration. This generation are more interested in the opportunities of self-realisation and self-expression, meaningful work, social activity, and work environment, rather than a career. Based on Donald Super's career model, self-concept changes over time and develops as a result of experience, i.e. career management depends on age. This model most closely relates to the generational diversity in an organization and the career management of the representatives of different generations (including Generation Y).

3. Having revealed career management opportunities of Generation Y sports managers in Klaipėda from the sports organization's management perspective, it was found that career opportunities make a significant impact on the efficiency and productivity of work; however, not all Klaipėda city organizations ensure such opportunities. In the case of career opportunities, there is often a higher workload, higher remuneration and a higher position. In the opinion of management, the key factors that influence career management of Generation Y sports managers are workload, professional development of employees, additional incentives, and remuneration. Successful career management of Generation Y sports managers is determined by the achieved results, an opportunity to take a higher position / to climb the career ladder, and favourable work environment. The organization that employs the Generation Y sports managers plays an important role in the career management process. Career management stages of Generation Y sports managers in a sports organization include workforce planning, dissemination of information on career opportunities, interviewing employees, assessment of employees, career planning, career implementation, and feedback. The obtained research results are compatible with the views and research findings of Knowles, Holton III, Swanson (2012); Greenhaus, Callanan, Godshalk (2010), Jumbei (2018), Bridgstock (2009), Thomas (2009), De Vito, Brown, Bannister, Cianci, Mujtaba (2018).

4. Having revealed career management opportunities in Klaipėda city from Generation Y sports managers' perspective, it was found that a successful career is understood by Generation Y sports managers as personal achievements, attaining goals and benefiting others from the work done. A successful sports manager must have intrinsic motivation, an ability to shape career and follow the chosen direction, be initiative, persistent, feature positive self-evaluation and interpersonal orientation, simplicity, sincerity and humanity. Generation Y managers specified the following as the main incentives for seeking career in sports organizations: tangible

measures (salary, bonuses, salary weightings) and intangible measures (additional entertainments with the team, acknowledgment). The following have been highlighted as the main career management stages: self-awareness, awareness of career opportunities, career decision making, career planning and implementation. The provided procedural model for career planning is based on the results obtained from the research. It is partially compatible with and complements the SODI career planning model provided in scientific literature.

It is recommended for sports organizations to apply the procedural model for career planning provided in the article.

References

- Alwis, G., & Higgs, S. (2005). Managerial information seeking and use behaviour: a case study of Singapore. E. Macevičiūtė, T. Wilson. *Introducing Information Management: an Information Research Reader*. Facet Publishing, 111-122.
- Bayle, E., & Robinson, L. (2007). A framework for understanding the performance of national governing bodies of sport. *European sport management quarterly*, 7(3), 249-268.
- Bridgstock, R. (2009). The graduate attributes we've overlooked: Enhancing graduate employability through career management skills. *Higher Education Research & Development*, 28(1), 31-44.
- Brooks, L., & Brown, D. (2002). *Career choice and development: Applying contemporary theories to practice*. San Francisco: Jossey-Bass Publishers.
- De Vito, L., Brown, A., Bannister, B., Cianci, M., & Mujtaba, B. G. (2018). Employee motivation based on the hierarchy of needs, expectancy and the two-factor theories applied with higher education employees. *IJAMEE*.
- De Vos, A., & Segers, J. (2013). Self-directed career attitude and retirement intentions. *Career Development International*, 18(2), 155-172.
- Facts, Figures. "Millennial Careers: 2020 Vision".
- Greenhaus, J. H., & Callanan, G. A. (Eds.). (2006). *Encyclopedia of career development*. Sage Publications.
- Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). *Career management*. Sage.
- Greenhaus, J. H., Callanan, G. A., & Godshalk, V. M. (2010). *Career management*. Sage.
- Hossein, E., RamezaniNeghad, R., Yosefi, B., & Sajjadi, S. N. (2011). Compressive review of organizational effectiveness in sport. *Choregia*, 7(1), 5-21.
- Howe, N., & Strauss, W. (2009). *Millennials rising: The next great generation*. Vintage.
- Jumbei, V. (2018). *Planning and administration of the managerial career development*.
- Knowles, M. S., Holton III, E. F., & Swanson, R. A. (2012). *The adult learner*. Routledge.
- Kučinskienė, R. (2003). *Ugdymo karjerai metodologija (= Methodology for Career Education)*. Klaipėda: Klaipėda University.
- Law on Physical Education and Sport of the Republic of Lithuania (effective as of 1 January 2017).
- Laws, B., & Watts, A. G. (1977). *Schools, careers and community: A study of some approaches to careers education in schools*. CIO publishing.
- Levinson, D. J. (1986). A conception of adult development. *American psychologist*, 41(1), 3.
- Mikalauskas, R. (2007). *Sporto organizacija ir vadovas: efektyvus valdymas (= A Sports Organization and a Manager: Effective Management)*. Kaunas: Lithuanian Academy of Physical Education.
- Pedersen, P. M., Laucella, P. C., Miloch, K. S., & Fielding, L. W. (2007). The juxtaposition of sport and communication: Defining the field of sport communication. *International Journal of Sport Management and Marketing*, 2(3), 193-207.
- Pedersen, P. M., Laucella, P., Kian, E., & Geurin, A. (2016). *Strategic Sport Communication, 2E*. Human Kinetics.
- Petkevičiūtė, N. (2006). *Karjeros valdymas: asmeninė (individualioji) perspektyva (= Career Management: Personal (Individual) Perspective)*. Kaunas: Vytautas Magnus University.
- Petkevičiūtė, N. (2013). *Karjeros valdymas: organizacinė perspektyva. (= Career Management: Organizational Perspective)* Kaunas: Vytautas Magnus University.
- Sakalas, A., Šilingienė V. (2000). *Personalo valdymas (= Personnel Management)*. Kaunas: Technologija, 108-131.
- Senge, P., & Kim, D. H. (2013). *From Fragmentation to Integration: Building Learning Communities*. Reflections, 12(4).
- Slack, T., & Parent, M. M. (2006). *Understanding sport organizations: The application of organization theory*. Human Kinetics.
- Stancikienė, A., 2009. *Teoriniai profesinės karjeros valdymo aspektai (= Theoretical Aspects of Professional Career Management)*. "Viešoji politika ir administravimas" (= "Public Policy and Administration"). No. 29. Mykolas Romeris University. [viewed on 8 August 2018], Internet access: <http://internet.ktu.lt/lt/mokslas/zurnalai/vpa/z29/107-113.pdf>
- Stanišauskienė, V. (2004). *Rengimosi karjerai proceso socioedukaciniai pagrindai (= The Socio-educational Framework for Career Guidance Process)*. Monograph. Kaunas: Technologija.
- Stanišauskienė, V. (2015). *Karjeros sprendimus lemiančių veiksnių dinamika kartų kaitos kontekste (= The Dynamics of Factors Determining Career Decisions in the Context of Generation Change)*. Tiltai / Bridges, 71(2), 1-20.
- Stonkus, S. (2002). *Sporto terminų žodynas (= Dictionary of Sports Terms)*. Kaunas: Lithuanian Academy of Physical Education, 1, 739.
- Thomas, K. W. (2009). The four intrinsic rewards that drive employee engagement. *Ivey Business Journal*, 73(6), 1-12.
- Valantinienė, I., & Eidukaitienė, L. (2007). *Sporto vadybininkų profesinės karjeros pasirinkimą lemiantys veiksniai ir asmenybės savybės (= Features and Personal Characteristics Related to sports manager Career Influencing the Professional Career Selection)*. Education. Physical training. Sport, 67(4).
- Valickas, A., Chomentauskas, G., Dereškevičiūtė, E., Žukauskaitė, I., Navickienė, L. (2014). *Asmeninės karjeros valdymas (= Personal Career Management)*. Vilnius.
- Žukauskienė, L., Mickevičiūtė, I. (2016). *Jaunų bedarbių, turinčių aukštąjį išsilavinimą, karjeros projektavimo veiksniai (= Career Design Factors for Young Unemployed People with Higher Education)*. Klaipėda University. TILTAI / Bridges, 3, 77-98.

RECEIVED: 5 September 2018

ACCEPTED: 20 December 2018

Gita Statnickė. Lecturer, Klaipeda State University of Applied Sciences, Lithuania; PhD student of Management, Kaunas University of Technology, Lithuania. Field of scientific research: Human resource management, Entrepreneurship. E-mail: g.statnicke@kvk.lt.

Asta Čeledinaitė. Graduate of Sports and Entertainment Management, Klaipeda State University of Applied Sciences, Lithuania. Field of scientific research: Sports and Entertainment Management. E-mail: celedinaiteasta@gmail.com.