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**Challenges of the Future**

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## Uspešno usklajevanje dvojne kariere vrhunskih športnikov

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### **Povzetek:**

**Raziskovalno vprašanje (RV):** Kateri dejavniki vplivajo na uspešno usklajevanje dvojne kariere vrhunskih športnikov?

**Namen:** Namen uspešnega usklajevanja dvojne kariere vrhunskih športnikov je pridobitev izobrazbe med samo športno kariero. Pridobljena izobrazba pripomore k večji zaposljivosti športnika po končani športni karieri.

**Metoda:** Uporabili smo kvantitativno metodo v raziskovanju, deskriptivno analizo, linearno in multiplo analizo. Statistično analizo smo izvedli s statističnim programom SPSS.

**Rezultati:** Iz raziskave smo ugotovili, da na uspešno usklajevanje dvojne kariere vplivajo osebni dejavniki in značilnosti študijskega programa.

**Organizacija:** Višje oziroma visokošolski zavodi se morajo zavedati, da morajo prilagoditi študij športnikom, saj se bo s tem povečala izobrazba športnikov.

**Družba:** Športniki bodo po končani športni karieri z izobrazbo lažje zaposljivi.

**Originalnost:** Iz pridobljenih podatkov in ugotovitev so oblikovani predlogi za izboljšanje možnosti dvojnih karier športnikov v Sloveniji.

**Omejitve/nadaljnje raziskovanje:** V raziskavi smo se omejili, da smo anketirali Slovenske vrhunske športnike.

**Ključne besede:** dvojna kariera športnikov, kariera v športu, študent športnik, odločitev za študij, uspeh pri študiju, status študenta, študij na daljavo, evalvacija prilagoditev študija športnikom.

## 1 Uvod

Pojem dvojne kariere je mišljen kot uspešno usklajevanje športne in akademske kariere vrhunskih amaterskih športnikov. K uspešnemu izvajanju dvojne kariere športnikov poleg izobraževanja, zaposlovanja, zdravstva, sociale in financ prispevajo tudi starši, trenerji, športni centri, športne organizacije in športna združenja.

Strokovna skupina EU za izobraževanje in usposabljanje v športu, ki šteje sedemindvajset strokovnjakov (med njimi pa ni bilo predstavnika Slovenije), je septembra 2012 odobrila smernice EU za dvojno kariero športnikov. Objavljene so v dokumentu »EU Guidelines on Dual Careers of Athletes«. Ta dokument je kot evropska spodbuda usklajevanju karier

rezultat projekta Regional Centre for Dual Career Politics and Advocacy – DC4AC, ki ga financira program EU Erasmus +.

Smernice so v prvi vrsti namenjene oblikovalcem politik v državah članicah EU kot vodilo za implementiranje akcijsko usmerjenih nacionalnih smernic za dvig ozaveščenosti o dvojni karieri športnikov, saj temeljijo na relevantnih teorijah, raziskavah in praktičnih izkušnjah, glede dvojne kariere v državah članicah. Ključna pri strategiji sta pravni in finančni okvir, zelo pomembne pa so tudi prilagoditve izobraževanja. Smernice naj bi prispevale k izmenjavi dobrih praks med državami članicami EU.

Številni perspektivni športniki ravno v času, ko bi lahko dosegli najbolj odmevne rezultate, končajo športno kariero, saj ne morejo uskladiti študijskih obveznosti z zahtevami športa. Vrhunska športna kariera je v današnjem času do zadnje malenkosti voden proces, v katerem deluje vrsta strokovnjakov, ki stremijo zgolj za vrhunskimi dosežki. Pri tem pa se moramo zavedati, da športniki amaterji kljub doseganju elitnih rezultatov za svoje dosežke ne morejo (ne smejo) biti materialno nagrajeni, saj s tem avtomatično prestopijo v profesionalne vode.

Prednost dvojne kariere je pridobitev izobrazbe med samo športno kariero ali kmalu po zaključku le-te, kar pripomore k večji zaposljivosti športnika, zmanjšanju stresa in eksistenčnih problemov po končani športni karieri.

V Sloveniji kljub obsežni zakonodaji, ki ureja šolstvo in šport nimamo izdelanega sistema, s katerim bi enotno pomagali vrhunskim športnikom pri odločitvi za dvojno kariero, ter določili statusne pravice, ki bi jim omogočale uskladitev šolanja in nadaljnje športne kariere. Cilj raziskave je ugotoviti kateri dejavniki vplivajo na uspešno usklajevanje dvojne kariere.

## 2 Teoretična izhodišča

Različni avtorji (Brečko, Holland, Možina, Roe, Super, Stein ), opisujejo dejavnike uspešne poklicne kariere. V procesu odločanja za poklic oziroma študij, so med najpomembnejšimi posameznikove osebnostne lastnosti (sposobnosti in spretnosti, temperament, značaj, želje, interesi, preference, vrednote in motivacija), telesne značilnosti in s tem povezano zdravje, ter učne-delovne navade.

Dejavniki uspešne kariere (napredovanja) so po psiholoških teorijah (Konrad, 1996) poklicni interes, sposobnosti, kompetence, znanja, spretnosti, dinamika, povezana z življenjskim razvojem in motivacijo; medtem ko sociološke teorije poudarjajo položaj posameznika v družbi (socialno ekonomski status, poklic staršev, vpliv šole). Med dejavniki razvoja uspešne poklicne kariere so dejavniki v okolju (normativna ureditev, trg delovne sile, dejavniki dejavnosti), pri posamezniku (spol, starost, stopnja pridobljene formalne izobrazbe, delovne izkušnje, izobraževanje, delovna doba) in dejavniki na nivoju organizacije (organizacijska struktura, gospodarjenje, poslovna uspešnost in razvojne strategije organizacije, obstoječa kadrovska struktura, delovne okoliščine, delovna uspešnost posameznika ter sistem

ocenjevanja delovne uspešnosti in zadovoljstvo z delom oziroma izobraževanje, ocenjevanje delovne uspešnosti (Ferjan 2003, 470).

Na uspešno dvojno oziroma poklicno kariero športnikov pa vplivajo še dejavniki povezani s športom. Povezavo med uspehom v športu in pri študiju so raziskali že Coakleya (1990; v Sivec, 2005); Marsh (1993; v Sivec, 2005); Ogilvie in Howe, 1982, 1986; v Cecić Erpič, 2002a, in ugotovili, ali vrhunski uspehi v športu negativno vplivajo na študij športnikov ali da športna kariera pozitivno vpliva na izobraževanje športnikov. Raziskave o statusu športnika, ki so jih naredili Kovač in sodelavci, 1998; Sivec, 2005; Jurak, Kovač in Strel, 2005, kažejo, da »Status« učenca/dijaka/študenta športnika in možne prilagoditve študija ter možnost študija na daljavo pozitivno vplivajo na uspešnost pri študiju. Gaston-Gayles (2002); Pettaway Willis (2005); Vroom, (1964); Adler in Adler (1991) ter Clow (2000) so preverjali akademsko, športno in karierno motivacijo športnikov in ugotovili, da obstaja povezava med motivacijo in študijem ter športom.

Z namenom, da bi ugotovili kateri dejavniki vplivajo na uspešno usklajevanje dvojne kariere smo si zastavili raziskovalno vprašanje:

*Na športnikovo izbiro študija vplivajo osebni dejavniki, značilnosti študijskega programa in značilnosti športne kariere.*

Na podlagi raziskovalnega vprašanja smo zastavili tri hipoteze:

*H1: Na športnikovo izbiro študija vplivajo osebni dejavniki (sposobnosti, interesi, predhodni šolski uspeh, motivacija).*

*H2: Na športnikovo izbiro študija vplivajo značilnosti študijskega programa (zahtevnost, obseg študijskih obremenitev, možne prilagoditve).*

*H3: Na športnikovo izbiro študija vplivajo tudi značilnosti športne aktivnosti (obseg treningov, tekmovanj, odsotnosti, fizična zahtevnost športa, oddaljenost bivanja od objektov za trening, nivo tekmovanja, motiviranost za šport, uspeh pri športu).*

### **3 Metode**

Za zbiranje podatkov smo uporabili kvantitativno metodo. Standardizirano spletno anketo smo pripravili in izvedli v letu 2017, trajala pa je do leta 2019, saj je bilo za njeno izvedbo treba zagotoviti vso ustrezno informacijsko podporo. Pred dejanskim začetkom anketiranja je bilo izvedeno pilotsko izvajanje vprašalnika na Olimpijskem komiteju Slovenije in na Fakulteti za komercialne in poslovne vede v Celju. Anketa pred tem še ni bila uporabljena. Anketni vprašalnik smo poslali več kot 400 športnikom v Sloveniji, od katerih pa smo dobili ustreznih za potrebe raziskave le 112. Segment anketirancev smo izbrali v klubu olimpijcev, ki so imeli v aktivnih letih kariero vrhunskih športnikov, med katero so se ali pa se niso

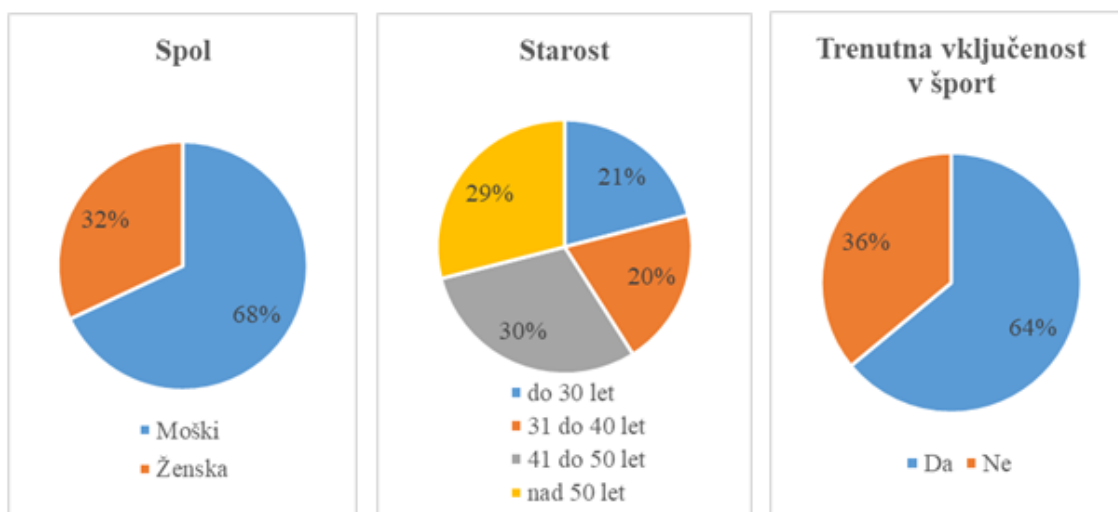
odločili še za akademsko kariero. Spletno anketo smo izvajali v obdobju od 1. 7. 2017 do 23. 10. 2019. Anketo smo uspešno izvedli in je bila 23. 10. 2019 tudi zaključena.

Hipoteze smo preverili na osnovi anketiranja športnikov, ki so usklajevali dvojno kariero. Za analizo dobljenih podatkov smo uporabili linearno multiplo regresijsko analizo (metodo Enter, zato da smo vse izbrane spremenljivke hkrati vključili v model. Metoda enter nam v rezultatih prikaže vse spremenljivke, četudi njihov vpliv ni statistično pomemben). Od vsakega dejavnika smo dobili povprečno vrednost odgovora, ki smo jo obdelali s Pearsonovim koeficientom korelacije in regresijsko analizo. Uspešnost smo merili z Likertovo lestvico od 1 do 5.

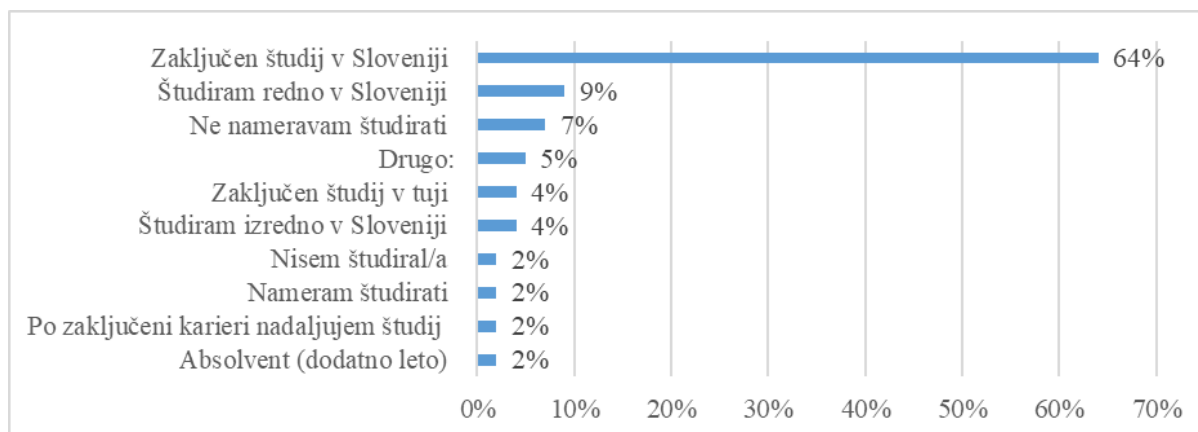
## 4 Rezultati

V tem poglavju prikazujemo rezultate kvantitativne raziskave (Anketni vprašalnik). Ob preverjanju hipotez prikazujemo operacionalizacijo spremenljivk in strukturo merilnega instrumenta (spletnega anketnega vprašalnika). V sklopu statistične analize prikazujemo opisno statistiko in rezultate hipotez.

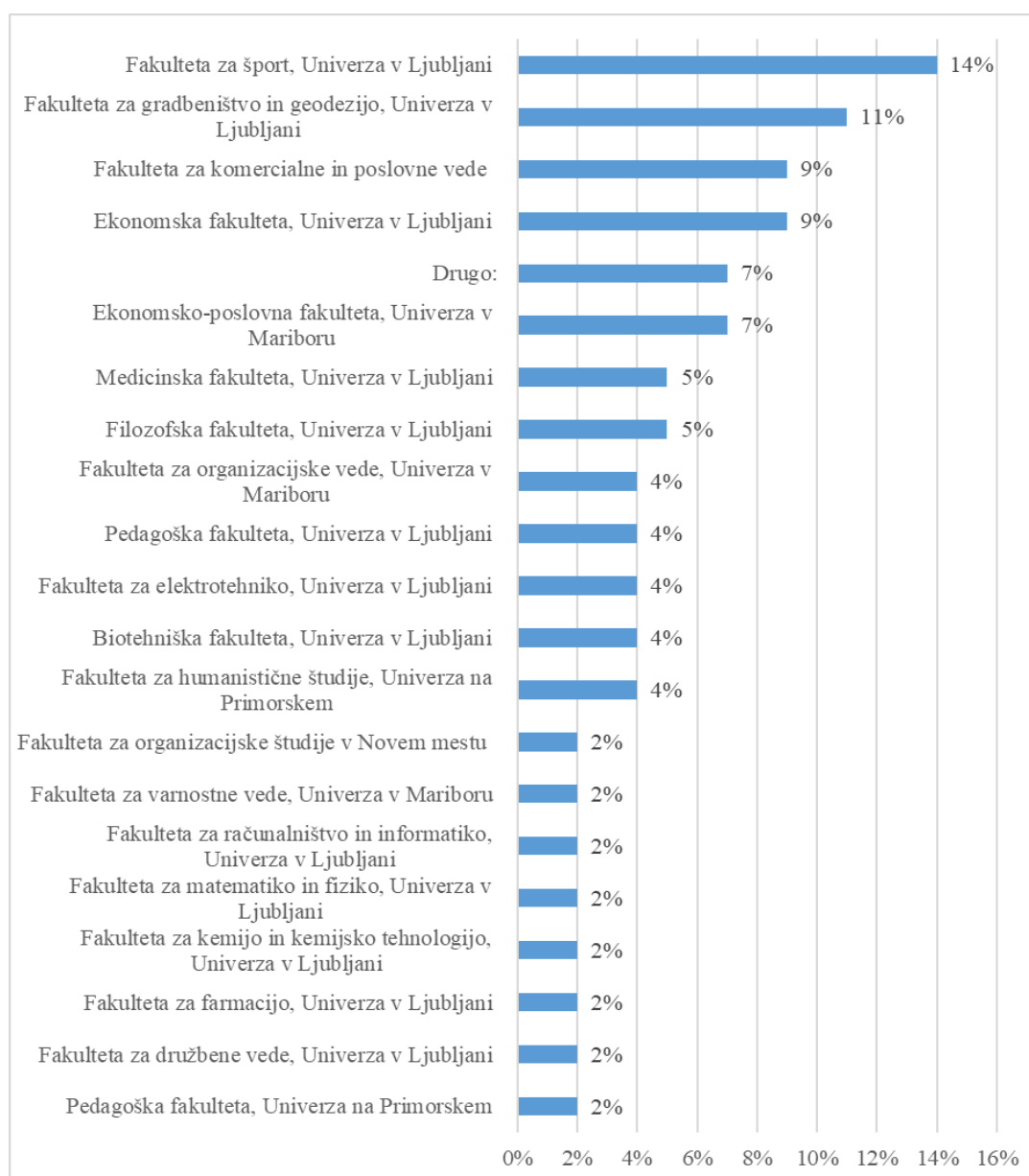
Za namen raziskave smo kot vzorec postavili vrhunske športnike, ki so se v času svoje športne kariere odločili za študij oziroma usklajevanje dvojne kariere. V kvantitativni raziskavi je sodelovalo 396 anketirancev, od katerih se jih je na izpolnitev ankete odzvalo 165, od teh pa je bilo veljavnih 112 vprašalnikov. Izločili smo 53 vprašalnikov, saj niso bili izpolnjeni v celoti. Vzorec kvantitativne raziskave je  $N = 112$ , ki ga predstavljajo športniki v Republiki Sloveniji, stari od 19 do 76 let. Na sliki 1 so prikazani demografski podatki anketirancev.



Slika 1. Demografski podatki

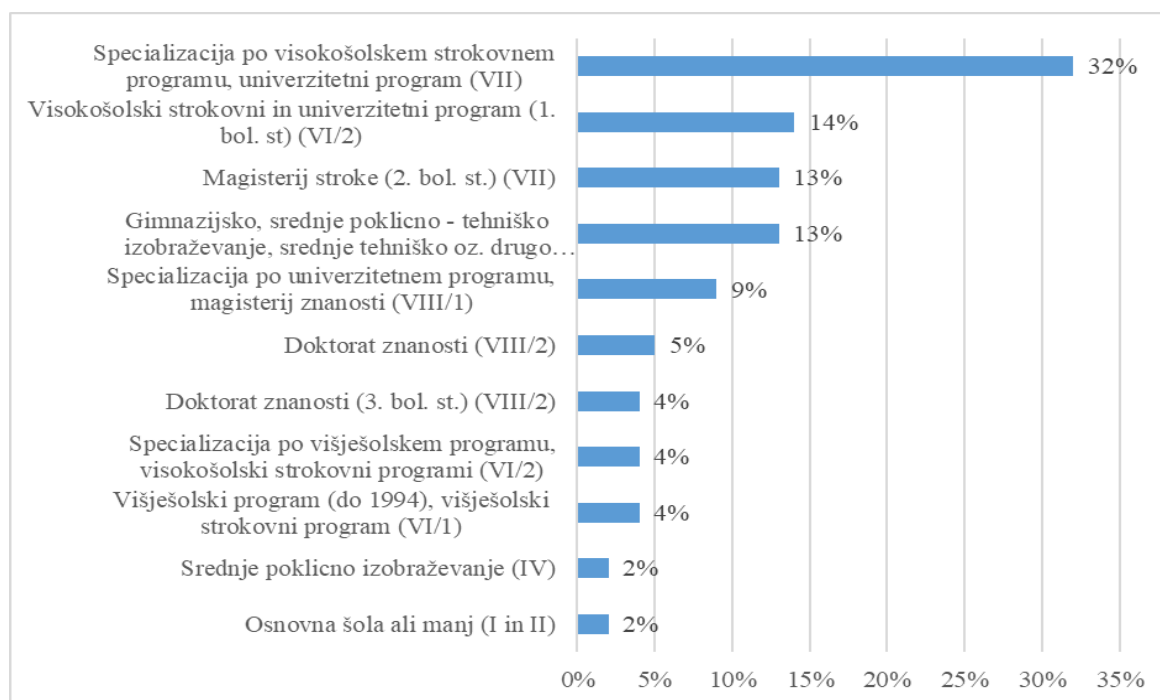


Slika 2. Trenutna vključenost v študij

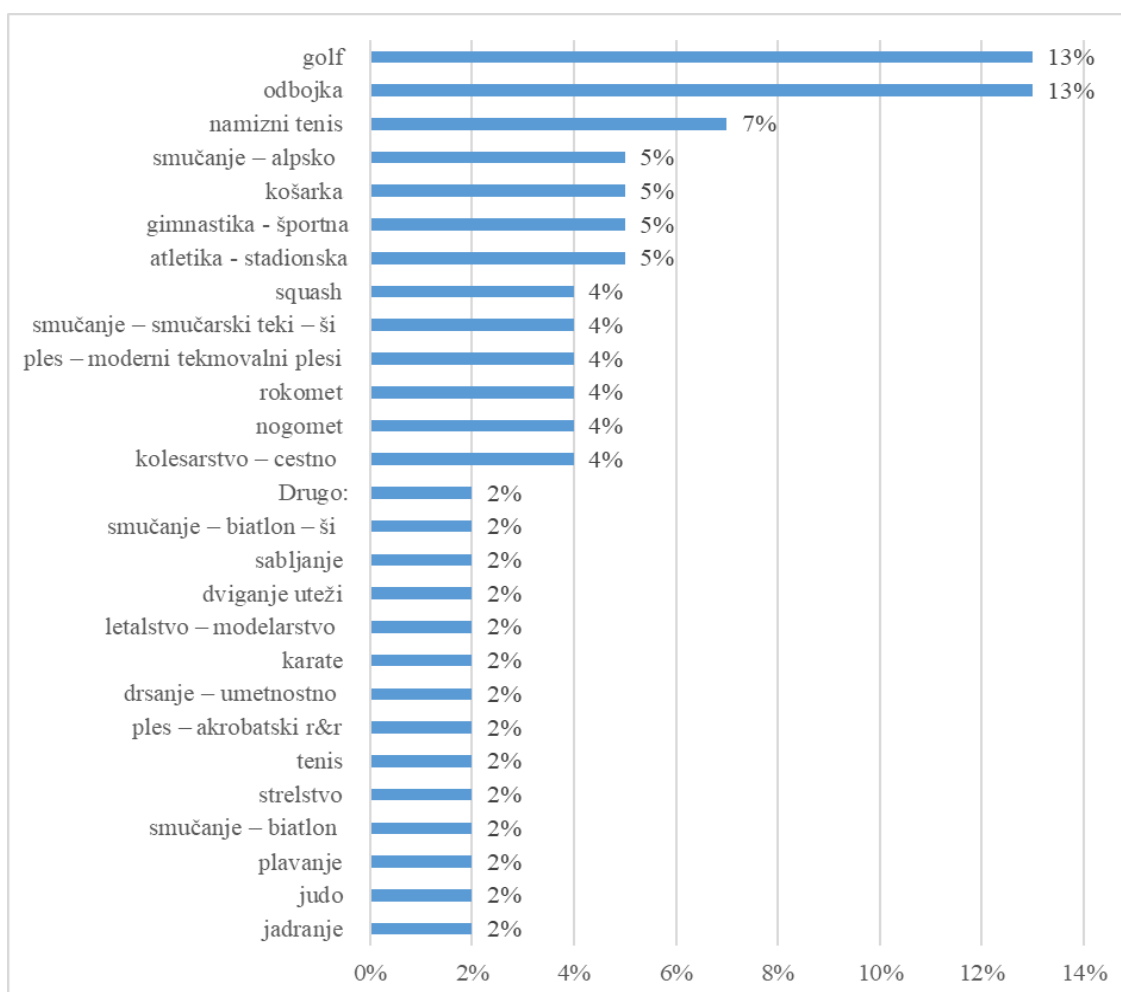


Slika 3. Ime izobraževalnega zavoda, kjer ste se šolali (se šolate)

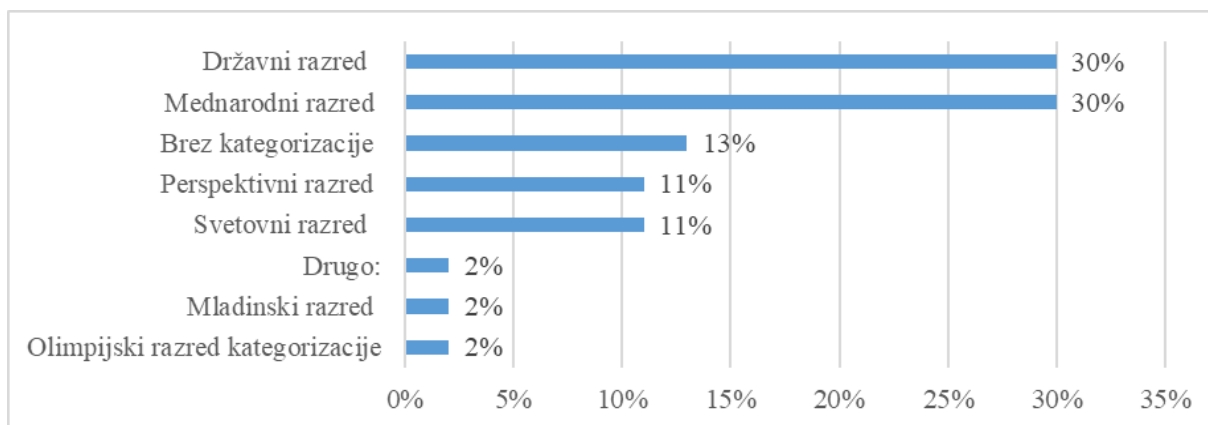




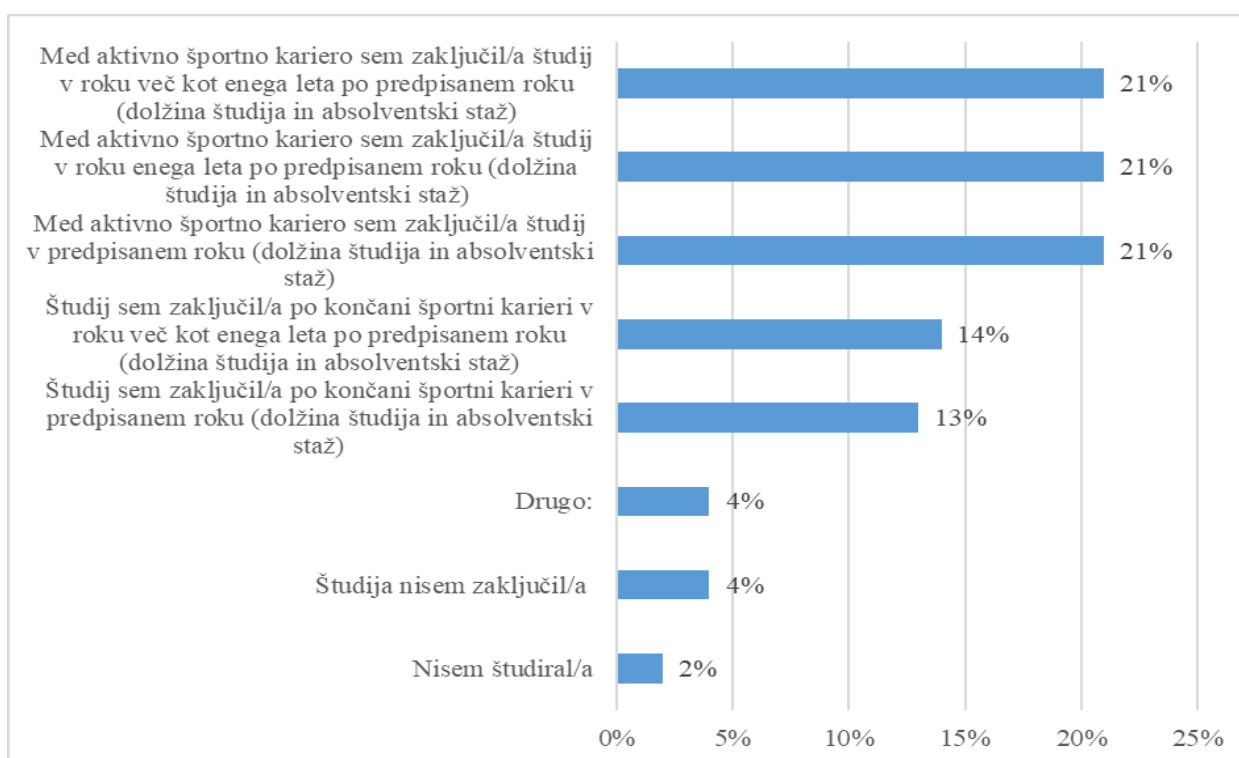
Slika 4. Zaključena stopnja izobrazbe



Slika 5. Športna panoga



Slika 6. Kategorizacija glede na OKS



Slika 7. Usklajevanje športa in študija

#### 4.1 Opisna statistika

Ključne značilnosti podatkov so izražene s pomočjo metod opisne statistike. Standardni odklon pove, kako so podatki razpršeni okoli aritmetične sredine. Visoka vrednost standardnega odklona pomeni, da so vrednosti bolj razpršene, nizka pa, da so bolj zgoščene okoli aritmetične sredine. Trditve, ki opisujejo spremenljivke so predstavljene v tabelah od Tabela 1 do Tabela 4. Vse trditve so bile ocenjene na lestvici od 1 do 5, pri čemer za izbrano oceno 1 pomeni »Zelo nepomembno« za izbrano trditev ocena 2 pomeni »Ni pomembno« za izbrano trditev ocena 3 pomeni »Niti pomembno, niti nepomembno« za izbrano trditev ocena 4 pomeni »Pomembno« za izbrano trditev ocena 5 pa pomeni »Zelo pomembno«.

Tabela 1. Dejavniki izbire študija

<b>DEJAVNIKI IZBIRE ŠTUDIJA – Uspešno usklajevanje dvojne kariere</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Povprečje</b>	<b>Standardni odklon</b>
Bližina kraja študija kraju treningov	110	1	5	4,40	0,969
Predvidene možnosti prilagajanja študija športnim aktivnostim	110	1	5	4,31	0,916
Interes oziroma veselje do posamezne smeri študija	110	1	5	4,16	0,914
Možnost za treninge v kraju, kjer se izvaja študij	110	1	5	4,31	0,993
Štipendija izobraževalne institucije	110	1	5	3,62	1,125
Dobri pogoji za ukvarjanje s športom v okviru fakultete oz. višje/visoke šole	110	1	5	3,75	1,215
Razumevanje izobraževalne organizacije za moje športno udejstvovanje in podpora pri izobraževanju.	110	2	5	4,45	0,737
Drugo	2	5	5	5,00	0,000

Tabela 2. Osebnostni dejavniki

<b>OSEBNOSTNI DEJAVNIKI – Uspešno usklajevanje dvojne kariere</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Povprečje</b>	<b>Standardni odklon</b>
Intelektualne sposobnosti	110	1	5	4,36	0,775
Športne sposobnosti	110	1	5	3,91	0,982
Emocionalna inteligentnost	110	1	5	4,15	1,057
Medosebna oz. socialna inteligentnost	110	1	5	4,02	0,824
Interes za šport	110	2	5	4,20	0,907
Interes za študij	110	3	5	4,36	0,646
Interes za uspešno poklicno kariero	110	3	5	4,09	0,749
Predhodni šolski uspeh	110	1	5	3,31	1,047
Motiviranost za šport	110	1	5	4,15	0,907
Motiviranost za študij	110	1	5	4,25	0,795
Motiviranost za poklicni uspeh	110	1	5	3,75	0,999
Organizacijske sposobnosti	110	1	5	4,58	0,759
Znotraj-osebna inteligentnost	110	2	5	4,18	0,815
Delavnost	110	2	5	4,62	0,704
Vztrajnost	110	2	5	4,65	0,696
Ekstravertiranost (interes za družabne dogodke, aktivni, energični.	110	1	5	3,15	0,887
Introvertiranost (usmerjenost vase)	110	1	5	3,05	1,003
Čustvena stabilnost	110	1	5	4,29	0,828
Težnja po uveljavljanju lastnega mnenja	110	1	5	3,13	1,134
Sprejemljivost (ohranjanje pozitivnih odnosov z drugimi; sposobnost razumevanja z drugimi osebami, premagovanje frustracij, ki so povezane z življenjem v skupini)	110	1	5	3,87	1,015
Odprtost - kulturna sofisticiranost in odprtost za nove izkušnje	110	1	5	3,67	0,978
Znanje (povezano s študijskimi vsebinami)	110	1	5	3,67	0,940
Uporaba nedovoljenih pripomočkov	110	1	5	2,00	1,241

»nadaljevanje«

Sreča	110	1	5	3,18	1,396
Izpitne spretnosti	110	1	5	3,36	1,002
Izpitna bojazen, stres	110	1	5	2,84	1,080
Timsko delo, uspešno sodelovanje s sošolci	110	1	5	3,85	1,091
Dobro organiziran čas	110	3	5	4,76	0,506
Organizirano učenje, upoštevanje pravih metod ter smotrna priprava na izpit	110	2	5	4,27	0,777
Dobre učne navade	110	1	5	4,29	0,892
Dobre delovne navade	110	3	5	4,69	0,602
Drugo	4	3	5	4,00	1,155

Tabela 3. Značilnosti študijskega programa

<b>ZNAČILNOSTI ŠTUDIJSKEGA PROGRAMA – Uspešno usklajevanje dvojne kariere</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Povprečje</b>	<b>Standardni odklon</b>
Zahtevnost študijskega programa	110	2	5	4,35	0,747
Obseg vseh študijskih obremenitev	110	2	5	4,25	0,771
Obseg obveznih študijskih vsebin	110	2	5	4,31	0,714
Možnosti prilagoditve študijskih obveznosti	110	3	5	4,69	0,602
Fleksibilnost višje/visokošolskega zavoda	110	3	5	4,56	0,657
Drugo	4	3	5	4,00	1,155

Tabela 4. Značilnosti športne aktivnosti

<b>ZNAČILNOSTI ŠPORTNE AKTIVNOSTI – Uspešno usklajevanje dvojne kariere</b>	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Povprečje</b>	<b>Standardni odklon</b>
Obseg treningov	110	2	5	4,29	0,782
Število tekmovanj (tekmovalnih dni letno)	110	2	5	4,24	0,789
Število dni odsotnosti od študijskih obveznosti	110	2	5	4,00	0,857
Fizična zahtevnost športa	110	2	5	3,89	0,871
Oddaljenost bivanja od objektov za trening	110	1	5	4,11	0,871
Nivo tekmovanj	110	2	5	3,89	0,892
Število dni priprav letno	110	3	5	4,04	0,716
Čas, porabljen za fizioterapijo	110	1	5	3,09	1,019
Čas, porabljen za regeneracijo (poleg nočnega počitka)	110	1	5	3,60	1,127
Čas, porabljen za individualno psihološko pripravo	110	2	5	3,55	0,874
Čas, porabljen za delo s športnim psihologom	110	1	5	3,11	1,026

## 4.2 Multivariantna analiza

V nadaljevanju predstavljamo multivariantne analize povezav med proučevanim spremenljivkami. Osnova za razumevanje medsebojnih vplivov med spremenljivkami in prvi ključni pogoj za izvajanje linearne regresijske analize je ugotavljanje medsebojne povezanosti med pari neodvisnih spremenljivk ter med neodvisnimi in odvisnimi spremenljivkami. V

tabelah prikazujemo povzetek regresijske analize (vrednosti korelacijskih koeficientov, vrednosti determinacijskih oziroma prilagojenih determinacijskih koeficientov), *F*-testa (ANOVA) s pomočjo katerih smo preverili hipoteze. Na podlagi dobljenih rezultatov smo hipoteze potrdili ali zavrgli.

Prva hipoteza se glasi:

*H1: Na športnikovo izbiro študija vplivajo osebni dejavniki (sposobnosti, interesi, predhodni šolski uspeh, motivacija).*

Za testiranje prve hipoteze H1 preverimo povezanost med spremenljivkama *Izbira študija – dvojna kariera (izbira\_st\_1)* in *Osebni dejavniki – dvojna kariera (oseb\_dej\_1)*. Povezanost med tema dvema spremenljivkama preverimo z naslednjim populacijskim regresijskim modelom in hipotezo.

Populacijski regresijski model:

$$izbira\_st\_1 = \beta_1 + \beta_2 * oseb\_dej\_1 + u$$

Hipoteza:

$$H_0: \beta_2 = 0$$

$$H_1: \beta_2 \neq 0$$

Hipotezo H1 smo testirali z linearno regresijsko analizo (metoda Enter), kjer je odvisna spremenljivka *Izbira študija – dvojna kariera (izbira\_st\_1)* in neodvisna spremenljivka *Osebni dejavniki – dvojna kariera (oseb\_dej\_1)*.

Tabela 5. Linearna regresija – H1

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**Povzetek modela**

Model	R	R <sup>2</sup>	Prilagojeni R <sup>2</sup>	Standardna napaka ocene
1	0,276 <sup>a</sup>	0,076	0,068	0,56672

---

a. Neodvisne spremenljivke: Osebni dejavniki - dvojna kariera

ANOVA <sup>a</sup>

Model		Vsota kvadratov	sp	Povprečni kvadrat	F	p – vrednost
1	Regresija	2,864	1	2,864	8,918	,003 <sup>b</sup>
	Preostali	34,687	108	0,321		
	Skupaj	37,551	109			

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

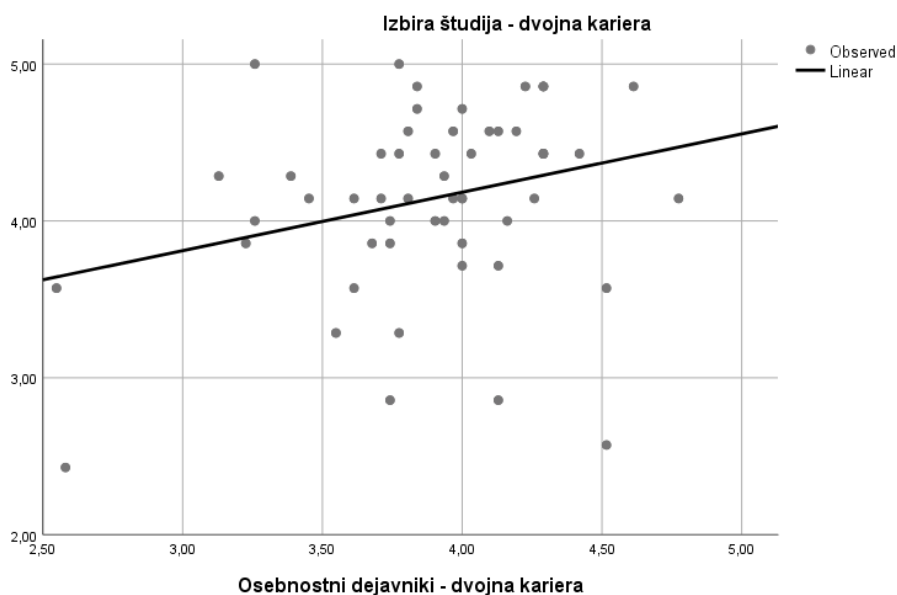
b. Neodvisne spremenljivke: Osebnostni dejavniki - dvojna kariera

Koeficienti <sup>a</sup>

Model		Nestand. koeficienti	Stand. koeficienti		t	p – vrednost
			β	St. napaka Beta		
1	(Konstanta)	2,694	0,488		5,519	0,000
	Osebnostni dejavniki - dvojna kariera	0,372	0,125	0,276	2,986	0,003

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

V tabeli 5 multipli korelacijski koeficient  $R$  kaže jakost povezanosti med odvisno spremenljivko *Izbira študija – dvojna kariera (izbira\_st\_1)* in neodvisno spremenljivko *Osebnostni dejavniki – dvojna kariera (oseb\_dej\_1)*. Multipli korelacijski koeficient  $R$  znaša 0,276, kar kaže na nizko povezanost. Multipli determinacijski koeficient pojasnjuje, da je 6,8 % celotne variance uspelo pojasniti z vplivom neodvisne spremenljivke, kar predstavlja 93,2 % nepojasnenega vpliva. Na podlagi dobljenih rezultatov in vrednosti regresijskih koeficientov  $\beta$  lahko hipotezo **H1 potrdimo** in zaključimo, da na odvisno spremenljivko *Izbira študija – dvojna kariera* vpliva *Osebnostni dejavniki – dvojna kariera*.



Slika 8. Linearna povezanost odvisne spremenljivke *Izbira študija – dvojna kariera* in neodvisne spremenljivke *Osebnostni dejavniki – dvojna kariera*

Slika 8 prikazuje linearno povezanost med odvisno spremenljivko *Izbira študija – dvojna kariera* in neodvisno spremenljivko *Osebnostni dejavniki – dvojna kariera*. Vidimo, da gre za pozitivno in linearno povezanost odvisne spremenljivke *Izbira študija – dvojna kariera* in neodvisne spremenljivke *Osebnostni dejavniki – dvojna kariera*.

Druga hipoteza se glasi:

*H2: Na športnikovo izbiro študija vplivajo značilnosti študijskega programa (zahtevnost, obseg študijskih obremenitev, možne prilagoditve).*

Za testiranje druge hipoteze H2 preverimo povezanost med spremenljivkama *Izbira študija – dvojna kariera* (*izbira\_st\_1*) in *Značilnosti študijskega programa – dvojna kariera* (*znac\_studij\_1*). Povezanost med tema dvema spremenljivkama preverimo z naslednjim populacijskim regresijskim modelom in hipotezo.

Populacijski regresijski model:

$$izbira\_st\_1 = \beta_1 + \beta_2 * znac\_studij\_1 + u$$

Hipoteza:

$$H_0: \beta_2 = 0$$

$$H_1: \beta_2 \neq 0$$

Hipotezo H2 smo testirali z linearno regresijsko analizo (metoda Enter), kjer je odvisna spremenljivka *Izbira študija – dvojna kariera (izbira\_st\_1)* in neodvisna spremenljivka *Značilnosti študijskega programa – dvojna kariera (znac\_studij\_1)*.

Tabela 6. Linearna regresija – H2

Povzetek modela				
Model	R	R <sup>2</sup>	Prilagojeni R <sup>2</sup>	Standardna napaka ocene
1	0,273 <sup>a</sup>	0,074	0,066	0,56730

a. Neodvisne spremenljivke: Značilnosti študijskega programa - dvojna kariera

ANOVA <sup>a</sup>

Model	Vsota kvadratov	sp	Povprečni kvadrat	F	p vrednost
1 Regresija	2,794	1	2,794	8,681	0,004 <sup>b</sup>
Preostali	34,757	108	0,322		
Skupaj	37,551	109			

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

b. Neodvisne spremenljivke: Značilnosti študijskega programa - dvojna kariera

Koeficienti <sup>a</sup>

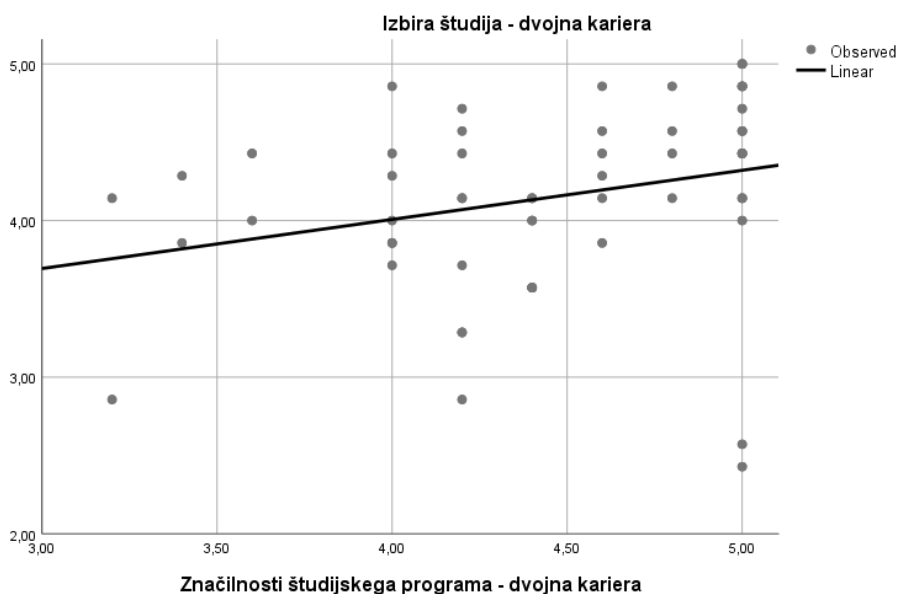
Model	Nestand. koeficienti		Stand. koeficienti		p vrednost
	$\beta$	St. napaka	Beta	t	
1 (Konstanta)	2,754	0,475		5,802	0,000
Značilnosti študijskega programa - dvojna kariera	0,313	0,106	0,273	2,946	0,004

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

V tabeli 6 multipli korelacijski koeficient *R* kaže jakost povezanosti med odvisno spremenljivko *Izbira študija – dvojna kariera (izbira\_st\_1)* in neodvisno spremenljivko *Značilnosti študijskega programa – dvojna kariera (znac\_studij\_1)*. Multipli korelacijski koeficient *R* znaša 0,273, kar kaže na nizko povezanost. Multipli determinacijski koeficient pojasnjuje, da je 6,6 % celotne variance uspelo pojasniti z vplivom neodvisne spremenljivke, kar predstavlja 93,4 % nepojasnjene vpliva. Na podlagi dobljenih rezultatov in vrednosti regresijskih koeficientov  $\beta$  lahko hipotezo **H2 potrdimo** in zaključimo, da na odvisno



spremenljivko *Izbira študija – dvojna kariera* vpliva *Značilnosti študijskega programa – dvojna kariera*.



Slika 9. Linearna povezanost odvisne spremenljivke *Izbira študija – dvojna kariera* in neodvisne spremenljivke *Značilnosti študijskega programa – dvojna kariera*

Slika 9 prikazuje linearno povezanost med odvisno spremenljivko *Izbira študija – dvojna kariera* in neodvisno spremenljivko *Značilnosti študijskega programa - dvojna kariera*. Vidimo, da gre za pozitivno in linearno povezanost odvisne spremenljivke *Izbira študija – dvojna kariera* in neodvisne spremenljivke *Značilnosti študijskega programa – dvojna kariera*.

Tretja hipoteza se glasi:

*H3: Na športnikovo izbiro študija vplivajo tudi značilnosti športne aktivnosti (obseg treningov, tekmovanj, odsotnosti, fizična zahtevnost športa, oddaljenost bivanja od objektov za trening, nivo tekmovanja, motiviranost za šport, uspeh pri športu).*

Za testiranje tretje hipoteze H3 preverimo povezanost med spremenljivkama *Izbira študija – dvojna kariera (izbira\_st\_1)* in *Značilnosti športne aktivnosti – dvojna kariera (sport\_akt\_1)*. Povezanost med tema dvema spremenljivkama preverimo z naslednjim populacijskim regresijskim modelom in hipotezo.

Populacijski regresijski model:

$$izbira\_st\_1 = \beta_1 + \beta_2 * sport\_akt\_1 + u$$

Hipoteza:

$$H_0: \beta_2 = 0$$

$H_1: \beta_2 \neq 0$

Hipotezo H3 smo testirali z linearno regresijsko analizo (metoda Enter), kjer je odvisna spremenljivka *Izbira študija – dvojna kariera (izbira\_st\_1)* in neodvisna spremenljivka *Značilnosti športne aktivnosti – dvojna kariera (sport\_akt\_1)*.

Tabela 7. Linearna regresija – H1.3

<b>Povzetek modela</b>				
<b>Model</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>Prilagojeni R<sup>2</sup></b>	<b>Standardna napaka ocene</b>
1	0,149 <sup>a</sup>	0,022	0,013	0,58309

a. Neodvisne spremenljivke: Značilnosti športne aktivnosti - dvojna kariera

ANOVA <sup>a</sup>

<b>Model</b>	<b>Vsota kvadratov</b>	<b>sp</b>	<b>Povprečni kvadrat</b>	<b>F</b>	<b>p vrednost</b>
1 Regresija	0,832	1	0,832	2,446	,121 <sup>b</sup>
Preostali	36,719	108	0,340		
Skupaj	37,551	109			

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

b. Neodvisne spremenljivke: Značilnosti športne aktivnosti - dvojna kariera

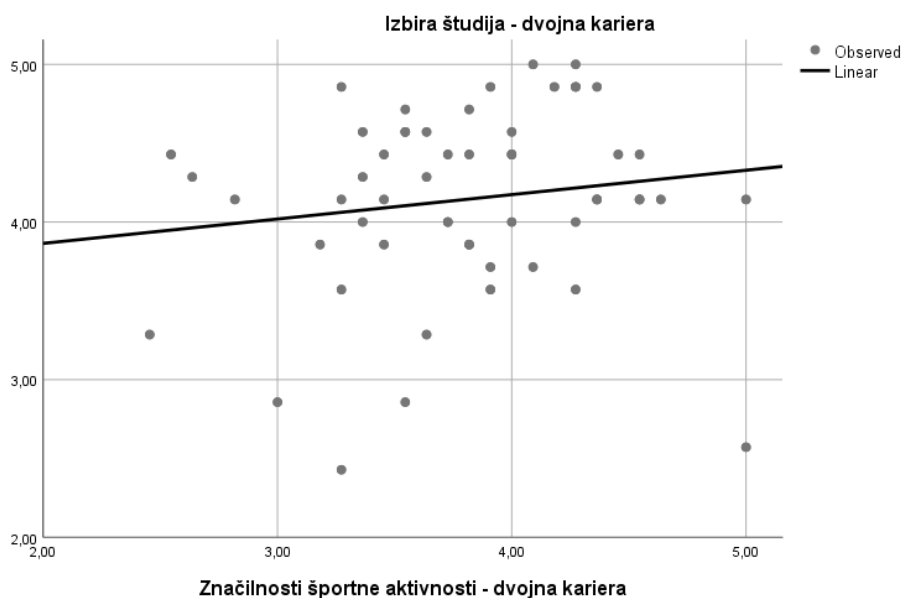
Koeficienti <sup>a</sup>

<b>Model</b>	<b>Nestand. koeficienti</b>		<b>Stand. koeficienti</b>	<b>t</b>	<b>p vrednost</b>
	<b>β</b>	<b>St. napaka</b>	<b>Beta</b>		
1 (Konstanta)	3,555	0,380		9,357	0,000
Značilnosti športne aktivnosti - dvojna kariera	0,155	0,099	0,149	1,564	0,121

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

V tabeli 7 multipli korelacijski koeficient *R* kaže jakost povezanosti med odvisno spremenljivko *Izbira študija – dvojna kariera (izbira\_st\_1)* in neodvisno spremenljivko *Značilnosti športne aktivnosti – dvojna kariera (sport\_akt\_1)*. Multipli korelacijski koeficient *R* znaša 0,149, kar kaže na neznatno povezanost. Multipli determinacijski koeficient pojasnjuje, da je 1,3 % celotne variance uspelo pojasniti z vplivom neodvisne spremenljivke,

kar predstavlja 98,7 % nepojasnjene vpliva. V Tabeli 7 je  $p$ -vrednost  $0,121 > 0,05$  in pri 5 % tveganju trdimo, da je naš model ni dober. Na podlagi dobljenih rezultatov in vrednosti regresijskih koeficientov  $\beta$  hipoteze **H3 ne potrdimo** in zaključimo, da na odvisno spremenljivko *Izbira študija – dvojna kariera* ne vpliva *Značilnosti športne aktivnosti – dvojna kariera*.



Slika 10. Linearna povezanost odvisne spremenljivke *Izbira študija – dvojna kariera* in neodvisne spremenljivke *Značilnosti športne aktivnosti – dvojna kariera*

Slika 10 prikazuje linearno povezanost med odvisno spremenljivko *Izbira študija - dvojna kariera* in neodvisno spremenljivko *Značilnosti športne aktivnosti – dvojna kariera*. Vidimo, da gre za pozitivno in linearno povezanost odvisne spremenljivke *Izbira študija - dvojna kariera* in neodvisne spremenljivke *Značilnosti športne aktivnosti – dvojna kariera*.

Raziskovalna hipoteza se glasi:

*Na športnikovo izbiro študija vplivajo osebni dejavniki, značilnosti študijskega programa in značilnosti športne kariere.*

Za testiranje raziskovalne hipoteze preverimo povezanost med spremenljivkami *Izbira študija – dvojna kariera* (*izbira\_st\_1*), *Osebni dejavniki – dvojna kariera* (*oseb\_dej\_1*), *Značilnosti študijskega programa – dvojna kariera* (*znac\_studij\_1*) in *Značilnosti športne aktivnosti – dvojna kariera* (*sport\_akt\_1*). Povezanost med temi spremenljivkami preverimo z naslednjim populacijskim regresijskim modelom in hipotezo.

Populacijski regresijski model:

$$izbira\_st\_1 = \beta_1 + \beta_2 * oseb\_dej\_1 + \beta_3 * znac\_studij\_1 + \beta_4 * sport\_akt\_1 + u$$

Hipoteza:

$$H_0: \beta_2 = 0$$

$$\beta_3 = 0$$

$$\beta_4 = 0$$

$H_1$ : Vsaj ena od domnev v  $H_0$  ne velja

Raziskovalno hipotezo smo testirali z linearno regresijsko analizo (metoda Enter), kjer je odvisna spremenljivka *Izbira študija – dvojna kariera (izbira\_st\_1)* in neodvisne spremenljivke: *Osebnostni dejavniki – dvojna kariera (oseb\_dej\_1)*, *Značilnosti študijskega programa – dvojna kariera (znac\_studij\_1)* in *Značilnosti športne aktivnosti – dvojna kariera (sport\_akt\_1)*.

Tabela 8. Linearna regresija

Povzetek modela				
Model	R	R <sup>2</sup>	Prilagojeni R <sup>2</sup>	Standardna napaka ocene
1	0,350 <sup>a</sup>	0,122	0,098	0,55757

a. Neodvisne spremenljivke: Značilnosti športne aktivnosti - dvojna kariera, Osebnostni dejavniki - dvojna kariera, Značilnosti študijskega programa - dvojna kariera

ANOVA <sup>a</sup>

Model		Vsota kvadratov	sp	Povprečni kvadrat	F	p – vrednost
1	Regresija	4,598	3	1,533	4,930	0,003 <sup>b</sup>
	Preostali	32,953	106	0,311		
	Skupaj	37,551	109			

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

b. Neodvisne spremenljivke: Značilnosti športne aktivnosti - dvojna kariera, Osebnostni dejavniki - dvojna kariera, Značilnosti študijskega programa - dvojna kariera

Koeficienti <sup>a</sup>

Model		Nestand. koeficienti		Stand. koeficienti		
		$\beta$	St. napaka	Beta	t	p – vrednost
1	(Konstanta)	1,919	0,594		3,230	0,002
	Osebnostni dejavniki - dvojna kariera	0,326	0,136	0,242	2,399	0,018
	Značilnosti študijskega programa - dvojna kariera	0,279	0,120	0,243	2,331	0,022
	Značilnosti športne aktivnosti - dvojna kariera	-0,075	0,115	-0,072	-0,647	0,519

a. Odvisna spremenljivka: Izbira študija - dvojna kariera

V tabeli 8 multipli korelacijski koeficient  $R$  kaže jakost povezanosti med odvisno spremenljivko *Izbira študija – dvojna kariera* in neodvisnimi spremenljivkami *Osebnostni dejavniki – dvojna kariera*, *Značilnosti športne aktivnosti – dvojna kariera* in *Značilnosti študijskega programa – dvojna kariera*. Multipli korelacijski koeficient  $R$  znaša 0,350, kar kaže na nizko povezanost. Multipli determinacijski koeficient pojasnjuje, da je 9,8 % celotne variance uspelo pojasniti z vplivom neodvisnih spremenljivk, kar predstavlja 90,2 % nepojasnjene vpliva. V Tabeli ANOVA je  $p$ -vrednost  $0,003 < 0,05$  in lahko pri 5 % tveganju trdimo, da je naš model dober. Na podlagi dobljenih rezultatov in vrednosti regresijskih koeficientov  $\beta$  lahko **raziskovalno hipotezo delno potrdimo** in zaključimo, da na odvisno spremenljivko *Izbira študija – dvojna kariera* vplivata spremenljivki *Osebnostni dejavniki – dvojna kariera* in *Značilnosti športne kariere – dvojna kariera*. Na odvisno spremenljivko *Izbira študija – dvojna* pa ne vpliva spremenljivka *Značilnosti študijskega programa – dvojna kariera*.

V tabeli 9 predstavimo multivariantne analize povezav med proučevanimi spremenljivkami. Predstavljene so Pearsonove korelacije med spremenljivkami *Osebnostni dejavniki – dvojna kariera*, *Izbira študija – dvojna kariera*, *Značilnosti študijskega programa – dvojna kariera* in *Značilnosti športne aktivnosti – dvojna kariera*.

Tabela 9. Korelacijska matrika

		Izbira študija - dvojna kariera	Osebnostni dejavniki - dvojna kariera	Značilnosti študijskega programa - dvojna kariera	Značilnosti športne aktivnosti - dvojna kariera
Izbira študija - dvojna kariera	Pearsonova korelacija	1	<b>0,276**</b>	<b>0,273**</b>	0,149
	p – vrednost		0,003	0,004	0,121
	N	110	110	110	110
Osebnostni dejavniki - dvojna kariera	Pearsonova korelacija		1	<b>0,267**</b>	<b>0,427**</b>
	p – vrednost			0,005	0,000
	N		110	110	110
Značilnosti študijskega programa - dvojna kariera	Pearsonova korelacija			1	<b>0,483**</b>
	p – vrednost				0,000
	N			110	110
Značilnosti športne aktivnosti - dvojna kariera	Pearsonova korelacija				1
	p – vrednost				
	N				110

\*\* . Korelacija je značilna pri stopnji 0.01 (2-stransko).

Tabela 9 prikazuje rezultate korelacijske matrike za spremenljivke *Izbira študija – dvojna*, *Osebnostni dejavniki – dvojna kariera*, *Značilnosti študijskega programa – dvojna kariera* in *Značilnosti športne aktivnosti – dvojna kariera*. Rezultati korelacijske matrike izbire študija dvojne kariere kažejo, da ima na osebnostne dejavnike dvojne kariere nizek vpliv (linearna, pozitivna in nizka povezanost). Vpliv na izbiro študija - dvojne kariere ima tudi značilnosti študijskega programa (linearna, pozitivna in nizka povezanost). Pozitiven vpliv na osebnostne dejavnike dvojne kariere ima tudi značilnosti študijskega programa (linearna, pozitivna in nizka povezanost). Osebnostni dejavniki dvojne kariere vplivajo na značilnost športne aktivnosti (linearna, pozitivno in srednja povezanost). Značilnosti študijskega programa vplivajo na značilnost športne aktivnosti (linearna, pozitivna in srednja povezanost).

Iz korelacijske matrike (tabela 9) je razvidno, da so neodvisne spremenljivke *Osebnostni dejavniki – dvojna kariera*, *Značilnosti študijskega programa – dvojna kariera* in *Značilnosti športne aktivnosti – dvojna kariera* povezane z odvisno spremenljivko *Izbira študija – dvojna kariera*. Neodvisne spremenljivke *Osebnostni dejavniki – dvojna kariera* in *Značilnosti študijskega programa – dvojna kariera* ter *Osebnostni dejavniki – dvojna kariera* in *Značilnosti športne aktivnosti – dvojna kariera* ter *Značilnosti študijskega programa – dvojna kariera* in *Značilnosti športne aktivnosti – dvojna kariera* pa so tudi povezane med sabo.

## 5 Zaključek

Namen raziskave je bilo ugotoviti kateri dejavniki vplivajo na uspešno usklajevanje dvojne kariere. Izvedli smo spletno anketo med 112 slovenskimi športniki. Anketirani so bili amaterski vrhunski športniki, ki se ali so se ukvarjali z usklajevanjem športne in akademske kariere.

Na podlagi raziskovalnega vprašanja »*Na športnikovo izbiro študija vplivajo osebni dejavniki, značilnosti študijskega programa in značilnosti športne kariere.*« smo ugotovili, da na športnikovo izbiro študija vplivajo osebni dejavniki (sposobnosti, interesi, predhodni šolski uspeh, motivacija). Na športnikovo izbiro študija vplivajo značilnosti študijskega programa (zahtevnost, obseg študijskih obremenitev, možne prilagoditve) in na športnikovo izbiro študija ne vplivajo značilnosti športne aktivnosti (obseg treningov, tekmovanj, odsotnosti, fizična zahtevnost športa, oddaljenost bivanja od objektov za trening, nivo tekmovanja, motiviranost za šport, uspeh pri športu).

S korelacijsko matriko izbire študija - dvojne kariere smo ugotovili, da ima izbira študija dvojne kariere na osebne dejavnike nizek vpliv (linearna, pozitivna in nizka povezanost). Vpliv na izbiro dvojne kariere imajo tudi značilnosti študijskega programa (linearna, pozitivna in nizka povezanost). Pozitiven vpliv na osebne dejavnike pri dvojni karieri imajo tudi značilnosti študijskega programa (linearna, pozitivna in nizka povezanost). Osebni dejavniki za izbiro dvojne kariere vplivajo na značilnosti športne aktivnosti (linearna, pozitivna in srednja povezanost). Značilnosti študijskega programa vplivajo na značilnosti športne aktivnosti (linearna, pozitivna in srednja povezanost).

Raziskovalno vprašanje smo delno potrdili. To pomeni, da smo delno potrdili povezavo med športnikovo uspešnostjo pri študiju, osebnostnimi dejavniki, značilnostjo študijskega programa in značilnostmi športne aktivnosti. Hipotezo H1 smo potrdili, saj obstaja povezava med izbiro študija in osebnostnimi dejavniki. Hipotezo H2 smo tudi potrdili, saj obstaja povezava med izbiro študija in značilnostjo študijskega programa. Hipoteze H3 nismo potrdili, saj ne obstaja povezava med izbiro študija in značilnosti športne aktivnosti.

Iz raziskave smo ugotovili, da so bili anketiranci zadovoljni z dejavniki izbire študija. Najbolj so bili zadovoljni z razumevanjem izobraževalne organizacije za športno udejstvovanje in podporo pri izobraževanju. K uspešnemu usklajevanju dvojne kariere so pripomogli tudi osebni dejavniki, kot so dobro organiziran čas, dobre delovne navade, vztrajnost in interes za študij. Na značilnosti študijskega programa za uspešno usklajevanje dvojne kariere so najbolj vplivale možnosti prilagoditve študijskih obveznosti, fleksibilnost višje/visokošolskega zavoda ter zahtevnost študijskega programa.

Višje oziroma visokošolskim zavodom priporočam, naj upoštevajo dejavnike za prilagajanje študija športnikom, saj se bo s tem povečala izobrazba športnikov. Posledično se bo zmanjšalo breme usklajevanja študija in športa, saj je pomembno, da športniki med vrhunsko kariero končajo študij, saj bodo tako športniki po končani športni karieri lažje zaposljivi.

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## **Abstract:**

### **Successful Coordination of Top Athletes' Dual Careers**

**Research Question:** What factors influence a successful coordination of top athletes' dual careers?

**Purpose:** The purpose of successfully coordinating the dual careers of top athletes is to obtain education during a sports career. The acquired education helps to increase the employability of the athlete after his / her sports career.

**Method:** We used a quantitative method of research, descriptive analysis, linear and multiple analysis. The statistical analysis was performed with the help of the SPSS statistical programme.

**Results:** The research found that a successful coordination of a dual career is influenced by personality factors and characteristics of the study programme.

**Organization:** Colleges and higher education institutions should be aware that they have to adapt the studies to the athletes, as this will increase the education level of the latter.

**Society:** Athletes will be more employable after completing their sports careers.

**Originality:** Based on the data and findings obtained, suggestions have been made to improve the dual careers of athletes in Slovenia.

**Limitations / Further Research:** The study was limited to only interviewing Slovenian top athletes.

**Key words:** dual career of athletes, career in sports, student athlete, decision to study, academic success, student status, distance learning, evaluation of study adjustments to athletes.

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## The Role of the Labour Market in Wealth Accumulation

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### Abstract:

**Purpose and Originality:** Our goal in this paper is to contribute to the professional public by analysing the set of criteria for success, or the failure of the Europe 2020 Strategy in the view of labour market. Our goal is to analyse the effect of labour market in the wealth accumulation because of the Strategy 2020 in two selected countries, namely Slovakia and Croatia.

**Method:** In our paper, we primarily used an econometrics method called simple linear regression, then we used comparative and descriptive methods that helped us to analyse the development of unemployment and employment rate in Slovakia and Croatia and compare them to these labour market indicators for the whole European Union. For the purposes of our analysis and our paper and for the better orientation, we bring in our paper definition of the most important notions mentioned in this paper, so we also used descriptive method. In our paper, therefore, we examine the trace of unemployment in correlation with the wealth rate in two selected countries.

**Results:** Our analysis confirm that the situation on labour market in both analysed countries influences the ability of households to accumulate wealth. Higher employment and lower unemployment rates are associated with greater wealth accumulation. We confirmed by the analysis that the employment rate of Slovakia has increased in the period, in 2018 while the employment rate of Croatia has been a little fluctuating. The employment rate of Croatia raised in 2018. As our results show, the employment rate of Slovakia has increased during the analysed period, while in Croatia this increasing has been smaller. Because of the global financial crisis, the employment rate of both countries decreased, but after these times, the strategies helped to create jobs and raised employment. The situation on the labour market evaluated by the unemployment rate has been almost the same. Although the employment of analysed countries has increased in the observed period, it is still under the employment rate of the European Union.

**Society:** Low unemployment is often associated with a high share of the wealth of the country and households. High unemployment rates and the associated slow economic growth, especially during and after the economic - financial crisis, have forced the European Union to create and modify programs to boost economic growth, increase employment, increase education through innovative approaches etc.

**Limitations / further research:** We consider this topic as important and interesting, and that is why we will continue our research after 2020. We want to do further research, how is the Strategy successful.

**Keywords:** employment rate, poverty, Strategy Europe 2020, Slovakia, Croatia.

## 1 Introduction

Our goal in this paper is to contribute to the professional public by analysing the set of criteria for success, or the failure of the Europe 2020 Strategy in the view of labour market. Strategy Europe 2020 was accepted by the European Council in 2010 and focuses on the employment and growth of the European Union until 2020.

Our goal is to analyse the effect of labour market in the wealth accumulation as a result of the Strategy 2020 in two selected countries, namely Slovakia and Croatia. We chose Slovakia as a country that has been a member of the European Union (EU) since 2004. We chose Croatia as an example of the country that is the newest member of the EU since 2013. In this paper, we want to give examples of EU countries. We would like to point out whether and how the implementation and success of the Strategy 2020 depend on the time of EU membership and the country's operation.

For the better orientation, we bring in our paper definition of the most important notions mentioned in this paper.

## 2 Theoretical framework

Strategy Europe 2020 was endorsed by the Council of Europe in 2010. Its predecessors were the Strategies from 2000 and from 2005. The Lisbon Strategy of 2000 was the conception that should help to European union with the competitiveness and dynamic of the economy with a view to sustainable growth, a high level of employment and social cohesion. This Strategy, also known as the European Union Strategy for Growth and Jobs, was modified in 2005 to the Strategy of Growth and Jobs. The modification was caused due to the results of the previous strategy, which did not meet the expectations of the representatives of EU governments and states. In 2010, the Council of Europe endorsed a strategy to deliver growth and a high level of employment by 2020. In particular, policy coordination includes initiatives, multi-policy strategies, research, employment, education, social inclusion, energy, and the environment, as well as increased literacy of information technology, business, and industry (Government Office of the Slovak Republic, 2011).

The main goals of the Strategy Europe 2020 are to ensure growth and employment, which have been weakened as a result of the financial and economic crisis, and even stalled in some areas. The strategy, therefore, supports reforms to bring sustainable growth and a high level of employment that can lead to higher wealth accumulation. The document further states that growth should be intelligent, sustainable, and inclusive, through innovations, the ecology, competitive economy, and more stable employment and social cohesion (European Commission, 2010).

For summary, the main objectives of the Strategy are the following: 1. Increasing the employment of the population between 20 and 54 years to a minimum threshold of 75%. 2. Support Research and Development by investing 3% of GDP. 3. Increase energy efficiency by 20% and increase renewables. It also aims to reduce greenhouse gases by at least 20%. 4.

Promote education to increase the number of university graduates to at least 40 % and reduce the proportion of early school leavers. 5. Reduce the number of people suffering from poverty by at least 20 million (European Commission, 2010).

Unemployed person and unemployment. The definition is given as follows: an unemployed person or persons who are between 15 and 74 years of age and meet three conditions simultaneously. The first condition is that during the reference week, they did not have any paid work; simultaneously they have to fulfill conditions, that during the last four weeks they were actively seeking a job, or they have already found the job and will start within 3 months. At the same time, they must meet the third condition such as the unemployed person is able to start working within two weeks (Eurostat, 2010)

Unemployment is an indicator that shows how many of the working population are unemployed. Those data are given in percentages.

Poverty as a concept can be defined in several ways. It is important to realize that poverty as such is a problem not only for less developed countries but also for economically developed countries. In our paper, we incline to the Council of Europe's definition of poverty in December 1984. This definition identifies poverty as "persons, families or groups of people whose resources (material, cultural and social) are so limited that they exclude them from minimally accepted lifestyles of states, in which they live" (The World Bank, 2002). We perceive this definition as the most appropriate for our paper, as it covers a wide range of cultural influences or material resources, leading to the definition of poverty in specific countries. Poverty can also be seen in terms of resources and access to resources such as health care, education, or employment.

European union in according to increase employment, increase social inclusion, and help with social affairs establish The Employment and Social Innovation program (EaSI program). This programme is an instrument for the European union which helps finance the calls to reach higher employment, more sustainable employment, social protection, and combating poverty and social exclusion.

The participation of the EU countries in this EaSI prograe depends a lot on the proposals to call and it has different results among the countries. How successful countries depend on a high level about themes and objectives of the particular proposals and calls. During the 2014 and 2018, there were 31 Employment and Social Innovation calls for proposals successful. Several points of view and aspects are important for successfully fulfill criteria. They are the following: eligibility criteria, the timing, possibilities, and requirements of partnerships, the period of implementation, and EU co-financing. EU indicates that the rate of successful calls of proposals during the year is increasing. It is mostly because of better targeting criteria and requirements, EU co-financing and the amount of money in the budget, etc.

Program EaSI is under European Commission. Within this program are including three programs which was during the years 2007 and 2013 separate. They are Progress, Eures, and

Microfinancing Progress (MFSE). The budget for the 2014 – 2020 years is 919. 469. 000 Euros. Progress was established to modernize employment policy and social policy. EURES is program for employment and staff mobility. MFSE program was established to enhance microfinancing and social entrepreneurs.

The relationship between the labour market and wealth accumulation is examined by various studies. Nowadays, there is an unemployment problem among young people all over the world and it affects the ability of young households to save money and accumulate wealth. It is necessary to create jobs and promote employment to increase the wealth and living standards of young people (Shauri, 2017).

Terajima (2006) highlights the importance of employment for wealth distribution mainly from the perspective of self-employment. The results of this study show that self-employed household members are able to accumulate a higher level of household wealth.

Sondhe (2013) also states that employment is a considerable factor in wealth accumulation because the economic future of each country is about creating new jobs. It helps to solve economic woes but the effect on the economy is only limited. On the other hand, job creation and higher employment lead to greater wealth accumulation. The effect of wealth is far-reaching because it helps to spread human propensity and solve more economic problems. However, the relationship between wealth and employment is affected by other factors such as government transfers and taxation that increase the correlation between labour market and wealth (Yum, 2018).

Labour market should be evaluated by unemployment as well. A higher unemployment rate directly translates to a lower level of wealth while the unemployed person has lower ability to save Cooper, 2014).

### **3 Method**

This paper is based on the analysis of the importance of labour market for the level of household wealth in Slovakia and Croatia. The country-level data used in the study was obtained from the European Commission database (Eurostat). Data set covered the period from 2002 to 2018 and included households in Slovakia and Croatia. Household wealth (in million euro) was represented by the difference between total assets and total liabilities of households coded *nasa\_10\_f\_bs* (Eurostat, 2020a), while the labour market was characterised by employment (percentage of employed citizens aged from 15 to 64) and unemployment rate (percentage of unemployed citizens aged from 15 to 64) coded *lfsa\_ergan* (Eurostat, 2020b) and *lfsa\_urgan* (Eurostat, 2020c).

We primarily used an econometrics method called simple linear regression. Linear regression is an approach to modeling a relationship between variables used by many authors, such as Giavazzi and McMahon (2012), Semyonov and Lewin-Epstein (2013), Fessler et al. (2014), Chang et al. (2018). A simple linear regression model is given by the general equation:

$$Y_i = \beta_0 + \sum_{i=1}^k \beta_j X_{ij} + \varepsilon_i$$

where:

- $Y_i$ : explained variable (the level of household wealth);
- $X_{ij}$ : explanatory variables (employment and unemployment rate);
- $i$ : number of observations,  $i=1, 2, \dots, n$ ;
- $\varepsilon$ : error term;
- $\beta_0$ : intercept of the regression coefficient;
- $\beta_j$ : proxy the value of regression coefficient  $j$ , for  $j= 0, 1, 2, \dots, k$ .

We applied the linear regression model in both of the mentioned countries. Firstly, we formed two models for Slovakia. Explained (dependent) variable was represented by the level of household wealth. We used the employment rate as an explanatory (independent) variable in the first simple linear regression model and the unemployment rate in the second model. The same procedure was applied to the data from Croatia. There was a problem with cross-sectional correlation in our models and therefore we used the variance-covariance matrix (Arrellano method) to estimate the results.

Besides econometric methods, we also used comparative and descriptive methods that helped us to analyse the development of unemployment and employment rate in Slovakia and Croatia and compare them to these labour market indicators for the whole European Union.

## 4 Results

First of all, we compared the development of employment and unemployment rate of Slovakia and Croatia with the employment and unemployment rate of the European Union (28). Graph 1 and Graph 2 describe the situation in the labour market.

As Graph 1 displays, the employment rate of Slovakia has increased in the period from 56.5 % in 2002 to 67.6 % in 2018 while the employment rate of Croatia has been a little fluctuating. It increased from 52.9 % in 2002 to 60 % in 2008, but from this year, the rate was decreasing until 2013. In this year, the employment rate of Croatia was 52.5 %. The employment rate of Croatia raised from 52.5 % in 2013 to 60.6 % in 2018. Although the employment of analysed countries has increased in the observed period, it is still under the employment rate of the European Union.

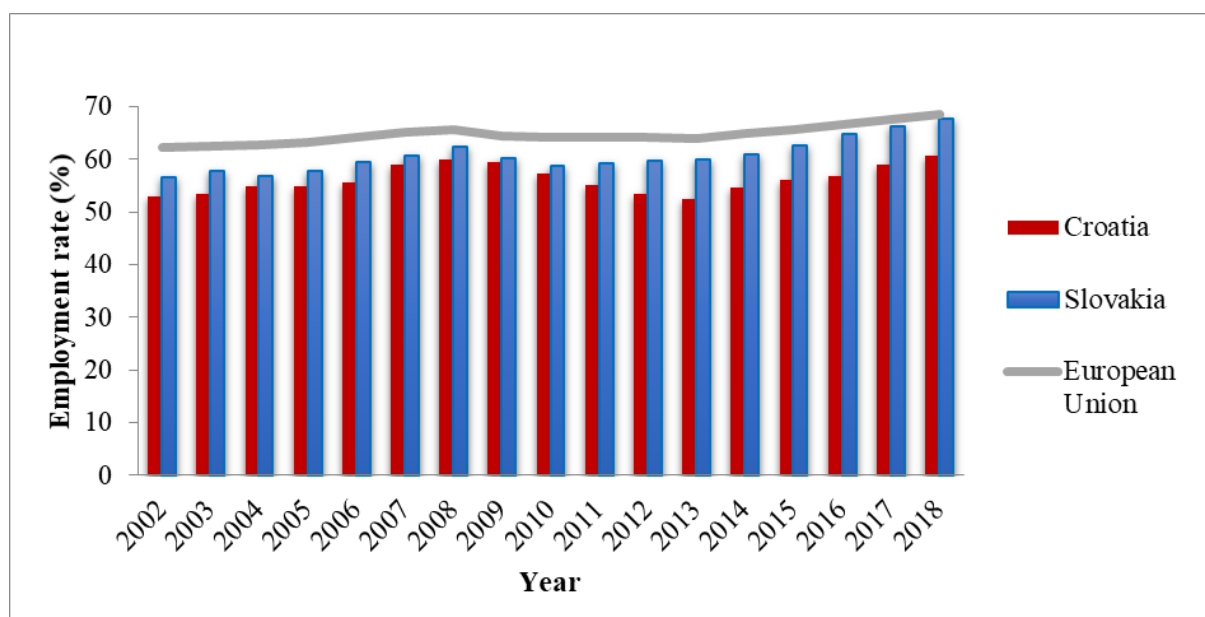


Figure 1. Development of the employment rate (in %)

Source: own processing

The unemployment rate has changed significantly in both analysed countries. At the beginning of the observed period, the unemployment rate was higher in Slovakia but decreased by 6.6 % to 2009. After this year, the unemployment rate of Slovakia raised again but from 2014 (the unemployment rate was 13,2 %) has decreased to 6.6 %. The unemployment rate in Croatia decreased from 15.4 % in 2002 to 8.7 % in 2008. From this year, the unemployment rate of Croatia was increasing until 2014 and then begin to decrease. The level of unemployment rate in Croatia was 8.5 % in 2018 and it indicates that it was higher than in Slovakia. The unemployment rate of these countries was almost under the European Union unemployment rate until 2012 when the unemployment rate of Croatia sharply increased and crossed the EU unemployment rate significantly.

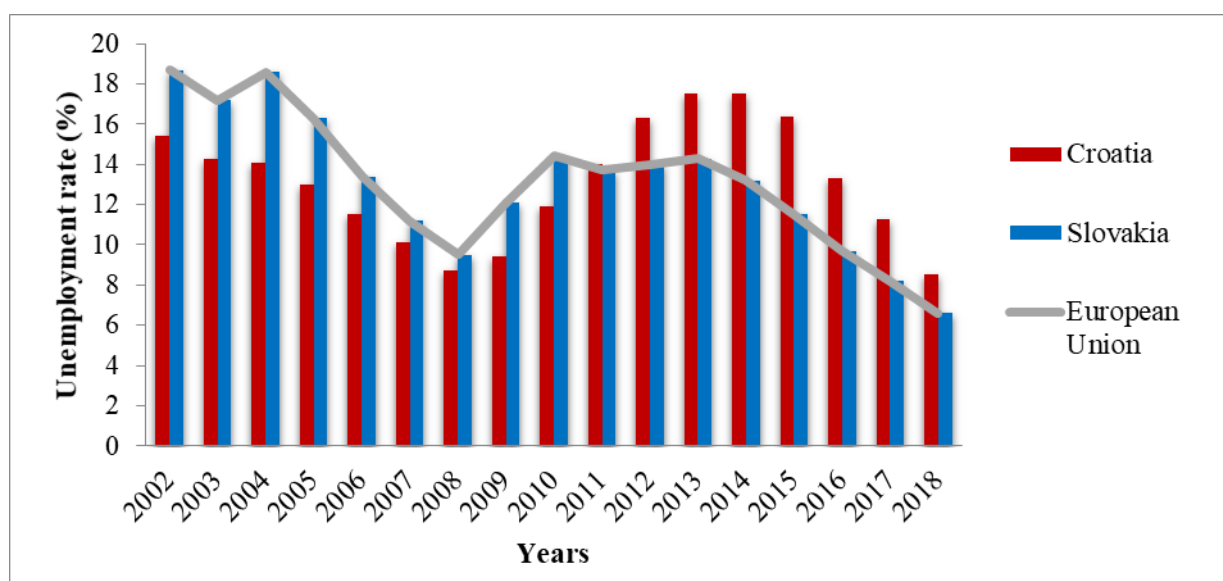


Figure 2. Development of the unemployment rate (in %); Source: own



The results of simple linear regression models are presented in Table 1 and Table 2. Table 1 displays that labour market represented by employment and unemployment rate is important for the wealth accumulation of Slovak households. A higher employment rate leads to a higher level of household wealth ( $\alpha=0.001$ ). If the employment rate increases by one percent, the level of household wealth will increase by 3138.83 euros. On the other hand, increasing the unemployment rate causes a decrease in household wealth ( $\alpha=0.001$ ). One percent increase in the unemployment rate will decrease the wealth by 2653.01 euros.

Table 1. The importance of labour market for household wealth in Slovakia

Regression coefficient	Estimate	P-value
Employment rate	3138.83	4.45e-05 ***
Unemployment rate	-2653.01	9.073e-09 ***

Note: \*\*\* significant at 0,1% level ( $\alpha=0,001$ ); Source: own

The labour market is important for the level of household wealth in Croatia as well. The employment rate increases household wealth ( $\alpha=0.01$ ) and in contrast to that, the higher unemployment rate decreases the level of wealth ( $\alpha=0.001$ ). One percent increase in the value of employment rate leads to greater wealth by 1563.83 euro and a one percent higher unemployment rate causes a decline in wealth by 117.76 euros.

Table 2. The importance of labour market for household wealth in Croatia

Regression coefficient	Estimate	P-value
Employment rate	1563.83	<2.2e-16 ***
Unemployment rate	-117.76	<2.2e-16 ***

Note: \*\*\* significant at 0.1% level ( $\alpha=0.001$ ); Source: own processing

## 5 Discussion

One of the main aims of the strategies mentioned in this paper (Strategy for Growth and Jobs, The Employment and Social Innovation programme, Europe 2020) is to ensure high employment that has been weakened as a result of the last global financial crisis. These strategies focus on the plans to create jobs and bring a higher employment rate that is connected with greater economic growth and the level of wealth of households.

As our results show, the employment rate of Slovakia has increased by 11.1 % in the analysed period. The increase in the employment rate of Croatia has been smaller, 8.1 % between the years 2002–2018. As a consequence of the global financial crisis, the employment rate of both countries decreased, but after these times, the strategies helped to create jobs and raised

employment. The situation on the labour market evaluated by the unemployment rate has been almost the same.

Results of simple linear regression displayed in Table 1 confirm that the situation on labour market in both analysed countries influences the ability of households to accumulate wealth. Higher employment and lower unemployment rates are associated with greater wealth accumulation. These results are in line with authors of other studies (for example Terajima, 2006; Bauer et al., 2011; Shauri, 2017), who state that higher employment leads to greater wealth accumulation. A higher employment rate raises wealth accumulation while the economy of each country is about job creation. Higher employment is associated with the greatest economic growth that also helps to promote wealth accumulation (Sondhe, 2013). These results agree not only with authors of other studies but also with strategies mentioned in this paper.

## **6 Conclusion**

The Europe 2020 strategy followed the Lisbon strategy the European Union strategy for growth and employment. The main goal of the strategy Europe 2020 is to bring the growth of countries and the employment that decreased as a consequence of the last economic crisis in 2008.

The main contribution of this paper is a detailed analysis of the aims of strategies that should lead to job creation associated with GDP growth and wealth accumulation, and also analysis of the situation on labour market in two selected countries and its relationship with the level of wealth. The aim of our paper was to analyse the results of strategy Europe 2020 in two selected countries, Slovakia and Croatia. Slovakia has been a member of the European Union since 2004, while Croatia is the newest member of the European Union (since 2013). Before the analysis, we defined the most important terms that were necessary to know, such a s unemployment and poverty. We described The Employment and Social Innovation programme (EaSI programme), whose main goal is the financing of the calls to reach higher employment, more sustainable employment, social protection, and combating poverty and social exclusion.

Our analysis was based on the data obtained from the European Commission database in the period from 2002–2018. To observe the development of indicators of labour market we used comparative and descriptive methods, while the effect of employment and unemployment on the level of household wealth was analysed by linear regression.

The results of our analysis showed that the employment rate was raising the whole period from 2002 to 2018, while the employment rate in Croatia was fluctuating and was raising from 2013 to the end of the period. The second indicator of labour market, the unemployment rate was oscillating also in Slovakia. The unemployment rate was decreasing from 2004 (but there was a little increase from 2008 to 2010). The unemployment rate in Croatia sharply increased between 2008 and 2013. From 2013, the unemployment rate in Croatia was

decreasing. The analysis of selected labour market indicators showed that the European Union membership played an important role mainly in the case of unemployment, which decreased after states joined the European Union.

The next part of the analysis was focused on the importance of the labour market for the level of household wealth that showed that a better situation in the labour market leads to a higher level of household wealth. Higher employment rates and lower unemployment rates are considered to be important goals of programs and strategies of the European Union with a purpose to increase the growth and improve the position of countries.

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## **Povzetek:**

### **Vloga trga dela v kopičenju bogastva**

**Namen in izvirnost:** Naš cilj v tem prispevku je prispevek strokovni javnosti z analizo nabora meril za uspeh ali neuspeh Strategije Evropa 2020, glede na trg dela. Naš cilj je analizirati učinek trga dela na kopičenje bogastva, zaradi Strategije 2020 v dveh izbranih državah, in sicer na Slovaškem in Hrvaškem.

**Metoda:** V našem prispevku smo v prvi vrsti uporabili ekonometrično metodo, imenovano enostavno linearno regresijo, nato smo uporabili primerjalne in opisne metode, ki so nam pomagale analizirati razvoj stopnje brezposelnosti in zaposlenosti na Slovaškem in Hrvaškem, ter jih primerjati s temi kazalniki trga dela za celotno Evropsko unijo. Za potrebe analize in našega prispevka, ter za boljšo orientacijo, v naš prispevek vnašamo definicijo najpomembnejših pojmov, omenjenih v tem prispevku, zato smo uporabili tudi opisno metodo. V našem prispevku zato preučujemo sled brezposelnosti v povezavi s stopnjo bogastva v dveh izbranih državah.

**Rezultati:** Naša analiza potrjuje, da razmere na trgu dela v obeh analiziranih državah vplivajo na sposobnost gospodinjstev za kopičenje bogastva. Večja zaposlenost in nižja stopnja brezposelnosti sta povezana z večjim nabiranjem bogastva. Z analizo smo potrdili, da se je stopnja zaposlenosti na Slovaškem v letu 2018 povečala, medtem ko je stopnja zaposlenosti na Hrvaškem nekoliko nihala. Stopnja zaposlenosti na Hrvaškem se je v letu 2018 dvignila. Kot kažejo naši rezultati, se je stopnja zaposlenosti Slovaške v analiziranem obdobju povečala, na Hrvaškem pa je bilo to povečanje manjše. Zaradi svetovne finančne krize, se je stopnja zaposlenosti v obeh državah znižala, a so v tem času strategije pomagale ustvariti delovna mesta in povečati zaposlenost.

Razmere na trgu dela, ocenjene s stopnjo brezposelnosti, so bile skoraj enake. Čeprav se je zaposlenost v analiziranih državah v opazovanem obdobju povečala, je še vedno pod stopnjo zaposlenosti v Evropski uniji.

**Družba:** Nizka brezposelnost je pogosto povezana z visokim deležem bogastva države in gospodinjstev. Visoke stopnje brezposelnosti in s tem povezana počasna gospodarska rast, zlasti med gospodarsko in finančno krizo, so prisilili Evropsko unijo k oblikovanju in spreminjanju programov za pospeševanje gospodarske rasti, povečanje zaposlenosti, povečanje izobraževanja z inovativnimi pristopi itd.

**Omejitve / nadaljnje raziskave:** Menimo, da je ta tema pomembna in zanimiva, zato bomo raziskavo nadaljevali tudi po letu 2020. Nadaljnje raziskave želimo narediti o tem, kako uspešna je strategija.

**Ključne besede:** stopnja zaposlenosti, revščina, Strategija Evropa 2020, Slovaška, Hrvaška.

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## Success of the Far Right in the 2020 Slovak Parliamentary Election within the European Context

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### Abstract:

**Purpose and Originality:** The paper analyzes the results of the 2020 parliamentary election in Slovakia using the theoretical framework of Norris and Inglehart (2019). The general trend of increasing support for the strongly authoritarian populist parties in the EU and in Visegrad 4 countries in particular suggest that the far right parties should be successful. Is this the case or are the winning parties defined in some other way?

**Method:** The position of each party on the libertarian – authoritarian axis is evaluated on the basis of secondary analysis of CHES 2014, CHES 2017 and 2019 EES studies. Ideological blocks of parties are subsequently compared in terms of their electoral success.

**Results:** Libertarian parties suffered a crushing defeat and did not manage to challenge the ideological dominance of authoritarianism in Slovakia, established after the 2016 election. But this did not automatically translate into victory of the far right. Slovakia did not join its neighbors to the south and north in the Visegrad 4. Instead, parties, which were defined mainly by their strong populist appeal were the real winners.

**Society:** The paper is trying to add to the research on the far right and of the authoritarian populism by noticing similarities between Slovak political trends and development in the advanced World.

**Limitations / further research:** The article is using limited data resources, which in turn limited how much insight into political development it was able offer. It was for example not able to sufficiently explain why the voters chose socially conservative populist parties and why did the more liberal parties fail. It also had quite narrow focus on specific policy issue areas, and did not focus others such as foreign policy, which could be a subject of future research.

**Keywords:** libertarianism, authoritarianism, populism, far right, ideology, election, party, Slovakia.

## 1 Introduction

Slovak far right invigorated in the 2016 parliamentary election. Not only did its traditional representative, the Slovak National Party (SNS) return into the parliament, but new and more extreme parties appeared there for the first time as well (Štatistický úrad SR, 2016, p. 1). Especially concerning was the success of the extreme right Kotleba - People's Party Our Slovakia (KLSNS), which created a third political camp in Slovak politics, distinct from both broadly understood center-right opposition camp and the camp led by the Direction – Social Democracy. It was therefore one of the main questions of the February 2020 election, if this third political camp is going to gain even more support. Polls suggested this was going to be the case (Praus Krabatová, 2019, p. 1) during the 2016-2016 period. What more, the polls were known to understate electoral support for the KLSNS. In 2016 election, the KLSNS was

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virtually invisible in the polls even right before the election. So there was little reliable information on what the success of the KLSNS was going to be in 2020. There was also a question of what ideological position are the other parties - often rather ideologically fluid and versatile - going to take. The electoral result was going to decide if Slovakia would add to the general trend of increasing success of the far right in Europe as is among others documented by Norris and Inglehart (2019). If so, Slovakia would have joined the neighboring countries of Hungary and Poland, if not, it would have been a hint that the rise of far right, particularly the populist far right, was losing momentum. We argue that the far right lost some of its appeal in the 2020 election and its results showed stagnation of voter support, while conservative populist parties with more centrist ideological position became the clear winners. Convincing populist appeal, rather than eccentric ideological position, were the main key to electoral success.

## **2 Theoretical framework**

In the paper we use the latest work of Pippa Norris and Ronald Inglehart as a general theoretical framework within which to analyze the case of 2020 election. In *Cultural Backlash: Trump, Brexit, and Authoritarian Populism* (2019, p. 341-342) these authors argue the silent revolution in values provoked a backlash against itself, which brought a steep rise of authoritarian-populist forces in the West. This combined focus on populist style of politics and the authoritarian content of policies seemed especially convenient to use in Slovak case after the 2016 election. Significant part of relevant parties had both features. The main ideological conflict seemed to be not between authoritarian and libertarian parties, but between strongly authoritarian and moderately authoritarian parties. Majority of Slovak parties were also populist.

Our questions about the 2020 election concerned two possible ideological shifts. The first was whether the main ideological conflict would shift closer towards the center of authoritarian - libertarian axis in reaction to newly established and relatively popular libertarian parties. And the second whether the strongly authoritarian parties would become more successful than the moderately authoritarian ones, which would be consistent with the regional trend, already identified by Norris and Inglehart (2019, p. 9) in Poland and Hungary.

We make use of their definition of authoritarianism in this paper. It “is defined as a cluster of values prioritizing collective security for the group at the expense of liberal autonomy for the individual” (Norris, Inglehart 2019, p. 6). They state that its three value components are security, conformity to traditions and obedience to the leader. This understanding of authoritarianism is closely related to refusal of Inglehart's postmaterial values. This is important for being able to place Slovak parties on authoritarianism – libertarianism axis.

The paper also utilizes theoretical concepts of populism in its combinations with various ideological positions as defined by Peter Učeň (2007, p. 50), especially the concepts of centrist populism and far right populism. This helped us to distinguish better between the ideological groups of political parties in Slovakia.

### **3 Method**

The paper is mainly relying on secondary analysis of data from the Chapel Hill Expert Surveys (CHES) of ideological positions of political parties in Western democracies. When necessary, the paper also tries to fill the missing data for parties, which were not yet included in this survey. We either tried to find matching data in different research or make an evaluation according to the electoral program of the given party.

The available data enabled us to create an updated evaluation of each party on the authoritarian – libertarian axis and the populist – pluralist axis, for the 2020 election. Of the two, the position on the first axis is more relevant. It has changed over time and can offer a good insight into the election results. Data on other ideological positions, such as the socio-economic issues, were also available but position of parties on it was relatively stable and it offered little explanation of the election results.

The most recent data on ideological positions of the parties in Slovakia that we are going to use were measured 9 months before the 2020 election. The 2019 European Election Study is a post-election study in EU countries made in late May 2019. It uses some comparable data to those from CHES surveys but the data are concerning ideological positions of voters, not the parties. Therefore it is necessary to translate the data so that it would report on political parties themselves. We managed to do this by connecting the 1000 Slovak respondents to the parties they stated to feel close to. These data are of course less reliable than the ones from the CHES surveys, but have the advantage to be much more recent.

Based on these data we construct the positions of parties and ideological blocs of parties on libertarian – authoritarian axis and then evaluate their respective success in the 2020 election.

### **4 Results**

#### **4.1 Populism among Slovak parties**

The Chapel Hill Expert Surveys from 2014 and 2017 offer us some data on the perceived populist features of relevant political parties in 2014 and then again in 2017 as shown in Table 1 and Table 2. We add the classification of parties by Norris and Inglehart based on the CHES 2014. This should give us some indication of populism in Slovak political parties, although we will explain in the discussion that the data is not so straightforward.



Table 1. Evaluation of political parties in terms of various elements of populism (0 = Not important at all; 10 = Extremely important) in 2014

	SaS	SDKÚ-DS	Bridge	Direction-SD	NOVA	#Network
01) Salience of anti-establishment and anti-elite rhetoric	5,6	3,4	3,5	3,7	5,5	5,8
02) Salience of reducing political corruption	7,4	6,3	4,6	3,8	8,0	7,8
03) Evaluated as populist / pluralist	pop	pop	pop	plur	pop	pop

	SMK	OLaNO	KDH	SNS	Mean of parties
01) Salience of anti-establishment and anti-elite rhetoric	4,0	8,5	3,8	7,0	5,1
02) Salience of reducing political corruption	5,3	8,5	5,7	4,8	6,4
<b>03) Evaluated as populist / pluralist</b>	pop*	pop	pop	plur*	pop

Note. \*: pop - populist, plur - pluralist. Adapted from CHES 2014 according to Polk et al. (2017, p. 6) and P. Norris – R. Inglehart (2019, p. 483-484).

In Table 2, we can see slightly different evaluation of various aspects of populism in newer dataset and parties present in the next parliament, but it shows similar results.

Table 2. Evaluation of political parties in terms of various elements of populism (0 = Not important at all; 10 = Extremely important) in 2017

	The most important decisions should be made by (10=people; 0=politicians)	Salience of anti-establishment and anti-elite rhetoric	Salience of reducing political corruption
01) Direction - SD	2,5	4,2	4,0
02) KDH	3,1	3,7	5,7
03) Bridge	3,2	2,9	5,1
04) SNS	3,5	5,1	2,7
05) SMK	3,6	3,5	3,5
06) SaS	5,2	5,9	8,3
07) OLaNO	6,9	7,5	9,2
08) KĽSNS	7,0	9,5	7,0
09) We Are Family	7,2	8,5	7,6
10) Mean	4,7	5,5	5,9

Note. Adapted from CHES 2017 according to Polk et al. (2017, p. 6).

## 4.2 Position of parties on libertarian - authoritarian axis in 2014

Data on another ideological feature of parties are shown in Table 3. It shows positions of then relevant political parties in Slovakia on five different issues, all belonging to the libertarian - authoritarian ideological conflict. There are both evaluations of parties on the general scale in the first column and particular aspects of this position, so we can see in which questions is their ideological position more pronounced.

Table 3. Positions of political parties on libertarian - authoritarian axis (0 = totally libertarian attitude; 10 = totally authoritarian attitude) CHES 2014

	Libertarianism/ postmaterialism vs. traditionalism/ authoritarianism	Attitudes to immigra- tion policy	Attitudes towards the integration of immigrants and asylum seekers	Attitude to expanding the rights of ethnic minorities	Social lifestyle (such as sexual orientation)
01) SaS	2,8	4,5	4,7	4,5	2,2
02) SDKÚ-DS	5,3	5,2	5,5	4,2	5,4
03) Bridge	5,8	5,4	4,4	1,0	5,6
04) Direction-SD	6,9	6,5	6,4	7,3	6,7
05) NOVA	7,1	6,7	8,2	5,7	7,7
06) #Network	7,2	6,0	8,2	6,0	7,7
07) SMK	7,5	5,0	4,9	0,6	6,9
08) OĽaNO	8,1	7,4	8,2	6,5	7,9
09) KDH	8,9	7,6	8,3	6,7	9,4
10) SNS	9,4	9,3	9,7	10,0	9,9
11) Mean	6,9	6,4	6,9	5,2	6,9

Note. \*: pop - populist, plur - pluralist: based on negative ranges. Adapted from CHES 2014 according to Polk et al. (2017, p. 6).

### 4.3 Position of parties on libertarian - authoritarian axis and left – right axis in 2017

In Table 4 we can see positions of political parties in Slovakia on five different issues all belonging to the libertarian - authoritarian ideological conflict similar to Table 3 but this time in 2017, which means that also the party composition of relevant parties has changed slightly. The not all questions are identical with the 2014 measurement, but they do represent libertarian - authoritarian ideological conflict as well.

Table 4. Positions of political parties on libertarian - authoritarian axis (0 = totally libertarian attitude; 10 = totally authoritarian attitude)

Party	Libertarianism/ postmaterialism vs. traditionalism/ authoritarianism	Attitudes to immigra- tion policy	Attitudes towards the integration of immigrants and asylum seekers	Attitude to expanding the rights of ethnic minorities	Green / alternative / libertarian vs. traditional / authoritarian / nationalistic
01) SaS	4,1	8,9	8,3	5,4	4,5
02) Bridge	4,6	5,9	4,7	0,8	4,2
03) Direction-SD	7,3	8,4	8,9	6,0	6,9
04) SMK	7,7	7,7	5,9	0,2	6,9
05) OĽaNO	7,7	8,3	8,4	5,8	6,8
06) KDH	8,1	7,2	8,4	6,2	7,5
07) We Are Family	8,4	9,1	9,4	8,5	8,6
08) SNS	8,6	9,4	9,6	7,9	8,7
09) KLSNS	9,8	9,8	9,9	9,8	9,9
10) Mean	7,3	8	7,8	5,5	6,9

Note. \*: Adapted from CHES 2017 according to Polk et al. (2017, p. 7).

In Table 5 the same Slovak parties as in Table 4 are evaluated according to their general left-right position and according to their position on economic issues, which is not quite the same

thing as we can see in the data. It is especially true about the far right KĽSNS, which is positioned in the ideological center when we consider just its economic policies.

Table 5. Positions of political parties on general ideological axis, on socio-economic issues and on EU integration

Party	Overall ideological position of the party (0= e. left; 10= e. right)	Ideological position on economic issues (0 = e. left; 10 = right)
01) Direction-SD	3,8	2,9
02) Bridge	5,8	5,9
03) SMK	6,9	5,8
04) OĽaNO	6,9	6,7
05) KDH	7,1	6
06) SaS	7,4	8,5
07) We Are Family	7,7	6,7
08) SNS	7,8	4,7
09) KĽSNS	9,7	5,1

Note. \*: Adapted from CHES 2017 according to Polk et al. (2017, p. 7)

#### 4.4 Libertarian vs. authoritarian values among sympathizers of political parties in 2019

In Table 6 we can see where sympathizers of Slovak parties placed themselves on various issues representing libertarian – authoritarian axis in May 2019. In the last column we can see a composite value for each party based on the three partial scores in the first three columns. The lower the number the more libertarian are the sympathizers of given party.

Table 6. Attitudes towards libertarian / postmaterial vs. traditional / authoritarian value dimensions among voters expressing closeness to a particular party (0 = libertarian; 10 = traditional) in 2019

The party voters feel closeness to	Attitude to same sex marriage	Environmental protection should take priority even at the cost of economic growth	Importance of living in a country that is governed democratically	Total of the three values
01) PS/Together	4,5	2,1	0,7	7,3
02) SaS	4,9	3,3	1,8	9,9
03) OĽaNO	6,3	2,3	1,7	10,3
04) Bridge	7,2	2,4	1,7	11,3
05) We Are Family	6,9	2,8	1,9	11,5
06) Direction - SD	7,8	2,4	1,5	11,6
07) KDH	8,4	3,0	1,5	12,8
08) KĽSNS	8,2	2,7	1,9	12,8
09) SNS	9,3	2,9	1,8	14,1
10) Mean of all voters	6,6	2,7	1,7	11,3

Note. \*: Adapted from Schmitt, H. et al. (2019, p. 1).

#### 4.5 Success of political party blocs in 2016 and 2020 elections and parliamentary strength of political parties in 2012 to 2020

In Table 7 we can see electoral results in the 2016 and 2020 elections for ideological blocs of parties. Which shows that the main change happened to be a shift of support from the Direction-SD to conservative populist parties, while the rest of the blocs remained at very similar positions as 4 years ago. These blocs are however not recognized in Slovak politics and we created them for the purpose of this paper on the basis of presented ideological positions of parties.

Table 7. Electoral success of the ideological blocs in 2016 and 2020 elections

Ideological bloc	2016 election (%)	2020 election (%)
01) Direction-SD	28,3	18,3
02) Far right	16,8	14,1
03) Conservative populists	17,6	33,3
04) Center right	22,6	23,6
05) Hungarians	10,5	6

*Note.* Adapted from Štatistický úrad SR (2016, p. 1) (2020, p. 1).

Finally in Table 8 we can see the parliamentary strength of political parties right after the last three elections, as well as the calculated strength based on result of November 2019 opinion poll. We can see that changes are much more significant compared to Table 7. Many parties were missing in the Parliament in at least some parliamentary terms. The current Parliament is no different and many parties which would have made it to the Parliament according to the November 2019 poll ended up without deputies.

Table 8. Numbers of deputies elected for parties in the 2012, 2016 and 2020 parliamentary election and according to the AKO Election Survey of November 2019

Party	Deputies 2012	Deputies 2016	Deputies 2020	Deputies November 2019 poll
Direction - SD	83	49	38	32
KDH	16	0	0	11
OĽaNO	16	19	53	13
Bridge	13	11	0	0
SDKÚ-DS	11	0	0	0
SaS	11	21	13	11
SNS	0	15	0	11
SMK	0	0	0	0
KĽSNS	0	14	17	18
We Are Family	0	11	17	12
#Network	0	10	0	0
PS/Together	0	0	0	21
For the People	0	0	12	21

*Note* \*: Adapted from Štatistický úrad SR (2012, p. 1) (2016, p. 1) (2020, p. 1), Praus Krbatová (2019, p. 1).

## 5 Discussion

### 5.1 Populist features among the parties in Slovakia

In table 1 and 2 we can see, that Direction – SD, the governing party in both cases, is evaluated as the least populist. This is a bit counterintuitive since the party has long been synonymous with populism in Slovakia. Between 2014 and 2017 the tendency towards antiestablishment rhetoric and to stressing of reduction of political corruption decreased also in case of the SNS and the Bridge, after they entered the coalition government. Therefore we could estimate that for most parties the measured values indicate more their position in the government or the opposition, then their populism. The exceptions are the KDH, the SMK and the Bridge, which were not populist even while in the opposition. However, all of these non-populist parties experience fatal decline in voter support.

In Table 1 we can see that by far the most populist party in 2014 was the Ordinary People and Independent Personalities (OLaNO). This is the most stable and most recognizable feature of the party. In Table 2 we see that in 2017, OLaNO was joined at the top by the two new parties – the conservative populist We Are Family and the far right KLSNS.

## **5.2 Placement of parties on the libertarian postmaterial - authoritarian / traditional axis and ideological blocs of parties**

Norris and Inglehart (2019) pay the main attention to the position of parties on libertarian - authoritarian axis. They are interested in authoritarian politics in the sense that it is a counter-principle to libertarian and postmaterial values which increasingly dominated the West in the past several decades. We also use this point of view when evaluating Slovak parties in the Table 3 and 4 and also to some degree in Table 6. We also try to identify ideological blocs of parties in Slovakia and evaluate their electoral success, as it is summarized in Table 7.

The far right parties can be found at the authoritarian end of the libertarian - authoritarian axis. This is the axis that defines the Slovak far right, since the far right parties have moderate positions on socio-economic axis, as we can see in Table 5. The nationalist SNS was traditionally the main far right party, but since the 2016 election, it gained a competition in the form of KLSNS, an extreme right party. Another new party - We Are Family - moderated its initial ideological positions and did not become a part of the far right. Despite their ideological closeness, SNS and KLSNS do not officially cooperate. SNS is quite often a member of coalition governments, KLSNS is refused by all other parliamentary parties. In 2020 election another party Homeland (Vlast') positioned itself ideologically between the SNS and KLSNS. But it only resulted in failure of both SNS and Homeland to get to the parliament and KLSNS became the only representative of far right politics.

Being strongly authoritarian does not necessarily mean belonging the far right, but in Slovak case many of the most authoritarian parties are also nationalist. The main exception historically was the Christian Democratic Movement (KDH), which is strongly conservative, but not nationalist. It has a long tradition of cooperation with liberal right wing and centrist parties and together they constitute the center-right political camp.

Another small group of parties are more similar to the KDH than to the far right, but they are strongly populist at the same time – movements OLaNO and We Are Family. Out of the two, OLaNO has much more centrist appeal, but as we can see in the CHES 2014 data in the Table 3, it started at strongly conservative authoritarian positions, which it slowly moderated afterwards. It was not difficult, since it does not have many core values and is close to the centrist populism category, as defined by Peter Učeň (2009, p. 57). Something similar can be said about We Are Family - another strongly populist party, which however started off at even more radical ideological positions. What made it somewhat different from the far right parties was that these ideological positions seemed superficial and the party later abandoned them for

more moderate ones. It makes most sense to us to treat these two parties as a group of populist parties with dominant conservative features.

The Direction – Social Democracy is the sole representative of the left in Slovak parliament and even the only relevant center left party in the party system. Despite the data shown in the Table 1 and 2, we consider it a populist party and we understand the measured values as reflecting mainly the fact that it was in power in both instances in 2014 and 2017. Učeň considered it one of the centrist populist parties in Slovakia, which “mixed lukewarm leftist socio-economic policies with a harsh stance on law-and-order issues” (Učeň, 2007, p. 57). This is still valid characterization of the party today. The Direction – Social Democracy is by no means culturally liberal social democracy typical in Western Europe. Instead it quite often defends culturally conservative views and authoritarian policies. We can see that in Tables 3, 4 and 6 it usually holds the position identical to where the ideological center of Slovak politics is placed. But it does lean slightly towards the authoritarian end with progressing time.

The center right political camp is the main competition to the Direction – SD and one of these two forces usually forms the core of the coalition government. In this paper we use the current narrow definition of center right, excluding Hungarian parties and the conservative populists. This is the definition, which was colloquially used during the campaign before the 2020 election. The center right thus before the 2020 election contained the Christian democratic KDH, the classical liberal Freedom and Solidarity (SaS) and the modern liberal alliance Progressive Slovakia / Together - Civic Democracy (PS/Spolu) and the centrist For the People (Za Ľudí). With the notable exception of SaS, the center right is not significantly populist. And along with the Hungarian parties it represents the least authoritarian part of the Slovak political landscape. This is mainly thanks to the three new political parties in it. The first two created an alliance PS/Spolu and as we can see in Table 6, the voters close to it are the most libertarian in Slovakia. In 2019 a slightly more centrist party For the People was established. Also this party was considering joining the alliance, but ultimately it did not. In 2014 the SaS used to be the most libertarian in Slovak politics as we can see in Table 3. But it slowly abandoned some of these positions as we can see in the Table 4 and 6. The KDH is very stable in its anti-libertarian positions, but cooperates with other parties in the center right bloc, with which it agrees on socio-economic issues as well as on the democratic character of the state as we can see in Table 5, even though the new parties are not included in it yet.

The last ideological group are the Hungarian Parties - the Bridge party (Most - Híd) and the Party of Hungarian Community (SMK). The SMK placed its candidates on a wider candidate list of MKS in the 2020 election. These parties are generally not populist nor authoritarian. In normal circumstances, they would be considered a part of the center right camp, but after 2016 election, the Bridge joined a coalition government with the Direction – SD.

### **5.3 Electoral success of the ideological blocs**

As Norris and Inglehart (2019, p. 10-11) point out, we live in the time of unexpected and significant success of strongly authoritarian parties and individual politicians using populist rhetoric. It is a challenge to find an election in Europe these days, in which victory of such party, or such candidate would not be a looming possibility. In neighboring Hungary and Poland such parties are in power. Up until 2019 such party was in the government even in Austria. And in Czechia the directly elected president represents this kind of politics. In Hungary not only the Fidesz party is in power, but its main opposition is extreme right Jobbik party.

In Slovakia this general trend had two manifestations. In the first, the already relatively populist established parties began to adopt more authoritarian ideological positions as we can see at the gradual change of the SaS and the Direction – SD in Tables 3, 4 and 6. In the second the new parties were often strongly authoritarian – the KĽSNS or the We Are Family. Even the SNS returned to the Parliament in 2016.

In the 2020 election, the far right parties represented the most authoritarian political bloc in the Slovak politics. So their success would confirm the general trend of strengthening of authoritarian populism in Europe. It is composed of three relevant parties – The strongest and the most ideologically extreme KĽSNS, the nationalist radical right SNS and the Homeland established just before the election and ideologically placed between the first two. Especially the KĽSNS was popular since all other parties were more moderate in their demands and the political competition was increasingly centrifugal. It also attracted many protest votes because it was shunned by other parties. The SNS had to be much more restricted, because it was in ideologically wide coalition government. Its many scandals also decreased the support for the party. Both of these parties suffered by arrival of the third rival – the Homeland party. It was criticizing the mistakes of SNS and at the same time it was not as shunned as the KĽSNS. The failure of Homeland and KĽSNS to find a way to cooperate and scandals of the SNS, caused that many of the votes for the far right were lost. Homeland and SNS failed to get to the parliament. KĽSNS also did not gain as many votes as the polls were suggesting. It did gain more votes than in 2016 elections but because of the higher general turnout it meant slightly smaller percentage share of votes. The far right stagnated at 14,1% of votes, which is still a considerably high number.

Another question was if the new center right parties, especially the libertarian PS/Spolu could possibly tip the ideological balance back - away from authoritarianism, where it shifted in 2016 election. PS/Spolu won the 2019 European Parliament election and its candidate won the 2019 presidential election. It had the ambition to become the strongest part of the future center right coalition. In the end it did not happen. The PS/Spolu has lost its momentum, its efforts to recruit For the People into electoral alliance failed and surprising success of the OĽaNO caused that PS/Spolu did not even pass the electoral threshold of 7 %. Libertarian parties suffered the second defeat in a row in 2016 and 2020. As a consequence, the center right only got 23,6 %, which was a lot less than expected.

The Hungarian parties gained only 6 % of all votes, because of their fragmentation and the cooperation of the Bridge with the increasingly unpopular Direction – SD.

The Direction – SD was unable to hold its position of the strongest party, but even after being in power for 12 out of the last 14 years, it managed to gain 18,3 % of votes.

The undisputed winner of the election were the conservative populists. They became the parties, which capitalized on decline of the Direction – SD. Even though the main political debate took place between the center right on one side and either the Direction – SD or the far right on the other. None of the center right parties managed to attract voters during the campaign as OĽaNO and to lesser extent the We Are Family did. To be sure, OĽaNO did criticize the Direction – SD for its corruption scandals and mismanagement of the state very loudly, actively and convincingly. There also were not such strong animosities between the conservative populists and the far right. The center right was cooperating with the conservative populists but at the same time it was losing its voters to them. This ideological bloc seemed to offer a middle way between the far right and the center right and became the strongest group with 33,3 % of all votes.

## 6 Conclusion

The 2020 election in Slovakia proved that authoritarian attitudes and populist politics are truly on the rise, supporting the general thesis of Norris and Inglehart (2019, p. 10). Libertarian parties suffered an unexpected defeat and did not manage to challenge the ideological dominance of authoritarianism in Slovakia, established after the 2016 election. But this did not automatically translate into victory of the far right. Slovakia did not join its neighbors to the south and north in the Visegrad 4. Instead, parties, which were defined mainly by their strong populist appeal were the winners. These parties carry little stable ideological baggage, but they both have clearly recognizable conservative political instincts. On the authoritarian – libertarian scale they represented a middle ground of moderate authoritarianism between strongly authoritarian far right and the slightly libertarian center right.

The far right managed to gain significant share of votes (14,1 %), most of which belonged to the extreme right KĽSĽS. But it failed to increase its share of votes compared to 2016 elections. Even in comparison to the pre-election polls, the far right did not reach its full potential. It however remains a relevant political force in Slovak parliament.

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### **Povzetek:**

### **Uspeh skrajne desnice na slovaških parlamentarnih volitvah leta 2020 v evropskem kontekstu**

**Namen in izvirnost:** V prispevku so analizirani rezultati parlamentarnih volitev na Slovaškem leta 2020, z uporabo teoretičnega okvira Norrisa in Ingleharta (2019). Splošni trend povečanja podpore močno avtoritarnim populističnim strankam v EU, zlasti v državah Višegrada 4, kaže na to, da bi morale biti skrajno desne stranke uspešne. Ali je to res ali so zmagovalne stranke opredeljene na kakšen drug način?

**Metoda:** Položaj vsake stranke na libertarno - avtoritarni osi se oceni na podlagi sekundarne analize študij ESES 2014, CHES 2017 in 2019. Ideološke bloke strank se nato primerja glede na njihov volilni uspeh.

**Rezultati:** Libertarne stranke so doživele močan poraz in niso uspele izpodbiti ideološke prevlade avtoritarnosti na Slovaškem, vzpostavljene po volitvah 2016. A to se ni obrnilo v zmago skrajne desnice. Slovaška se ni pridružila svojim sosedom na jugu in severu v Višegradu 4. Namesto tega so bile stranke, ki so bile opredeljene predvsem po močni populistični privlačnosti, resnične zmagovalke.

**Družba:** Prispevek poskuša dodati raziskavi skrajne desnice in avtoritarnega populizma, tako da opazi podobnosti med slovaškimi političnimi trendi in razvojem v naprednem svetu.

**Omejitve / nadaljnje raziskave:** Članek uporablja omejene vire podatkov, kar je omejilo vpogled v ponudbo političnega razvoja. Na primer, ne more dovolj dobro razložiti, zakaj so volivci izbrali socialno konservativne populistične stranke in zakaj so bolj liberalne stranke propadle.

Osredotočili smo se na specifična področja politike, ne pa tudi na druga, kot je zunanja politika, ki bi lahko bila predmet prihodnjih raziskav.

**Ključne besede:** libertarianizem, avtoritarnost, populizem, skrajna desnica, ideologija, volitve, stranka, Slovaška.

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## Professional's Common Skills on Negotiation

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### Abstract:

**Purpose and Originality:** This article concentrates on negotiation skills that can be used by professionals from different work field that requires negotiation. The survey identifies key negotiation skills that characterize different types of professionals.

**Method:** For the study, we used qualitative paradigm. We interviewed 18 people from different work fields with the purpose to see how the negotiation process is used in their daily life, what their negotiation skills are, and what are the common skills for negotiation.

**Results:** Participants stated specific negotiating skills which are universal, that you can use on a daily basis no matter what profession. These are defined and clear goals, good preparation, where it is important to check client, building trust and seeking for win/win outcome.

**Society:** We communicate on a daily basis, and throughout the day, we experience negotiating, whether we are aware of it or not. Knowledge of key negotiation skills enhances the effectiveness of communication with people in everyday life.

**Limitations / further research:** The limitation that arises in qualitative research, which is also a limitation of our research, is the difficulty of generalizing data, which means that data cannot be generalized to the entire population. For further exploration, we propose to use a quantitative methodology. It would be also useful to present best practices of negotiation in various professions.

**Keywords:** negotiation, negotiation skills, negotiation theory, life experience, key skills.

## 1 Introduction

Most professions use some principle of negotiation in its everyday operation. One could say that the form of negotiation differs from one profession to another, or the amount of usage is lower or higher from each other. Still, the fact of the matter remains that dealing with other people in most professions is a must. It may be person to person, face to face, communication via telephone, emails, video conferences, or any other mode of newer technology available to us today. People do business with other people. We have not yet reached the level of actual artificial intelligence domination or capability of independent thinking and decision making from machines on a large market. Perhaps one day that will also arrive, time will tell. Therefore, most all professions use and need to negotiate with someone else, or with a group of people, to get ahead and develop their business.

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From business people, in private or public sector, from a manager to medical nurse, and into the creative artistic realm, people need to negotiate with someone in their daily lives. Most artists, actors, writers, etc. ... negotiate with managers that represent them in order to sign contracts that allow them to get paid for their actual work to be done or tasks that have been already completed. The element of negotiation is always in the background, no matter what the profession is concretely. The same holds true for lawyers, tourist workers, public workers, workers in the private sector, athletes, and managers of companies. Even though an artist or athlete will not necessarily negotiate with individuals or groups of people they will work for, they still have to negotiate and come to agreements with their representatives, in order for them to first proceed further with their negotiations. Sometimes, individuals decide to represent themselves, upon which, the negotiation role comes to the forefront, and they have to use the different skills that negotiators need to accomplish their goals in the business side of the profession.

The professions that use negotiation in their daily existence will use different styles and forms, ones that are more adapt to their particular needs and operations. Also two business people discussing how to close a deal would use different manners of ways to manipulate each other in order to come to a final agreement on a business proposition.

The purpose of our research, however, was to find out what professionals have in common from different fields since, for optimal performance in negotiations, one has to have an in-depth knowledge and similar behaviour in negotiating skills. Skills that enable one to achieve their ultimate goals in a specific negotiation.

## **2 Theoretical framework**

The world is changing and, in every profession, negotiation skills are an important part of our daily work. Some people are natural in negotiating and negotiations comes to them without effort. For others, it is a challenge. But that does not mean that one cannot learn how to negotiate. Books on negotiation had a big breakthrough in the 80s and became an essential part in demonstrating advice, tactics, and strategies. These books were full of examples of academic and celebrated negotiators who showed how to become successful negotiators. Therefore, one can say that, the art of negotiating is an essential skill for every profession.

Historically the word negotiate is derived from the Latin infinitive *negotiaari* meaning “to trade or do business”. This verb itself was derived from another, *negare*, meaning “to deny” and a noun, *otium*, meaning “leisure”. Therefore, the ancient Roman businessman would “deny leisure” until the deal had been settled (Curry, 1999, pp. 5). According to Oxford English Dictionary (2009, pp. 238) negotiation means “to have formal discussions with someone in order to reach an agreement with them”.

By Patrick Forsyth (2009, pp. 23) “the negotiating process involves balancing matters between two parties so that the negotiator not only gets what he wants but also gets what he wants in the best possible way”. When parties are not working together to reach an agreement, negotiation does not take place.

In negotiating, it is essential to set a goal and a strategy to objectively assess what kind of negotiators we are dealing with, and who is the leader of the negotiating team, if there are more than one person to deal with. The ultimate goal of negotiation is to sign an agreement, and the essence of the procedure is, mutual trust and cooperation. Negotiations demand the highest form of communication skills. They are based on a constructive relationship. Only objective interests and self-discipline must be present when negotiating. Other emotions must be excluded during the process. It is also necessary to take the first step as soon as possible during discussion, to open up wisely and take calculated risks. Your own objectives must be at the forefront and compromise must not be ruled out. Last but not least, it is important to know that negotiations are a sort of interpersonal communication. We always negotiate with people, not machines. Therefore, the ability to communicate interpersonally is at least as important as is the knowledge of the negotiating subject itself and negotiation skills (Forsty, 2009, pp. 6-7).

It is essential to keep in mind that negotiation is not a competitive sport. This does not mean, however, that we are never in a contest with other parties. However, we are not competing intending to make sure we crush the opposition. Instead, we are aiming to do the best we can for ourselves. Using this philosophy, we are less interested in the sporting aim of competing and more interested in looking out for ourselves, and our own interests. In negotiation, you want to do well for yourself, but not because you want to beat someone else. Effective negotiation is held in its proper context as a mechanism for pursuing interests (Cohen, 2002, pp. 117).

All negotiations go through the following phases, i.e. preparation, establishing rapport, discussion, proposals, bargaining, and reaching settlement. Preparation is the first phase of the negotiation process, where negotiators consider the issues involved, interests of both parties, and objectives (Laws, 2000, pp. 13). The first step, preparing, is where the parties determine their goals for the negotiation. Each party must first determine its BATNA, colloquially often referred to as “best alternative to a negotiated agreement”, or often referred to as (best case scenario), and its WATNA or “worst alternative to a negotiated agreement” (the worst-case scenario). These two represent the extreme possibilities. And negotiation is about getting a settlement that’s as close as possible to one’s best case scenario (Fisher, Ury and Patton, 2011, pp. 43). Establishing rapport and introduction as part of the negotiations, helps to create a positive atmosphere for the meeting. During discussion phase, you get to know more about the other party’s interests and objectives (Laws, 2000, pp. 32). At this point, you need to know that not all of the people you negotiate with will be familiar with the principles of collaborative negotiation and you will need to use discussion to open them up to the increased possibilities that come with collaboration (Presman, 2016, pp.55). In the proposal phase, parties are trying to find ways to overcome the obstacles (Laws, 2000, pp. 101). Getting a proposal is a critical part of getting to an agreement. It is important not to put too much into a first proposal. You should be looking to make it easy to be accepted. Even if that means leaving out variables that you will want to include as you finalize the agreement (Presman, 2016, pp. 58). In the bargaining phase, each party gives suggestions about how an agreement might be reached (Laws, 2000, pp. 105). Bargaining phase demonstrates the balanced nature of negotiations and the mutual exchanges to agreement (Presman, 2016, pp. 59). In the phase reaching settlement,

each party decides that there is nothing to be gained by bargaining any further and so the bargaining ends (Laws, 2000, pp. 103). Good agreements are crafted in such a way that they are clear, and easy to execute (Presman, 2016, pp. 61).

There are different outcomes of negotiations, i.e. win-win, win-lose and lose-lose outcome. In a “win-win” outcome both parties walk away from the bargaining table with a mutually beneficial deal typically refers to integrative negotiations in which negotiators trade-off issues to create value (Brett & Thompson, 2016, pp. 70; Schaerer et al., 2020, pp. 104). Win-win negotiators are characterized as desiring to learn information about their partner’s goals, focusing on realizing joint benefits, and strengthening long-term relationships (Mintu-Wimsatt & Graham, 2004, pp. 348). In win-lose communication one party benefits to the detriment of the other. If the negotiators fail to reach an agreement, both parties may end up in worse positions than when they started the negotiations, this is often included as a lose-lose outcome (Martinez, 2020).

The aim of the study was to present perspectives on negotiation by professionals from different work fields and to present common negotiation skills they use. We did this research, because we want to know if the form and skills of negotiation differs from one profession to another. The fact of the matter is that negotiating with other people in most professions is a must and the element of negotiation is always in the background no matter what the profession is concretely. For this reason, we were interested in the perspectives of various experts on the negotiations and common skills they use during negotiations.

### **3 Method**

The research uses qualitative method. Data derived from interviews with professionals in different working fields that have an absolute need to negotiate every single day, many times a day, in order to achieve their goals and successfully fulfil their needs. In order to achieve credibility of the research, professionals from different professional fields were selected and interviewed, which gives a wide-angle of many different approaches to 'getting what you want' by using many different techniques. Special attention has been given to collect information from proven successful professionals, from their daily walks of life, and their knowledge of practical ways of getting results, from their vast experiences in their proper fields.

To have a broader aspect of the use of negotiation in every working day, you will find here three different groups of experts. They were interviewed and probed in order to get their different perspectives in their use of the skills in negotiation. Participants were chosen by a criterion that they are involved in negotiation processes at least once a week, they are not younger than 25 years old, and have a minimum of five years of work experience.

Groups of people who know the characteristics of negotiations and meet with their counterparts at least once a week were selected. In the case of a qualitative methodology, it made sense to include in the research, people who qualified as a representative sample in terms of experience and views. Subjectivity could not be avoided in this type of research, but subjectivity did affect what views the individuals expressed in their research, and therefore did not affect the analysis and outcomes.

The main thrust of the analysis comes from three different fields:

1) The first group was designed to represent a large sector of the people in general, which is the private sector. Private business people, entrepreneurs, and creative profit builders were selected to see if there was a real difference of strategy and system in approaching potential new clients, and learning about which methods, if any, were applied during negotiating. In the private sector there were six interviews done. The CEO of a Slovenian company in the field of construction, 15 years of experience in the company, one CEO of an Israeli company in the field of Bio-Medical field, with 30 years of experience in business, one bank employee from an International bank group, 18 years of experience in the banking world, one head of PR in international banking, 20 years of experience in banking, of which three are head of PR, one lawyer of 8 years experience in the big corporations department, and 1 hotel manager in the tourism field with 12 years of experience.

2) The second group represents people who do work in the service of the public, such as above stated. Their thoughts and experiences do make a difference in the results achieved for the governments they work for, to ensure a right amount of success and development to the public looking for answers to their problems, challenges and desires. Participants in this group were: one professor of Medical University, with over 20 years of experience in leadership, three hospital employees, with a combined experience of 25 years of experience in the hospital service. Nurse, doctor and administrator, and two municipality employees that had worked for the same city for over eight years each, participated in this group of experts. All the participants mentioned are heads of various departments and are involved in the negotiation processes.

3) The third group was made to step out of the box of ordinary, practical work, and stepping into the world of the creative mind. Thus, the artistic world was of particular interest and experts in this field have unravelled fascinating revelations on their approach to how best results are obtained, and cross similarities between the business and artistic fields. Participants in this group were: one international orchestra conductor, with over 30 years of experience on the international scene with different orchestras, two instrumental soloists and chamber musicians, playing their instruments for over 40 years each, one professional dancer, with seven years in a professional dance group, and two opera singers, one internationally known with 20 years of experience and the other, six years singing in one opera house in Europe. All of them have rich experiences in the field of negotiations.

The interviews were one on one as a semi-structured interview, which is a more flexible version of the structured interview as "it allows depth to be achieved by providing the opportunity on the part of the interviewer to probe and expand the interviewee's responses" (Rubin & Rubin, 2005, pp. 88).

The three interviews were used as a test, to clarify the selection of questions, to correct wording, set approximate timing. In a test interview, there were ten questions set, but due to a qualitative approach, the questions were reduced into the following:

1. Short description of business path.
2. How did you learn to negotiate?

3. How do you prepare for the negotiation?
4. What skills do you use for negotiation?
5. How do you deliver in negotiation or how do you present the value you bring to the table when negotiating a deal?
6. How do you conclude the negotiations?

The goal was to select the questions that would fit every job description, and from there to have more qualitative answers, with the conclusion of writing three negotiation experiences.

The use of private, one on one interviews was conducted, for each person approached. Everyone was asked the same questions, where each question developed into a broader story. Due to some of participant's longer work experiences, we were able to collect data from the early negotiation stage to more developed stages.

The majority of the candidates were met face to face and interviewed individually. In a few cases, in the private and artistic sector, some were interviewed by phone.

A total of 18 candidates were interviewed in all, from anywhere 1 – 2 hours was usually taken to complete each interview.

In order to analyse the qualitative data, we used a program called Leximancer, which is a text mining software that can be used to analyse the content of collections of textual documents and to display the extracted information in a browser, visually. Automated content analysis is commonly used text-mining tool for the purpose of qualitative synthesis. It enables processing high volumes of data without human bias. Its process has three stages: identification, definition and text classification (Nunez-Mir et al., 2016). The information is displayed through a conceptual map that provides an overview of the material, representing the main concepts contained within the text and how they are related. Of greater importance, the interactive map allows the researcher to further explore the concepts and their connectivity by linking the software findings back to the site in the original text (Leximancer, 2019).

## **4 Results and Discussion**

When interviewing the participants, the response regarding learning negotiation skills is that throughout their education, they gained some theoretical knowledge, but this is far from enough, which they realized when faced with different communication requirements in negotiations on a daily basis, especially in stressful situations. Most of the knowledge regarding communication skills in negotiating was gained by observing older colleagues or just life's experiences. Only a small percentage of the candidates had the opportunity to gain the skills via additional courses paid by their company and even a smaller percentage of people paid the course themselves.

To determine common skills used by different professionals, which refer to »a subset of knowledge and behaviours that influence bargaining performance« (Lewicki, 1997, pp. 261) and are effective when they achieve negotiation goals or when they grow out of an understanding of the process that



surpasses minimal performance (Roloff, Putnam, & Anastasiou, 2003, pp. 823), we used Leximancer program.

Leximancer generated a total of 40 concepts and 10 themes from interview transcripts. Table 1 presents themes, hits, and related concepts.

Table 1. Themes and concepts derived from transcripts of interviews.

Number	Theme	Hits	Concepts
1	Client	338	client, business, understand, negotiation, try, important, value, goal, build
2	Negotiating	284	negotiating, check, use, person, possible, culture, working
3	Bank	161	bank, offer, deal, price, asked, offered, lower, half
4	Negotiate	136	negotiate, situation, outcome, experiences
5	Present	88	present, order
6	Company		company, relationship
7	Job	79	job, win-win
8	negotiations	64	negotiations, conclude
9	approach	62	approach, win
10	benefit	54	benefit, hand

The 10 themes, i.e. concepts that have some commonality or connectedness, are: “client”, “negotiating”, “bank”, “negotiate”, “present”, “company”, “job”, “negotiations”, “approach”, and “benefit”. The detail concept map can be seen in Figure 1. Themes with related concepts are presented in the circles. A red and orange colour presents the most important themes, while blue and green colours, less important themes (Pucihar, 2020, pp. 3).

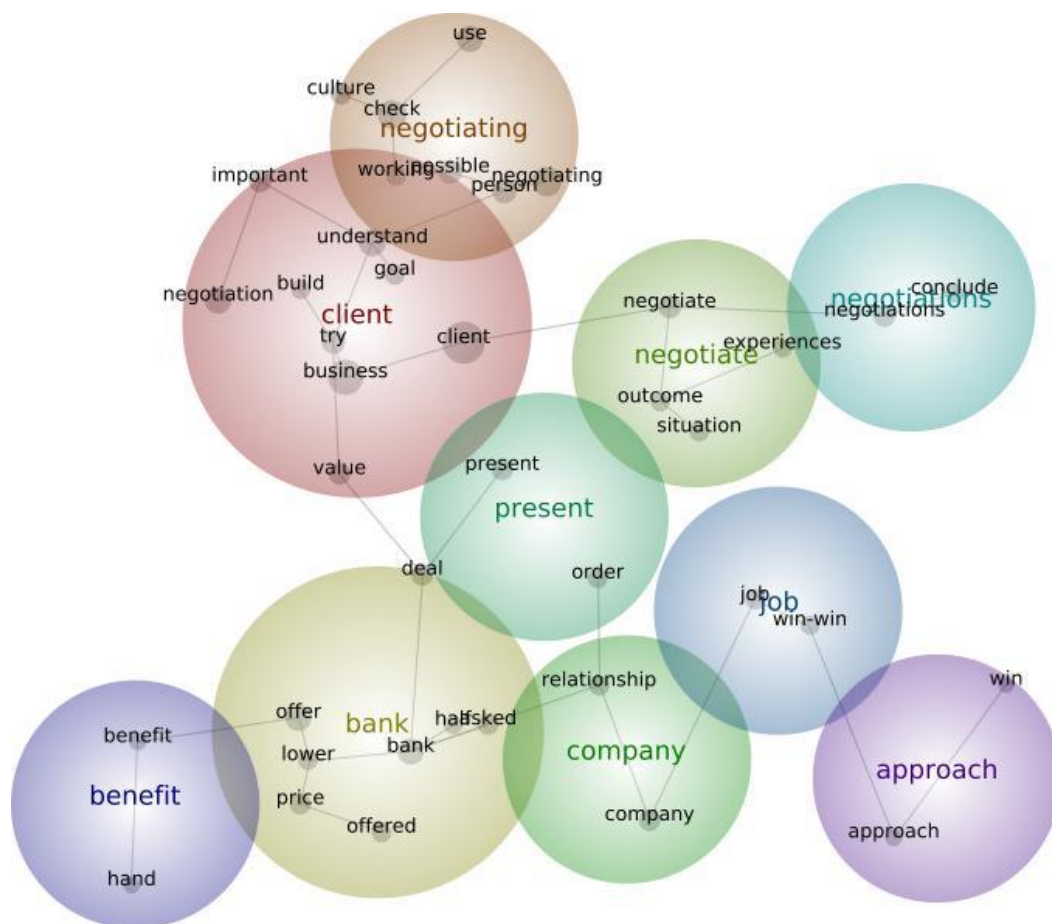


Figure 1. Concept map.

From the Figure 1, it can be seen that theme “client” is the largest and central topic and it is related to the concepts “business”, “understand”, “negotiation”, “try”, “important”, “value”, “goal”, and “build”. The second largest topic is “negotiating” that includes concepts “check”, “use”, “person”, “possible”, “culture” and “working”. The third theme is “bank” and it is related to the concepts “offer”, “deal”, “price”, “asked”, “offered”, “lower”, and “half”. The fourth theme is “negotiate” that includes concepts “situation”, “outcome”, and “experiences”. Other topics are “present”, “company” “job”, “negotiations”, “approach”, and “benefit”. Some themes are overlapped, for example “client” to “negotiating” and “present”, “bank” to “present”, “company”, and “benefit”, “job” overlaps “company” and “approach” and “negotiate” overlaps “present” and “negotiations”.

Table 2. Example quotes for each theme.

Theme	Example quotes
Client	"My preparation on negotiation include: 1-I must know exactly what I want from negotiation, what is my goal, where is the limit 2-I check the client: as much as possible; business and private. I try to understand the client why the business proposal is good for him, what is his need, what is important to him ... 3-I prepare scenario a), b) and maybe c) 4-I know how to build trust (I am sincere, I listen carefully, I have eye contact, I show interest ...)"
Negotiating	"If possible, I use the existing (past) collaboration data, find out the business details from any mutual business partners, check the market the client is working with, and I use all the media/online data available. I do not check the culture, personality, business path before the meeting, but I always find out during the introduction conversation of the negotiation."
Bank	"My partner and I offered half of the price, and the seller immediately refused our offer. We offered the same price again, and we got the same answer."
Negotiate	"The client has miscalculated the rates and found out the situation after six months and came to us to negotiate the reduction rate to decrease the amount of loss."
Present	"So, they know what they gain from the solution that I present."
Company	"In company, trust is a crucial part of it if you believe as I do, that long term relationship is the way to go." "Honesty and fairness are necessary for a long term relationship."
Job	"I asked myself why I should change the job, and under what conditions, so I present them. They liked me in the interviews, and I was relaxed and self-confident, because I did not have anything to lose, so we conclude negotiations with the win-win position."
negotiations	"I conclude negotiations when I sell my idea or product to someone else who can handle the process and the risk factor that goes along with putting a new product on the consumer buying global market."
Approach	"I'm always aiming to a win/win approach because in the long run, this is the only way to make the relationship last."
Benefit	"I start the opening cautiously, meaning that I do share what I think of absolute benefit. I do start playing with my cards open, but not necessarily by starting with an open hand."

*We found out that topic "client" is related to the concepts "business", "understand", "negotiation", "try", "important", "value", "goal", and "build" and topic "negotiate" includes concepts "situation", "outcome", and "experiences".*

Explanation: For a negotiation to succeed, you need a clear sense of what you want the outcome to be. The outcome comes from your experience and also situation in the negotiation process. If you do not have defined goals in mind, you're unlikely to come away from negotiations with the outcome that's best for you. An effective negotiator operates within a framework that supports the strategic goals of the organization. This is only possible when those goals are clear. Management has a responsibility to communicate goals to everyone. That communication is the best assurance of alignment between goals and employee behaviours and negotiation outcomes (Luecke, 2003). Before presenting the value to the client, participants try to figure out what are the values of the counterpart. Understanding the values is the key to knowing what to present. All participants from all three fields are very prepared knowledge-wise before going to meetings. Few of the participants who come mostly from the private sector explained that they go through the subject of the negotiation if it is a product; they review the characteristics of the offer before they start the

negotiations. They also know how to build trust (I am sincere, I listen carefully, I have eye contact, I show interest, etc.).

*The second largest topic is “negotiating” that includes concepts “check”, “use”, “person”, “possible”, “culture” and “working”.*

All participants agree that preparation is a necessity and has become a standard policy, including basically 80% by search engines on the internet, and 20% asking referrals from people. If it is a new business partner, the only options are social media or news. If it is an older client, the majority of participants ask around within the organisation if anyone had experience with that person. The artists usually check, within their network and their current agents, information and knowledge about the person.

Majority of the participants explained in short, the preparation:

1. I must know exactly what I want from the negotiation, what is my goal, where is the limit.
2. I check the client: as much as possible; business and private. I try to understand the client why the business proposal is good for him/her, what is his/her need, what is important to him/her.
3. If possible, I use the existing (past) collaboration data, find out the business details from any mutual business partners, check the market in which the client is working in, and I use all the media/online data available for my needs.
4. I prepare two to three scenarios, of how the negotiation should go.
5. I know how to build trust.

Eight participants out of 18 had similar answers, which was that you had to prepare before the meeting, know the product, the background and what the outcome of the meeting/negotiations should be. For them, it was important to recognize the strong point, and to find solutions for the weak ones before the meeting.

Almost all of the participants agreed to check who the client is, before negotiating. You use Google, LinkedIn, to help to understand which topics interests that person. And of course, there are some other topics where you see them involved in projects, or other hobbies they have. Trying to understand the characteristics of the person, most of the participants, especially the ones who interact globally with clients, agree that checking the culture of your client is important, and what types of private interests they have. We are dealing with people; even if you think you have the best solution for their need, if you are not able to communicate person to person on their level, everything is in vain. So, this is why you need to understand the involvement of this person, not necessarily job-wise, but personal wise, so that you know when you begin to discuss with the client, who is sitting in front of you, and try to connect on the human level. Also, quick adjustment ("thinking on your feet") for negotiation, utterly confident, but a friendly stance and way to get what you want without being unfriendly or even disrespectful.

One of the participants with work experience of over 30 years gave us a fascinating insight that three decades ago people did not have internet, they did not have Google to look into for information on anything they were interested in. Calling people on the phone was not as simple as it is today. Everything was to be done one on one, and face to face. Therefore, negotiating was a real art form and not just a mental preparation in knowing your client (KYC), as is the norm today in 2020.

Only one participant from the public sector said that he does not check the culture, personality, or the business path of the client before the meeting, but he always finds it out during the introduction conversation of the negotiation. He uses psychology especially, to evaluate the person and adjust as much as possible to the person's expectations.

Successful people are the ones who use self-discipline, preparation, consistency and focus whenever a negotiation is due. No problem is too big to handle, and they make the opposite side feel the same way as well. When pressure is lifted by careful manipulation of challenges that may lay ahead, all is possible to achieve (Dinnar & Susskind, 2018, pp. 409). A negotiator who is well prepared will be more successful than one who is not well prepared. Preparation phase helps the negotiator to organise her or his thoughts before starting to negotiate (Laws, 2000, pp. 102). In order to connect and collaborate most effectively with another person, it is worth thinking about them as individuals, and exploring how their own unique personality may affect the way they are likely to collaborate with you (Presman, 2016, pp. 53).

*Topic "job" is related to win/win approach.*

Explanation: Out of 18 participants, 15 of them are aiming for a total win-win situation. Participants described that seeking for a win/win situation is definitely what we all should do because, in the long run, that is the only way to make the client relationship last. Win-win situation is the best, and the client should have a feeling the discussion is going his preferred way. It also depends on the situation, the type of client and the topic of the negotiation. A participant from the private sector also explained: "if I am offering a deal with a certain price, and I know that this price can be lower, obviously you do not go with the lower price to the potential buyer, you try to earn as much as possible." The other 3 participants explained that the win-win situation for them depends on the client's approach. In the majority of cases, it is a win-win scenario, which explains very well mutual benefits in order to avoid any misunderstandings. The client must know the vision/sales methods of our company, so he/she would feel like an extended part of it.

A deal reached with anyone, which results in a win/win situation is one that is beneficial to both parties. A benefit arrived from any source of knowledge accumulated by past and present experiences. Those who reach win/win situations in negotiations are the ones who focus intensely on the other person's needs, desires and well-being, as well as one's interests—often leading to long-term constructive relationships as well (Brett & Thompson, 2016, pp. 73; Schaerer et al., 2020, pp. 201). We usually negotiate with the same people on a regular basis, for this reason, it is

important to develop a relationship with them so that they are willing to do business with you again (Brown, 2010).

*Topic “negotiation” is related to “conclude” and topic “company” is related to “relationship”, where trust was often mentioned.*

Explanation: The conclusion of negotiating is the most important, and participants had to say, for example, the following: “I conclude negotiations with a summary of benefits for the client and myself and aim to build trust.” All of the participants from all three sectors agreed that honesty and fairness in the whole process of negotiating are necessary for a long-term relationship. Trust is interconnected, and if you are honest, this builds trust. They also agree that if they show trust, how can they trust the opposite side especially if they have a feeling that the other side is not completely honest, sincere, or is lying or hiding too much of valuable information during the talks. The candidates were divided in half. One half saying they would stay until the end of the negotiation with a smile on their face, and then after the meeting, they would find a new partner. The other half would go by “honesty is the best policy”, and confronts the other party there and then. Most participants who come from the younger generation, (30-35 years old), said that it is always good to present a summary in a way suitable to you, so it remains in your client’s head before he leaves. Participants all agreed that the conclusion is when a deal is reached. When I am able to convince the opposite party to go my way, I have reached my goal. Selling a product to a client or a distributor is tremendously challenging in today's world. Competition to bring the next best product is enormous, supply and demand is everyone's game, and everyone is playing it to the fullest. 5 out of 18 participants mentioned that conclusion is reached when you get lucky after you have done everything the right way, including media presentation and media marketing.

Trust is recognized as crucial element for successful negotiation by both academia and practitioners (Ferrin et al., 2011; Kong et al., 2014; Lopez-Fresno, Savolainen & Miranda, 2018) and is related to personal qualities (Pruitt, 1981). What more than simple trust is needed to make negotiations unravel in a beneficial way towards your interest? Believing in someone's credibility, honesty and conviction often speaks a long way for obtaining positive results in discussions and at the bargaining table, no matter if the person is intellectual or emotional in its core. Success is achieved when trust is conceived. There is no right or wrong in outcomes of negotiations, if you put two win choices on the negotiating table. Find the solutions to any challenge by a winning smile and a positive attitude, and negotiating takes a whole different turn and meaning besides knowledge alone (Fells, 2019).

*Topic “benefit” is related to “hand” (open cards).*

6 participants out of 18 had a similar answer: "I start the opening cautiously, meaning that I do share what I think is of absolute benefit. I do start playing with my cards open, but not necessarily by starting with an open hand. Meaning that I am transparent when needed. I would not withhold something that would hurt the counterpart, on the other hand, if I do not see a value for anybody to disclose something, and then basically it may not be necessary, it may even complicate things.

## 5 Conclusion

The world has changed dramatically indeed, but success in negotiations has remained standstill as far as the principles of having success is concerned. The main purpose of this article was to initiate a discussion on negotiations skills in different professions. At the beginning of the research process, we interviewed 18 people from different work fields with the purpose to see how the negotiation process is used in their daily life. All of the participants agreed that there are specific negotiating skills which are universal, that you can use on a daily basis no matter what profession. The opinion of the majority of participants is that all parties win in successful negotiations. Pre-negotiation planning and preparation, according to participants' opinions, improve the outcome of negotiations. Also, knowledge, time and trust play an essential role in the negotiation process. The one essential point that came out throughout the research on negotiations, is that all the candidates that were approached, without exception mentioned that they had to learn to negotiate on the spot, without any prior preparation or training on how to negotiate successfully. When interviewing the participants, the response regarding learning negotiation skills is that throughout the education, they gained some theoretical knowledge, but this is far from enough, which they realized when faced with different communication requirements in negotiations on a daily basis, especially in stressful situations. Most of the knowledge regarding communication skills in negotiating was gained by observing older colleagues or just life experience. Only small percentage of people have the opportunity to gain the skills via additional courses paid by their company or even smaller percentage of people to join the course paid by themselves.

This point made us think how to create a program in high schools throughout the world, that begins to train and teach young people the principles of negotiating early on in their lives, even before actually choosing their majors or professions in colleges and universities. If young people were given courses in high school on how to use self-control, how to listen, how to have mutual respect, diplomatic technics, and other essential principles on dealing with people in general, the situations where negotiating would be necessary later on in their lives, would be confronted with much more confidence and knowledge. Thus, young business people, creative artists, medical nurses, doctors, public workers and other professionals would have better chances early on their professions to become more successful when negotiating.

The research represents a contribution to the profession in a less studied segment of management, and at the same time offers a real insight into the challenges of negotiation in various professions.

The limitation of the study is that it is difficult to generalize data to the entire population. For further exploration, we propose to use a quantitative methodology. It would be also useful to present best practices of negotiation in various professions.

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## **Povzetek:**

### **Ključne veščine pogajanj strokovnjakov iz različnih področij**

**Raziskovalno vprašanje (RV):** Katere so ključne spretnosti na področju pogajanj, ki jih uporabljajo strokovnjaki z različnih področij?

**Namen:** Ta članek se osredotoča na pogajanja in skupne pogajalske veščine, ki jih uporabljajo strokovnjaki iz različnih področjih delovanja.

**Metoda:** Za namene raziskave smo uporabili kvalitativno paradigmo. Anketirali smo 18 strokovnjakov iz različnih delovnih področij, da bi videli, kako poteka njihov pogajalski postopek v vsakdanjem življenju. Analizirali smo transkripte intervjujev s pomočjo programa za avtomatsko analizo vsebine, s programom z imenom Leximancer.

**Rezultati:** Udeleženci so navedli posebne pogajalske veščine, ki so univerzalne, ki jih lahko uporabljate vsakodnevno, ne glede na poklic. To so opredeljeni in jasni cilji, dobra priprava, kjer je pomembno preveriti stranko, graditi zaupanje in iskati rezultat pogajanj, ki prinese izid zmaga/zmaga.

**Organizacija:** Svet se spreminja in v vsakem poklicu so pogajalske spretnosti pomemben del našega vsakodnevnega dela. Nekateri ljudje so večji v pogajanjih in imajo pogajanja tako rekoč že v krvi, vendar to ne pomeni, da se pogajanj ne moremo naučiti. Menedžerji bi morali imeti dobre pogajalske sposobnosti, da bi lahko vodili organizacijo kakovostno.

**Družba:** Vsakodnevno komuniciramo in ves dan se pogajamo, ali se tega zavedamo ali ne. Poznavanje ključnih spretnosti pogajanj izboljša veščine pogajanj.

**Originalnost:** Raziskava ugotavlja ključne spretnosti pogajanj, ki so značilne za več vrst strokovnjakov.

**Omejitev/nadaljnje raziskovanje:** Omejitev, ki se pojavi pri kvalitativnem raziskovanju in je tudi omejitev naše raziskave, težava posploševanja podatkov, kar pomeni, da podatke ne moremo posploševati na celotno populacijo. Za nadaljnje raziskovanje predlagamo uporabo kvantitativne metodologije. Prav tako bi bilo smiselno predstaviti dobre prakse pogajanj pri različnih poklicih.

**Ključne besede:** pogajanja, pogajalske spretnosti, teorija pogajanj, življenjske izkušnje, ključne spretnosti.

