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Abstract of the doctoral dissertation entitled. "*Building the effectiveness of work of a coach and sports instructor in the context of human resource management in Polish youth sports clubs.*"

The dissertation addresses the issue of building the effectiveness of a coach and sports instructor. As the coaching profession is in constant change, coaches at every level of sports competition need to know what to do to be successful. A coach and sports instructor, as the main actor in the process of developing athletes and helping them achieve their goals, should have and constantly acquire practical knowledge of all areas related to improving effectiveness of work. The need to look at the process of building the effectiveness of work of a coach and sports instructor involves taking into account a number of factors that determine it, which, based on an analysis of the literature on the subject, include competence, coaching and leadership behavior, emotional intelligence, and sociodemographic factors that determine a coach's age, gender, education, marital status, length of service and having children under the age of 7. A coach and sports instructor in a youth sports club has many roles, and one of them is also the one related to the activities of the sports club in which he works or participates in its management, where he ensures its development and financial well-being. Employee participation is an integral part of human resource management, which aims, through the involvement of employees, to provide them with ample opportunities for professional development and strengthen their involvement in the operation of a given organization, resulting in an increase in work effectiveness.

Verification of the existence of a relationship between the competency profile of coaches and sports instructors, employee participation and the effectiveness of their work was the main objective of the research presented in the dissertation. In order to achieve the main objective, the following specific objectives were adopted: explanatory, exploratory, methodological, applied, utilitarian. The explanatory objective is to determine the relevance

and degree of association between variables. The exploratory objective is to identify the competency profile of the coach and sports instructor prevalent in Polish youth sports clubs and to determine the type and level of employee participation most commonly used in Polish sports clubs. The methodological objective is to develop a methodology for quantitative and qualitative research that allows for a comprehensive, multidimensional assessment of the competency profile of coaches and sports instructors and an analysis of the impact of factors on work effectiveness. The application goal is to provide the management of sports clubs with the results of the study and tools to verify the level of competence and effectiveness of the coaches and instructors they employ. The utilitarian goal is to increase the quality of work of coaches and instructors translating into an increase in the sports performance of Polish national team players.

Achieving the objectives of the study was made possible by conducting a systematic literature review and empirical research. This allowed us to construct a research model that represents the arrangement of relationships between the issues that are the subject of our own research, resulting from the research questions posed and the hypotheses formulated in the conceptualization phase of the study:

Hypothesis H1. Higher coach and sports instructor effectiveness is associated with high levels of emotional intelligence and high ratings of coaching behavior and leadership.

Hypothesis H2. Higher levels of emotional intelligence of a coach and sports instructor is positively correlated with employee participation.

Hypothesis H3. The level of employee participation of coaches and sports instructors in a sports club is related to coaching and leadership behavior.

Hypothesis H4. Sociodemographic factors of a sports coach influence employee participation and effectiveness of work of a coach and sports instructor.

Hypothesis H5. The effectiveness of work of a sports coaches and instructors depends on the type and level of employee participation.

Hypothesis H6. High emotional intelligence is associated with the effectiveness of work of a coach and sports instructors.

Hypothesis H7. Employee participation is a mediator of the relationship between coaching and leadership behaviors and effectiveness of work.

Given the complexity and interdisciplinary nature of the issues related to the work of a coach and sports instructor, in order to verify the hypotheses, it was decided to conduct an empirical study using two methods: quantitative and qualitative. The quantitative study involved 30 volleyball coaches and instructors and 420 purposively selected players who are their charges. The qualitative research was conducted on a group of 10 coaches and instructors, purposively selected from among the 30 coaches and instructors who participated in the qualitative research. Their purpose was to clarify, deepen and understand the relationships verified by statistical methods.

The layout of the work reflects the realization of the set research objectives. The work consists of six chapters. The first three chapters present the results of a systematic literature review. The fourth chapter presents the research methodology. The fifth and sixth chapters contain the results of the empirical research. The work closes with a reassessment of the obtained results of the study in the context of building the effectiveness of the work of coaches and sports instructors, as well as conclusions to verify the set hypotheses.

The quantitative analysis showed the existence of relationships between the competency profile of coaches and sports instructors, employee participation and the effectiveness of their work. The results of the qualitative research analysis, which aimed to explain, deepen and understand the relationships verified by statistical methods, showed that most coaches emphasize the importance of emotional intelligence in managing the team and individual athletes and in leading them to high sports performance. In addition, coaches believe that it is behaviors in the area of technical skills that lead to high sports performance. Coaches and sports instructors emphasized the important role of leadership behavior in the area of coaching and instruction. According to them, effectiveness in training is based on individual work with the athlete by correcting his or her mistakes so as to force correct execution of the exercise. In addition, coaches emphasized the role of positive feedback and social support as a motivational factor during training and competition. Most coaches advocate an authoritarian style of decision-making, as they believe athletes cannot decide on matters that are within the coach's authority. In their opinion, it is the authoritarian style that leads to high sports performance. In addition, all coaches participating in the survey say in unison that the opportunity for them to participate in the management of a youth sports club influences better sports performance.

The work is expanded with reflections on the interpretation of the results and recommendations for the authorities of youth sports clubs. Theoretical and practical contributions to the study are also demonstrated. Finally, limitations to the study conducted are

also indicated, as well as suggestions for similar studies in the future. First of all, it is suggested to conduct a study of the impact (separate for each area) of personal and professional competencies of a coach on the effectiveness of his work on a representative group, which would allow to reflect the structure of the entire population of coaches. In addition, the theoretical considerations in this dissertation reveal significant gaps in the awareness of sports club authorities about human resource management. Therefore, the results that have been presented should also be some indication that there are a number of factors that can affect the effectiveness of youth sports coaches. Sports club authorities should develop among coaches, but also other employees and volunteers, those competencies that lead to higher effectiveness. In addition, the authorities of sports clubs should apply practices based on participatory management, because as the results of the analysis carried out as part of this dissertation indicate - the participation of coaches and sports instructors affects not only the sports performance of the team, but also of individual athletes. The above conclusions can also be a guideline for coaches, both for those who do not invest in their personal and professional development, as well as for those who are looking for more and better solutions in their work with athletes.

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