

UNDERREPRESENTATION OF WOMEN IN SPORTS ORGANIZATIONS. POLISH, BRITISH AND INTERNATIONAL ORGANIZATIONS — A COMPARATIVE ANALYSIS

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Abstract From feminist and critical point of view sport has been a sexist institution. Despite the women empowerment in sport they are still trivialized and marginalized. Research also shows that sport organizations may be exceptionally opposed to women, valuing hegemonic masculinity. Therefore the aim of this article is to check whether gender inequalities occur in Polish sports organizations and what is the scale of those inequalities in comparison to international and British organizations. The study used methods of examining official documents (information generated by other empirical data from official documents of the organisation). The sample consists of 17 Polish, 17 international and 17 British sports organisations. The results of research showed that in Polish sports organisations there are working less women than in the international and British organisations, there are also less women in committees and women committees (if they have been established). More women work in organisations which represent women-orientated sports disciplines.

Key words sport organisations, gender, equality, Polish, British, international sport organisations

Introduction

Sport holds a significant position in the western culture. It is no longer seen as inoffensive pastime, and its political, economic and commercial dimension is increasingly noticed. The feminist and critical paradigm in sport studies also points to the fact that sport is a mechanism for the construction and reproduction of masculinity and femininity (Kay, 2003). It symbolically separates women from men and creates a hierarchy between genders, which is reproduced in other areas of social life (Messner, 1992). What is more, it is the area confirming the traditional masculine power and strength (Messner, Sabo, 1994). Sport reproduces hegemonic masculinity, which is the variant of masculinity most commonly occurring in sport. The concept of hegemony refers to dominance achieved by means of specific practices set in the social structure. Acknowledging that physicality is the fundamental source for interpreting femininity and masculinity, it should be stated that one of the social institutions where the role of

the body in maintaining gender relationships is most easily observed is actually sport. Strength, stamina or perfect training sustains the traditional view on masculinity. It is characterized by aggression, negation of pain and suffering, suppressing emotions and orientation to achieve established goals. It remains a certain ideal model reproduced through sport. In relation to other masculinities and femininities (Connell, 2001), hegemonic masculinity allows for the reproduction of the gender order. The feminist paradigm in sport studies shows that women's efforts in sport are compared to the male pattern, which hinders its autonomy and makes women's sports marginalized and trivialized (Hall, 2002).

Sport perceived as a masculine venture results in low employment of women in sports organizations. Sports organizations highly appreciate hegemonic masculinity as well as practices related to power and privileges resulting therefrom. Anderson thinks that sports organizations are a perfectly integrated, self-reinforcing system, which reproduces itself with no internal contradictions or conflicts (Anderson, 2009). Apart from the discussed problems related to perceiving sport as a man's business, there are other issues related to identification of the public sphere as belonging to men, linking the power as well as managerial (*think manager, think masculine*) or technical skills with masculinity (Powell, Butterfield, Parent, 2006). Gender stereotypes related to perceiving masculinity as objectivity, neutrality or firmness are responsible for the belief that men are better suited to perform professional duties. All these factors have led to identifying the problems behind gender inequality on the labor market such as: ghettoization, tokenism, glass ceiling, sticky floor, etc. At the same time, we have to bear in mind that structural factors related to organizational culture are responsible for the reproduction of these phenomena (Alvesson, Billing, 1997). Drawing attention to gender problems at work has led to the creation of a theory of gendered organizations (Acker, 1990, 1992).

Research on sports organizations has shown a number of barriers which women have to face when starting employment in sports organizations. As a reason for resigning from work in the organization women mention the following: struggles for power, lack of influence on organization functioning (Pfister, Radtke, 2009, 2006) plus working environment and formal processes related to employment and promotion. Without contacts, it is more difficult for women to gain recognition, and the so-called *old-boys network* does not perceive the small number of women employed at organizations as a problem (Skirstad, 2009; Knoppers, 2010). The structure of the organization and implemented practices affect the role and importance of women working there. As Australian studies show, women are delegated to administrative duties which have no impact on organizational changes, although they occupied the same positions as men who at that time were involved in defining the operational framework of a given institution (Sibson, 2010). The practices of gender inequalities occurring in sports organizations described above have also been defined by Claringbould and Knoppers (2012). They have distinguished the practices of gender neutrality, normalcy and passivity, which reinforce and sustain underrepresentation of women in sports organizations (Claringbould, Knoppers, 2012; Hoeber, 2007). The practices of gender neutrality in organizations make people deny masculine hegemony (e.g. belief that women and men have equal opportunities in the recruitment process). The "power" of practices of gender normalcy is based on believing that male dominance is "natural". These practices legitimize passivity in combating gender discrimination which may show itself in rejecting any type of affirmative activities.

Methods

Therefore, the purpose of the research is to find out if gender inequalities exist in sports organizations, and if they do, what the scale of this phenomenon is. The specific purpose is to analyze the staffing of basic positions (president, vice-president, chairperson and members of commissions and committees (composition of management boards, bureaus, committees and commissions) in domestic and international sports organizations in the gender perspective.

The sample is composed of 17 Polish, 17 British and 17 international sports organizations. Polish organizations have been selected for the analysis in order to verify compliance with the rules of gender equality in sport and to compare them with international organizations which supervise Polish organizations and also function as some kind of a "paradigm" for Polish sports organizations.

British organizations, with a much longer democratic tradition, have been selected to compare their observance of gender equality with Polish sports organizations. The number of organizations selected for the study has been dictated by the wish to analyze both the organizations representing team and individual sports, collision sports, contact and non-contact sports, and also such sports which are generally considered to be women's or men's sports. Selected organizations are the largest in given countries and also represent the most popular sport disciplines in a given cultural environment.

The selected organizations constitute a purposive sample. They include those representing both, sports considered to be women's sports (rhythmic gymnastics), men's sports (football, weightlifting, boxing), and those considered to be neutral (tennis, swimming, track and field). Due to the division of sports, which functions in the culture, into those perceived as women's or men's sports, an appropriate approach is to select a sample which will allow for collecting reliable empirical data, establishing the dependencies which are of interest, and consequently solving the formulated research problem (Babbie, 2009).

The composition of sports organizations may differ among organizations representing disciplines considered to be women's and men's disciplines. Despite the dynamics of women's entering the sports fields reserved for men, the division into typically women's and men's sports persists, which is reflected in the studies conducted in this field (Koivula, 2001). What is important, there are still few sports considered to be women's sports. There is a certain number of disciplines considered to be neutral, however the majority are associated with masculinity. The division into individual and team sports is also essential, since the latter are still treated as a bastion of masculinity. Due to their brutality and aggressiveness, collision sports (ice hockey or boxing) and contact sports (football, handball) are explicitly associated with masculinity (Messner, 1992, 1994). Due to the above statements, the sample was purposive to ensure obtaining of the data necessary to answer the formulated research question and solve the research problem.

The research was conducted between November 2013 and October 2014 based on the documents and statistics published by sports organizations on their websites or, as in the case of statutes of British organizations, included in the British court register.

With the aim to achieve the formulated research purpose, the analysis of secondary data, such as reports, statistics, compilations and other documents plus analysis of specialist texts have been found to be the most adequate and justified methods. Analysis of secondary data is a method frequently used in sociology, valued mainly for its non-reactivity. Considering that interactions of the researcher with the respondents, suggesting how to respond or imposing one's will constitute a frequent accusation of distorting the results, non-reactive methods are free from this defect (Babbie, 2009). As Earl Babbie writes "the existing statistics, then, can often provide

a historical or conceptual context within which to locate your original research” (Babbie, 2009, p. 370). The analysis of existing documents was not used in sociology for a long time despite the fact that existing data is an “extremely valuable scientific source” (Łuczewski, Bednarz-Łuczewska, 2012, p. 163). Currently, an increasing number of researchers focus not on generating new data, but on the analysis and interpretation of the data collected by others (Łuczewski, Bednarz-Łuczewska, 2012). This article makes use of formal documents, i.e. public documents (of sports organizations) as well as statistics and reports of non-governmental organizations, which monitor the work of sports associations: *Trophy Women? NGB Leadership Audit 2013, From Kumamoto to Sydney. Women and sport progress report 2006–2010*.

Results

Managerial positions in national and international sports organizations from the gender perspective

Subject literature frequently addresses the underrepresentation of women holding top positions in companies and barriers that prevent women from becoming promoted to managerial positions. As long as there are no women holding managerial positions, it will be difficult to change the stereotype that men are better predisposed to leadership. In terms of leadership, sports organizations seems to be more “accustomed” to men as managers due to the association between masculinity and sports.

The conducted analysis indicates that Polish sports organizations have very few women holding managerial positions (Table 1).

Table 1. Managerial positions in Polish sports organizations according to gender

Name of organization	Women holding the position of president or vice-president	Women holding the position of committee chairperson	Women holding the position of committee vice-chairperson	Women holding the position of women's sports committee chairperson
Polish sports organizations*				
PZPC	none	none	1	no committee
PZB	none	none	none	no committee
PZPS	none	none	none	no committee
PZKosz	none	none	none	no committee
PZLA	none	none	none	no committee
PZPN	none	1	none	none
POLSWIM	none	none	2	no committee
PZG	president	2	2	no committee
PZHL	none	none	none	1
ZPRP	none	none	none	no committee
PZZ	none	1	none	no committee
PZJ	vice-president	none	none	no committee
PZR	none	1	none	no committee
PZŻ	none	none	none	no committee
PZN	none	1	1	no committee
PZKol	none	none	none	no committee
PZT	none	no data	no data	no committee
Total managerial positions held	3	6	6	1

* PZB – Polish Boxing Association; PZG – Polish Gymnastics Association; PZHL – Polish Ice Hockey Association PZPN – Polish Football Association; PZJ – Polish Judo Association; PZKOSZ – Polish Basketball Association; PZN – Polish Ski Association; PZPC – Polish Weightlifting Association; PZPN – Polish Football Association; PZPS – Polish Volleyball Association; PZR – Polish Rugby Association; PZSWIM – Polish Swimming Association; PZT – Polish Tennis Association.

Women hold the position of vice-president in only two organizations, and only one organization has a woman as president, i.e., PZG (Polish Gymnastics Association). PZG is unique among Polish sports organizations in that, in addition to its president and vice-president being women, two women are committee chairpersons and two are committee vice-chairpersons. The high number of women holding managerial positions (as far as Poland is concerned) may stem from gymnastics being perceived as a women's sports discipline wherein the barriers to the presence of women in the structure of the organization are lower than in other disciplines. Apart from PZG, only one of the remaining 16 sports organizations employs a woman as the vice-president, four women are committee chairpersons, and four are committee vice-chairpersons. Among the two active women's sports committees, only one, in PZHL (Polish Ice Hockey Federation), is led by a woman. Furthermore, women do not hold managerial positions on the most important committees. Even though the Audit Committee Chairpersons in PZN (Polish Ski Federation) and PZR (Polish Rugby Federation) are women, women hold positions on committees that have little influence on the functioning of the organization. No woman leads a budget, financial, or statute committee. A woman is the Chairperson of the Chamber for Sports Dispute Resolutions in PZPN (Polish Football Association), and in PZZ (Polish Wrestling Association), a woman leads the Committee for Distinctions. In as many as eight organizations, no woman holds any managerial position.

International sports organizations employ more women as committee chairpersons and vice-chairpersons, though it should be noted that these organizations are structurally more developed. Nonetheless, six women hold the position of vice-presidents in these organizations (Table 2). A much greater number of women (17) compared to the six in Polish organizations leads committees. The same can be said for the position of vice-chairperson: in international organizations, 15 women are vice-chairpersons, compared to six in Poland. Eight of the analyzed international sports organizations have women's sports committees. In all of them, women are the chairpersons. This constitutes a key difference to Polish organizations, among which only PZHL employs a woman as the chairperson, while PZPN and the women's section of PZB (Polish Boxing Association) are led by men.

Table 2. Managerial positions in international sports organizations according to gender

name of organization	Women holding the position of president or vice-president	Women holding the position of committee chairperson	Women holding the position of committee vice-chairperson	Women holding the position of women's sports committee chairperson
1	2	3	4	5
International sports organizations				
IWF	none	none	none	yes
AIBA	none	1	none	yes
FIVB	2 executive vice-presidents	none	2	no committee
FIBA	none	none	1	no committee
IAAF	none	none	none	yes
FIFA	none	none	4	yes
FINA	none	4	none	no committee
FIG	vice-president	5	7	no committee
IIHF	none	2	none	yes
IHF	none	none	none	no committee
FILA	none	none	none	true
IJF	none	none	none	no committee
IRF	none	none	none	no committee
IASF	president, vice-president	2	2	true

1	2	3	4	5
FIS	none	1	none	no committee
UCI	vice-president	1	none	true
ITF	none	1	none	no committee
Total	6	17	15	8

Three organizations (IJF, IRF, and IHF) do not employ any woman as a committee chairperson, committee vice-chairperson, president, or vice-president. These organizations also lack a women's sports committee. Each of them represents contact disciplines regarded as typically masculine: judo, rugby, and volleyball. In another three organizations, i.e., IWF, IAAF, and FILA, women are the chairpersons only in women's sports committees. In short, in some organizations, e.g., FIG or ISAF, women hold managerial positions, which means that data on the gender-based division of leadership in the individual cells of an organization do not indicate a clear dominance of men, while other organizations do not notice the issue of the underrepresentation of women at all. FIG and ISAF employed a total of 20 women holding managerial positions out of 46 from among all 17 organizations, which translates to 43% of the total number of women leading the individual cells of the organizations.

Compared to their international counterparts, British organizations employ fewer women as their presidents. Only BVT and LTA are managed by women. The available data on committee chairpersons indicate that the position is held by women in only three organizations. A vast majority of these positions (8) belong to BG, four belong to RYA, and two to LTA. This concerns the Technical Committee in BG and RYA and the Protection and Nominations Committee.

Table 3. Managerial positions in British sports organizations according to gender

Name of organization	Women holding the position of president or vice-president	Women holding the position of committee chairperson	Women holding the position of committee vice-chairperson	Women holding the position of women's sports committee chairperson	Women holding the position of performance director and development director*
1	2	3	4	5	6
British sports organizations					
BWL	none	no data	no data	None	2
ABAE	none	no data	no data	None	1
BVF	president	no data	no data	None	no data
BE	vice-president	no data	no data	no data	no data
UKA	none	no data	no data	no data	1
THEFA	none	none	none	True	0
BS	none	no data	no data	None	1
BG	none	8	none	None	0
BIH	none	no data	no data	no data	1
EH	none	no data	no data	no data	0
BWA	none	none	none	None	0
BJ	none	none	none	None	0
RFU	none	none	none	None	0
RYA	none	4	none	True	0
BSS	none	none	none	None	no data

	1	2	3	4	5	6
BC		none	none	none	no data	0
LTA		president	2	none	None	0
Total		2	14	0	2	6

* Data in this column were obtained from the "Trophy Women?" NGB Leadership Audit 2013*.

No woman held the position of a committee vice-chairperson in any of the analyzed organizations. The presented data indicate that women hold managerial positions mainly in those sports organizations that represent gender-neutral disciplines, rather than disciplines associated directly with masculinity. No women hold managerial positions in rugby, football, or wrestling associations. In two analyzed organizations, women are the chairpersons of women's sports committees. The "Trophy Women?" report also shows that few women hold the position of development directors or performance directors. In only five out of 14 analyzed organizations, women hold one of the two positions. Women hold both positions only in BWL.

Fundamental positions in Polish, international, and British state organizations

In addition to leadership in sports organizations and their primary organizational units, another important issue is positions held in collegiate bodies according to gender. The conducted analysis concerned the percentage share of positions held on Boards of Directors, executive committees, and other committees according to gender (Table 4).

Table 4. Percentage share of positions in boards of directors and committees of Polish, international, and British sports organizations held by women

Organization	Percentage share of positions in boards of directors and committees of Polish sports organizations held	Percentage share of positions in boards of directors and committees of international sports organizations held by women	Percentage share of positions in boards of directors and committees of British sports organizations held by women
	by women	held by women	by women
Weightlifting	8	6	36*
Boxing	0	10	14*
Volleyball	2	9	50*
Basketball	0	17	20*
Athletics	4	23	26*
Football	5	6	6
Swimming	5	16	17*
Gymnastics	67	32	56
Ice hockey	9	14	38*
Handball	7	0	29*
Wrestling	6	9	11
Judo	13	7	15
Rugby	7	2	7
Yachting	12	24	17
Skiing	12	12	25
Cycling	8	24	5*
Tennis	31	24	30

Data marked with * in the column were obtained from the "Trophy Women? NGB Leadership Audit 2013*.

In Polish sports organizations, not only do few women reach managerial positions, but few women are also members of the most important collegiate bodies. Women are members of executive committees in only three of the 17 organizations: PZG, PZJ (Polish Equestrian Federation), and PZT (Polish Tennis Association). The composition of the executive committee and the Board of Directors of PZG is notable, with both bodies having the same number of women and men. The percentage share of the executive committee of PZJ allows women to maintain a minimal threshold of recognizability. In contrast, only one woman was elected for the executive committee in PZT.

The Boards of Directors in Polish sports organizations also include few women, who are the members of only four of them. The Board for PZHL is notable for its equal share of men and women. However, it should be stated that the Board comprises only two persons. Ice hockey is regarded by society as a typically male discipline, as are boxing, weightlifting, and football, none of which have female representatives on the Boards of Directors of their respective sports organizations. PZHL has also established a women's sports committee, where the chairperson and most members are women. The situation is different in PZPN. On the women's football committee, women are in the minority, and the chairperson and vice-chairperson are men.

In 11 sports organizations, there are no female members of the Board of Directors or executive committees. Also, few women are the members of committees. Even though in PZG there are more women than men on committees and the Board of Directors (67% of total members), the corresponding percentage share in other organizations does not exceed 31%. The high percentage share of women employed at PZG may be related to the fact that gymnastics is considered a feminine discipline, especially artistic gymnastics, which has no male representation in Poland.

The conducted research indicates that the Boards of Directors and committees of two sports organizations, i.e., PZB and PZKosz (Polish Basketball Association) do not include any women. In as many as eight organizations, the percentage share of women does not exceed 10%. These organizations represent disciplines not only stereotypically associated with masculinity, such as football (5%), rugby (7%), ice hockey (9%), but also athletics (4%), volleyball (2%), and swimming (5%), i.e., disciplines in which women have participated for a long time, making their engagement (presumably) uncontroversial.

In international sports organizations, women hold more positions than in Polish ones. There are also more organizations that exceed the 25% share of women employed by the Boards of Directors and committees. In six organizations, however, there are no women on either the executive committee or the Board of Directors (AIBA, IHF, IJF, IRB, FIS, and ITF), and only four organizations have appointed a woman to the executive committee (UCI, ISAF, FIG, and FIVB). While as many as seven women are members of the executive committee of FIG, they constitute only 28% of the total number of its members. ISAF has appointed two women to the executive committee (20% share), and FIVB has appointed 2 women among a total of 17 members (12% share). As far as the Boards of Directors of international organizations are concerned, the most women are employed at FIG (7 women and 14 men). This provides women with a minimal threshold of recognizability of 33%. Six women are members of the Board of Directors for IAAF (along 15 men) and five are members of the Board of Directors for FIBA (along 13 men). However, apart from FIG, the percentage share of women employed in Boards of Directors does not exceed 30% in any organization.

Ten of the analyzed organizations either exceeded or (in the case of AIBA) attained exactly a 10% share of positions held by women on Boards of Directors, executive committees, and other committees. Six out of the ten organizations have women's sports committees, which is important because women are a majority there, which

makes them recognizable and allows them to form an important body. This can clearly be seen in the case of AIBA, where the women's boxing committee employs 13 women. Apart from these 13 women, only two women were appointed to the medical committee. As many as 57 women (out of a total of 112 positions) are members of the Women's Forum in ISAF, which greatly improves the percentage share positions held by women in the organization. A similar situation occurs in FIFA: out of 27 positions in the Committee for Women's Football, 16 are held by women. In the Women & Sport Commission of FILA, nine positions out of 19 are held by women.

Women hold the majority or half of available positions in few committees. Women hold the majority of positions in the Synchronized Swimming Committee of FINA (89%) and the Medical & TUE Commission of IJF. Women hold half of the positions in the Ethics Commission, Athletes Commission, and BMX Commission of UCI and in the Audit Committee of ISAF. Women hold positions primarily in women's sports, athlete, athlete rights, disciplinary, and social committees. Women do not hold positions in development, trainer, financial, legal, statutory, or technical committees.

Women hold more positions in key bodies of international sports organizations than of Polish sports organizations. This may be partially related to guaranteed positions for women in other bodies of the organizations. However, the presence of women is minimal in some organizations. In IRF, women hold only two positions in committees, and in IHF, there are no female members on any committees or the Board of Directors. Women hold fewer positions in organizations representing contact and collision sports. In addition to the aforementioned rugby and handball organizations, women also hold few positions in football, judo, and wrestling organizations. Compared to these organizations, the 14% share of positions held by women in IIHF appears to be a relatively good result. Among team disciplines, the largest percentage share of women was found in FIBA.

Compared their international counterparts, British sports organizations show a slightly higher share of positions held by women. In BVF, the share of women and men is equal. Women hold 40% of positions in UKA, 38% in BIH, 38% in BG, and 29% in EH. The share of positions held by women did not exceed 10% in two organizations, and three organizations (BC, BSS, and BWA) did not employ any women as members on their Boards of Directors. The state of affairs is completely different for the executive committees. Out of 14 organizations that publish data about their executive committees, only two, BG and RYA, employ women, with BG employing two, and RYA employing one. More women hold other managerial positions.

BG shows the largest share of positions held by women (56%), and is the only organization in which women hold more positions than men. In BVF, the share of women is 50% for all managerial positions. Other noteworthy organizations are BIH (38% of positions held by women) and BWL (36%). Women hold positions in key bodies of each organization, albeit their share is small in three cases: BC (5%), RFU (7%), and THEFA (6%). Only two out of 13 organizations had a women's sports committee. The women's sports committee in RYA comprised only women, while in THEFA, women were in the minority (41%).

A comparison between British, Polish, and international sports organizations first and foremost shows a consistent lack of women in executive committees. The share of positions held by women on the Boards of Directors of Polish organizations does not differ significantly from international and British sports organizations. However, the share of women is higher in British organizations for all managerial positions, albeit most British organizations do not have women's sport committees.

Conclusions

Compared to their international and British counterparts, Polish sports organizations employ the fewest women. Only in one organization, the Polish Gymnastics Association, there are more women employed than men. A woman is also the president of the association, women are chairpersons of two commissions and also in two they hold the position of vice-chairperson. This fact can be associated with the social identification of gymnastics as a women's sport. As to the remaining organizations, only in four of them women are members of the management board (PZHL, PZG, PZŻ, PZN), in three they are members of the management bureau (PZJ, PZG, PZŻ), only in four a woman is the chairperson of one commission (PZN PZZ, PZR, PZPN). In Polish associations, only two commissions for women's sports have been established (PZHL, PZPN). In the PZPN commission, men chair the commission and women do not have the majority. Women's sport commissions are usually the place where all issues related to women's sport can be put forward, where improvement strategies can be developed, and where the possibilities of influencing the management team in the field of organizational changes can be considered. The lack of it may be a significant hindrance for all those aiming to improve the situation of women in sports organizations and issues related to discrimination of women in sport. The lack of backup for such type of activities complicates work and shows lack of will of the people who take the decision to establish a commission.

In Poland, similar studies were conducted in 1998 (Pawlak, 1998). The data obtained also showed a significant underrepresentation of women in Polish sports organizations and associations. By analyzing sports organizations it was shown that only in 3.8% of women held the position of president, in 3.6% of vice-president, and only in 6.5% they were members of the management board. In total, women held 7.7% of all positions. The analysis of sports associations gave similar results, accordingly: 6.0% of women held the position of president, 5.1% of vice-president, and 6.9% were members of the management board. So, since 1998 the situation of women employed in sports organizations has not improved, they are still marginalized and the degree of their underrepresentation does not allow for having impact on the policy of the associations. Also Jakubowska analyzed Polish sport organizations representing summer Olympic disciplines. Only 6% of women were members of board of directors (Jakubowska, 2014, pp. 332–336).

From the female perspective, the situation looks much better in international sports associations, although here the staffing in terms of gender is far from being balanced. However, compared to Polish sports organizations, women are more frequently chairpersons of commissions, in four organizations they are vice-presidents (FIVB, IASF, UCI, FIG). Women are definitely more often present in management boards – in 11 organizations, but only in four they are members of management bureaus. Eight organizations operate a women's sport commissions, in all of them women hold managerial positions and have the majority. Thus, we can see a trend to let women decide about the shape of changes related to women's sports. However, we need to mention ghettoization of women in an organization, dangerous from a women's perspective, which may consist in allowing them to work mainly in a women's sport commission, where they have substantial majority, but are hardly visible in other organization's bodies. A great number of women working in women's commissions, e.g. 57 in IASF, also contributes to a significant percentage increase in the number of positions filled by women in the organization.

Also in British sports organizations more women are "visible" compared to Polish sports organizations. Two organizations are led by women (BVF, LTA), in the majority of the organizations women are board members (only in three organizations there are no female board members). In the BVF management women hold 50% of positions, in BG 38%, similarly to BIH. In six organizations women are executive and development directors.

However, from the available data it turns out that women's sport commissions operate only in two organizations, and only in two women hold positions in management bureaus.

The *Trophy Women? NGB Leadership Audit 2013* report also points to underrepresentation of women in British sports associations; *Women's sport and Fitness Foundation* since 2009, presenting proportions of women holding positions in management boards of British sports organizations and managerial positions. In the years 2009–2013, 22% of women held positions in management boards of British sports organizations. The 2014 data shows an increase to 23% (*Trophy Women? NGB Leadership Audit 2014*). Although it is a positive trend, it needs to be stressed that Sport England imposed a duty on subordinate associations that by 2017 25% of positions in management boards are held by women. At the same time, the 2014 report shows that in 1/4 of the organizations surveyed the percentage of women holding positions in the management board decreased compared to 2013.

The analyzed data also shows that more women are employed by organizations which represent a sport discipline considered to be typically feminine. This can be seen in the example of gymnastics-supervising organizations, but also with regard to the disciplines not explicitly regarded as masculine, like e.g. sailing or tennis. Compared to other institutions, more women were employed at these organizations and more frequently they reached managerial positions. Undoubtedly, fewer positions were held by women in the disciplines which are stereotypically identified with masculinity, such as rugby, football, boxing or weight lifting, although in this case the situation would occasionally be nuanced. Some data, such as the number of positions held by women in the management board of BIH or EH, UCI-related data or a woman being member of the bureau of the management of the Polish Judo Association require restraint in the evaluation of a given discipline in terms of gender employment and handling the problem of gender inequality.

Monitoring the number of women working in various sports organizations and the course of their professional career show that the problem of women underrepresentation is seen and perceived as inappropriate. Based on the analysis of the collected Internet data regarding the percentage of women being board members in sports organizations worldwide in 2012, *Sydney Scoreboard* reports that only four countries have more than 30% of women in management boards (Norway, Sweden, Fiji, Cook Islands), and Poland can be found among the five countries with the lowest percentage of women in management boards (8.4%) (*From Kumamoto to Sydney 2014*).

This shows not only the point in monitoring the situation but also the amount of work to be done to change the present state of affairs. Failure to exploit women's potential may lead to worse functioning of organizations. As relevant literature shows, gender-differentiated work environment is more effective.

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