



What influence on well-being of a migrant football player?

Case study: NK Maribor

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Abstract

Following qualitative and explorative research new perspectives on well-being of professional football players in a diverse football club are presented. Aim of the research was to observe factors that influence on well-being of migrant employees. In this case study, well-being of foreign football players was assessed through qualitative interviews. Furthermore, factors that were found to influence on their well-being were explored through interviews conducted within and outside of organization. For assessment of well-being, sense of belonging, sense of self-esteem, sense of control and sense of equality were used as indicators. Factors that were found to influence well-being itself were classified into organizational factors, private factors and personal characteristics. Data was collected through qualitative interviews and observations in Slovenian football club NK Maribor during the season of their attendance in the Champions League and analyzed through ethnographic methods such as situational context analysis and coding. Research offers insight into experiences and practices connected to well-being of a migrant football player and discuss possibilities for improvement of the practices that are dealing with diversity within the organization.

Keywords

Diverse sport teams, diversity in football, professional teams, diversity in sport, indicators of well-being, factors influencing well-being, football player well-being

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Contents

Introduction and Problem statement	3
Theoretical chapter.....	6
Well-being.....	6
Belonging.....	8
Self-esteem.....	8
Control	9
Equality	10
Cultural diversity in teams	10
Sensitizing concepts.....	11
Methodological chapter	15
3.1. Research design	15
3.2. Sample strategy.....	15
3.3. Data collection	16
3.4. Data analysis.....	17
3.5. Research quality indicators	17
Context.....	19
Findings	21
Sense of belonging.....	21
SQ 1.1: Which factors influence sense of belonging?	22
Sense of self-esteem.....	26
SQ 2.1 Which factors influence sense of self-esteem?	27
Sense of control.....	30
SQ 3.1.: Which factors influence sense of control.....	31
Sense of equality.....	34
SQ 4.1: Which factors influence the sense of equality?.....	35
Well-being and related factors	36
Conclusions.....	38
Discussion.....	38
Reflections	41
Limitations and recommendations	42
Bibliography	44
Appendix 1 - Interview script	47
Appendix 2 - Data matrix	50

Introduction and Problem statement

In today's globalizing world and a mobility of workers, diversity in the workforce is a persistent issue and area of sport not only influenced by it, but can serve as an example for it. Internationalization of a European football has increased since the 1960s, when footballers from Eastern Europe, South America, Africa and Asia started to migrate into Europe. Higher ticket demand, generous broadcasting contracts and overall better economic situation contributed to the fact that European football became interesting worldwide. Diversity in football was fostered, especially with a "Bosman's Ruling" in 1995 by European Court of Justice when the court decided that football is an economic activity. As such, falls within the scope of the Treaty of Rome, that guarantees free movement of employees across the EU. From then on, clubs can hire EU citizens without restrictions and football players are free to transfer through EU clubs and culturally diverse teams are reality (Maderer et al., 2014; Frick, 2009). According to CIES Football Observatory Switzerland, data for the biggest five leagues in Europe (English Premier League, Spanish La Liga, Italian Serie A, German Bundesliga and French Ligue 1) suggest that in last 5 years, around 55% football players were migrants from a different country of origin than country of stay (CIES Football Observatory, 2015). According to Maderer (2014), there are several reasons for an internationalization of a football. Movements can be caused by financial inequalities between different leagues in international football. Especially clubs in the leagues of the Big Five (English Premier League, Spanish La Liga, Italian Serie A, German Bundesliga and French Ligue 1), but also other so-called Western leagues are financially attractive for talents from Africa, Latin America, Asia and Eastern Europe. Clubs that are signing contracts with these players also hope to benefit from the specific strengths of a football players coming from different cultures. Diverse cultures mean diverse skills that can contribute to the whole picture of a football game on the field. For example, Italian clubs are well-known for their tactics, the Germans put emphasis on a discipline and Brazilian on technical skills. Another positive effect of migration of football players has business nature and it is connected with increasing worldwide attention and gaining the international fan base, following by positive effects at merchandising the club name and its products. For example, transfer of South Korean player Ji-Sung Park and Chinese Dong Fangzhou into English club Manchester United has a significant impact on their market growth in Asia (Maderer et al., 2014).

As in other spheres of market, footballers are subjected to a law of supply and demand. With a free mobility over EU, professional football players have extended possibilities to trade their football knowledge and labour in order to attain a livelihood. Magee (2002) distinguished several types of football migrants when studying professional football migration in England: Mercenary, Settler, Ambitionist, Exile, Nomadic cosmopolitan and expelled. The mercenary is the one who is motivated mostly because of economic benefits and football is seen purely as a job. Settlers are players who migrate for a sustained period for several years, possibly together with a young family. The ambitionist category has three elements: desire to become professional football player, desire to play in a particular league and a desire to improve career with a migration in a better quality league. Exile is a player who wants to leave a domestic country because of various

football-related, personal, or political reasons. Nomadic cosmopolitan is someone who wants to experience different nations and cultures through playing football in different clubs. Finally, some players can also be expelled, which means that they are for some reason forced to migrate from the domestic country (Magee & Sugden, 2002).

Every year, millions are spent during transfer periods on player's transfers, but well-being (and subsequent performance) of a player has always been a challenge that depends on football club staff, co-players and footballer itself. Well-being of an individual is connected to their performance and subsequently is important for team success. The following research examines how football players are satisfying their fundamental needs, which are essential to positive well-being. Furthermore, research is investigating which factors on three levels influence foreign players' well-being.

The research is focused on ethnically diverse football players as it is assumed that migrant players' well-being is more vulnerable. Although well-being is considered to be the same importance for all professionals in any diverse teams, some studies suggest that difficulties related to establishing and maintaining well-being in professional groups are more common for migrant individuals than for non-migrant team members (Siebers, 2009; Shore et al. 2010).

A number of studies in sports and football is focusing on migration (Elliott, 2013; Magee & Sugden, 2002; Maguire, 2004; Molnar & Maguire, 2007) where nature, patterns, and characteristics of footballers' migration were explained. Terms such as race and ethnicity were used to explain under-representation of minorities, both on the football pitch (Burdsey, 2007) and in the leadership structure in European association football (Toms, 2014). As Maderer et al. (2014) claim, there has been an extensive research on diversity in football teams and their success with various outcomes. However, as they suggest in the article, research on the player's individual level, interactive processes and activities outside of the football ground is required in order to fully understand the effects of diversity (Maderer et al., 2014). After extensive research in academic literature, it is assumed that the application of social psychological studies on well-being has not been made yet regarding the well-being of migrant players in culturally diverse teams in sports.

The aim of my research is to give an insight into multi-level factors that influence on the well-being of a foreign football player in a culturally diverse football team. We are interested to find out key factors of personal characteristics and processes in the private life of migrant player that affect his well-being. Furthermore, we want to investigate how organizational processes within culturally diverse football team effect on foreign footballer's well-being.

Players' well-being is established on both personal and organizational level, and this academic research on factors influencing well-being would contribute to both academic literature and practical knowledge in this matter. This research would make the first steps in the literature on cultural diverse football teams, offering the insight into how foreign footballers in the concerned

football club are satisfying their fundamental needs that indicate well-being. I argue that player's well-being is influenced by different factors on organizational, personal and private level. Furthermore, the paper will contribute on a literature on diverse teams as such. Implications for practical knowledge are several. Research will highlight the processes that are occurring and affecting on lives of a migrant football players in an organization. Processes that affect well-being are highlighted and well-being is evaluated; societal implications of a study are relevant, especially for an organization that is subject of my research; however, it is believed that knowledge of this research can be applied in various kinds of working organizations. With a practical knowledge about an object of the research, theoretical knowledge on well-being can be applied and well-being of migrant workers enhanced.

In a following research, we first want to assess well-being of migrant football players in NK Maribor. For a purpose of assessing well-being, four main indicators were chosen: belonging, self-esteem, control and equality. The choice is justified in the next chapter; however, it is believed that their origin in evolution and cross-cultural applicability makes them appropriate for investigating our main research question. Furthermore, factors that may influence on them are chased in the statements related to these four indicators. Found factors will be classified into three categories; organizational, private and personal. Through this structure, we will aim to assess the well-being of migrant football players and address factors that may influence on their well-being.

As I want to research which factors influences well-being in a culturally diverse team, the following is my research question:

- Which organizational factors, private factors and personal characteristics influence on well-being of migrant football players in the diverse football club NK Maribor?

To answer to that question, I first have to examine the state of well-being of respondents. This will be investigated through following sub-questions, which are focused on theory-based indicators of well-being. In order to have more transparent results, the potential factors that affect well-being will be explored for each indicator separately, pursuing respondents' experiences and meanings attached to them. Furthermore, these factors will be grouped in three levels: organizational, private and personal. Following sub-questions will represent the base for an answer on a research question:

1. How do respondents have sense of belonging?
 - 1.1. Which factors influence a sense of belonging?
 - 1.1.1 Which organizational factors influence sense of belonging?
 - 1.1.2 Which private factors influence sense of belonging?
 - 1.1.3. Which personal characteristics influence sense of belonging?
2. How do respondents have sense of self-esteem?

- 2.1. Which factors influence sense of self-esteem?
 - 2.1.1. Which organizational factors influence sense of self-esteem?
 - 2.1.2. Which private factors influence sense of self-esteem?
 - 2.1.3. Which personal characteristics influence sense of self-esteem?
3. How do respondents have a sense of control?
 - 3.1. Which factors influence sense of control?
 - 3.1.1. Which organizational factors influence sense of control?
 - 3.1.2. Which private factors influence sense of control?
 - 3.1.3. Which personal characteristics influence sense of control?
4. How do respondents have sense of equality?
 - 4.1. Which factors influence a sense of equality?
 - 4.1.1. Which organizational factors influence the sense of equality?
 - 4.1.2. Which private factors influence the sense of equality?
 - 4.1.3. Which personal characteristics influence the sense of equality?

Theoretical chapter

Well-being

Humans are social beings and for the survival of the human race, a success of both, individual and the group was the key. Human brains developed strategies to achieve cooperation of humans by creating needs that human being tend to fulfill. Williams' (2007) research shown, that even minimal forms of ostracism are reflexively leading to a biological response, which is experienced as pain and distress. Being a social outcast hurts. Feelings of biological response are much like physical pain, as we detect it in the brains in similar neural structure, as psychical pain. Humans are social animals, and isolation can mean no less than death. We have to detect exclusion as early as possible and adjust behavior to avoid it. Our detection system can also be non-rational, with a response through physical body even if the threat is not significant at all. The reason for this is that not detecting ostracism can be a lot more damaging than over detecting it. »Pain« happens when needs of belonging, self-esteem and control are thwarted. The link between ostracism and behavior is not clear; various behavior responses can appear as a consequence. (Williams, 2007)

Ensuring the resources for survival, what we usually today call a job, was one of the reasons why humans were connecting each other in groups. Work can be essential for psychological health is a basic idea of Blustein's (2008) article in which he provided conceptual framework with aim to explore and understand the impact of work as a factor in psychological health. Struggle to earn one's livelihood is usually a big part of one's life and individuals are often put into social, economic and political contexts, in which their life is going on, on a basis of their living making activities. In other words, everyday activities are subordinated to the goals which are narrated by work itself. Furthermore, individual's happiness depends on work; when it exists and fulfills one's needs, one enjoys in psychological health. When activities to earn for survival do not exist

or are a source of denigration, monotony and despair, one's general well-being is in question (Blustein, 2008).

Hence, work has a crucial role at fulfilling fundamental human needs. Blustein (2008) identified these needs as a need of survival, relatedness and self-determination. Self-determination is experienced by the people who are intrinsically motivated to participate in working activities. According to Ryan and Deci (2000), self-determination theory is focused on social-contextual conditions that effects on one's self-motivation and healthy psychological development. In the article, they highlighted three innate psychological needs – competence, autonomy, and relatedness – that need to be fulfilled in work setting to experience self-determination. Humans tend to internalize contexts; therefore supportive contextual conditions foster one's satisfaction of psychological needs. In non-satisfying jobs, conditions that foster autonomy, competence, and relatedness can endanger satisfaction of self-determination needs. Authors suggest, that individuals who want to motivate others and achieve commitment, effort and high-quality performance, have to set contextual conditions that pursue and support autonomy, competence and relatedness.

These components of self-determination are closely related with key concepts of our research question. Relatedness is closely connected with a sense of belonging and feeling of competence is closely related with a sense of self-esteem. Experience of autonomy is referred to feeling that one is in charge of his own life; one has to believe that he wants to participate in activities of his job. Doing what you choose to is closely related to feeling of control.

Before theory on indicators will be analysed, justification of four indicators for measure well-being will be justified. Indicators of belonging, self-esteem, control and belonging were chosen because of their strong link with biology and evolution. As Williams (2007) argue, “these needs most likely have strong evolutionary roots for maintaining the success of the individual and the group.”(p 238) Furthermore, equal access to resources is linked with need of survival, which Maslow (1943) argued is the core of human experience.

Needs addressed as indicators of well-being are believed to be be fundamental motivations. The fact that experiences of thwarted need have a biological consequence is in favour of that. These needs have to be satisfied in order to maintain one's health and well-being and failure in satisfaction of fundamental motivations produce ill effects unlike unsatisfied wants (Baumeister & Leary, 1995). Same authors highlighted the means of a fundamental motivation, which is innate in human brain mechanism and linked to evolutionary theory, same as our four indicators that were addressed as the core of well-being. Fundamental motivation has also other characteristics than direct link to well-being, addressed by these authors:

“A fundamental motivation should (a) produce effects readily under all but adverse conditions, (b) have affective consequences, (c) direct cognitive processing, (d) lead to ill effects when thwarted, (e) elicit goal-oriented behavior designed to satisfy it, (f) be universal in the

sense of applying to all people, (g) not be derivative of other motives, (h) affect a broad variety of behaviors, and (i) have implications that go beyond immediate psychological functioning.”(Baumeister & Leary, 1995, str. 498)

Belonging

Belonging is a first concept that is under investigation in sub-questions. It is defined as the degree to which migrant football player is related, accepted and included by other people (Shore, Randel, Chung, Dean, Ehrhart, & Singh, 2010). Baumeister&Leary (1995) found evidence for their hypothesis, suggesting that “desire for personal attachments is – the need to belong – is a fundamental human motivation” (Baumeister & Leary, 1995, str. 520). People tend to form social bonds with people that have anything in common or are in a frequent contact with them. Friendships or other attachments are created and maintained, sometimes even without pragmatic reason. Furthermore, social attachments effects on the emotional and cognitive part of a human being. In other words, people’s social bonds are a strong cause of human emotions and people tend to think about relationships and interactions disproportionately high (Baumeister & Leary, 1995). As Siebers (2009) identified, working professionals need to satisfy two basic identity needs: sense of belonging and sense of uniqueness. Recognition as a good colleague and recognition as an ethnically inspired individual is needed for both domestic and foreign professionals, but institutional and relational uncertainty significantly affects migrant’s recognition (Siebers, 2009). According to Blustein (2008), one of the essential roles of work is that it provides access to social support and relational connections. In work environment, one has interactions with another; it may be structured or informal. Work also puts one into a wider social and cultural fabric of life. The function of work is also to provide an employee with relations, therefore it contributes to the satisfaction of needs for belongingness (Blustein, 2008). Importance of the belonging is also highlighted by (Leung, Cheung, & Xiangyang, 2011, str. 157): “Having a sense of belonging is considered a core interpersonal aspect of human existence.” When people consider themselves close with the social world, developed sense of connectedness satisfies one’s need for belongingness. Baumeister & Leary (1995) proposed two important aspects of belonging. On one side, people need to have fulfilling everyday interactions with same people, and they have to put these interactions in a long-term, stable context which is meaningful for in their life in terms of caring and concern. Lack of belongingness can lead to different psychological and physical problems. (Baumeister & Leary, 1995). Furthermore, if lack of social connectedness is experienced, well-being is thwarted, as it “enables them to make sense of their existence.” (Leung, Cheung, & Xiangyang, 2011, str. 158)

Self-esteem

Second concept used as an indicator of well-being is self-esteem, defined as sense of one’s successful accomplishments of life and career challenges, indicating with positive, self-confident and effective feeling about self (Williams, 2007). Self-esteem describes personal sense of self-worth and is a key indicator of adjustment to life demands. In other words, if one sees himself as

a competent to deal with different situations. Self-esteem is related to successful satisfaction of basic human needs by influencing on one's behaviour process. Better self-esteem means better control over unexpected events, and low self-esteem is linked with lower control over life and depression. (Leung, Cheung, & Xiangyang, 2011).

According to Terror Management Theory, self-esteem is a social construct which is used by the people as a shelter against the inherent human condition, terror. People do realize from a broader perspective that their lives are non-significant and the fate of dying and decaying is inevitable. To avoid that, humans as cultural animals seek for socially created identity that would provide meaning and goal to everyday life (Pyszczynski, Greenberg, Solomon, Arndt, & Schimel, 2004) High self-esteem is a consequence of a process when one successfully confirms his identities through social comparison processes (Reitzes & Mutran, 2006). High self-esteem is on the other continuum as anxiety and it means that people are more likely to experience psychological well-being and consequently deal with stress and life challenges (Pyszczynski, Greenberg, Solomon, Arndt, & Schimel, 2004).

Strive for self-esteem engages individual into different prosocial behaviours. However, when beliefs and values of self-esteem seeker and context are not matching, antisocial behaviour as aggression and prejudice can be a consequence. In order to avoid that, recognition is crucial.(Pyszczynski, Greenberg, Solomon, Arndt, & Schimel, 2004). The experience of self-esteem can depend on individual social background, as it affects person's self-evaluation. Lack of self-esteem does not have only bad psychological consequences; it is found also that it affects physical well-being (Reitzes & Mutran, 2006)

An accumulated positive psychological achievement during working life is a definition of career success (Leung, Cheung, & Xiangyang, 2011). People experience a sense of psychological success when they achieve their career goals. Feeling of achievement is closely related to self-esteem and it is a consequence of successful dealing with situations.

Control

The third indicator of well-being is a sense of control, defined as one's ability to feel control over predicting other people's reactions and having an influence on his own social environment (Williams, 2007).

Study from Ng, Sorensen, & Eby (2006) examines how a locus of control influences employees at work through prospective of well-being and motivation. Control represents a wide range of concepts and behaviour outcomes and it means are oriented towards having a control over the social environment. Locus of control is a cognition experience, belief that a person has control over his own life. As stated by Ng, Sorensen, & Eby (2006), three cognitive processes are affecting the locus of control: "self-evaluation of well-being, internal motivation and a cognitive orientation of maintaining active behavioral control." (p1072) These three processes are

performed at the same time, are closely related and have attitudinal and behavioral outcomes. Furthermore, they affect on one's emotions, motivation and well-being (Ng, Sorensen, & Eby, 2006; Danna & Griffin, 1999).

Beliefs of having control are developed through social experiences, and some people tend to believe they have higher control than others (Ng, Sorensen, & Eby, 2006). People who believe that they are controlling the outcomes of their behaviour have an internal locus of control, and people who address external determinants as a reason for their fate of lives has an external locus of control (Danna & Griffin, 1999). It is expected that people with an internal locus of control are more satisfied are more happy in organizations as they are willing to make a change if they are unsatisfied (Judge & Bono, 2001).

Equality

Need of survival relates to access to resources that ensure survival. Without work, one cannot have basic resources. Satisfying these needs is fundamental for a human being, as it was studied in early psychology from Maslow (1943). In today's complex social organization, social categories based on demographic attributes can have influence on resource allocation. When the distribution of resources is not fair, equality is threatened and this is an immediate threat to the need of survival (Blustein, 2008). Sense of equality is, therefore, the fourth key concept used to explain respondents' well-being, related to equal access to resources and equal treatment; it's challenged when feeling of fairness is in question on a basis of ethnic differences. If one is treated as an out-group member, unfair resource allocation can thwart the perception of equality. (Schaafsma, 2008).

Cultural diversity in teams

Discussed needs are common for all human beings. However, my focus is on ethnically diverse professionals, since they are less likely to satisfy them. In a team, defined as a set of two or more people who interact towards a common goal, individuals have specific roles and limited membership. The way it's members interact with each other is crucial regarding the accomplishment of their work. Team members share their resources and experiences. (Costa, Pasos, & Bakker, 2014). Vulnerability of diverse migrants in teamwork was highlighted by several authors.

Shore et al. (2010) claimed that employees are fully included in the work group only when needs of both belongingness and uniqueness are satisfied. Only when this stands, individuals opt to socially identify with a group. Theoretical perspectives from the diversity literature argue that people seek for belongingness and that the in-groups are more favourably treated than out-groups (Byrne, 1971; Lemyre & Smith, 1985; Riordan & Weatherly, 1999; as seen in Shore et al 2010). For example, greater satisfaction, communication, linking and reduced relationship conflict was found related to racial similarity in groups. Being excluded by the group is related to experiences

such as stereotypes, feelings of exclusion, performance pressures and discomfort (Shore et al., 2010).

From a social psychologist point of view, differences between the in-group and out-group members are generally emphasized and commonalities neglected. Ethnical and cultural characteristics and practices are the symbols used to embody one's identity and define it as a member of a certain group. Ethnic identity can be seen as a core of one's self-understanding rooted across time and context. However, ethnic identity can also be seen as a changeable entity, a product of a self-definition and definition by others. Focusing on these social processes, commonalities and similarities are emphasized, as some commonality is needed for collectivism (Verkuyten, 2005).

Foreign minority members may experience problems within the interactions relevant for the satisfaction of well-being, as the social interactions may be under the influence of out-group bias. Different culture also mean different norms and values and in a diverse environment, previous strategies for satisfaction of needs may not be suitable for a different value systems than migrants were used to. However, social identity theory may explain the potentially successful adaptation, as the commonalities within the team may be emphasized and ethnic boundaries overran.

[Sensitizing concepts](#)

Many factors can potentially influence the four indicators of well-being and it is impossible to discuss all those potential factors. To connect factors that are addressed in the findings chapter with the theory from academic literature, sensitizing concepts are used. The sum of factors recognized after interview analysis is discussed in aforementioned chapter from a theoretical point of view.

Following concepts may explain the relation between found factors and a well-being of migrant football players. Tuomi, Vanhala, Nykyri, & Janhonen (2004) made a research about employees well-being among industry workers. The results have shown that changes in organizational practices correlate with changes in well-being of workers. The key factors that promote organizational commitment and mental well-being are promotion of well-being, good organization of work, sufficient supervisory support, and opportunity for development. These organizational practices are closely related to worker's well-being and its improvement make organizational practices more beneficial for employee's happiness. Well-being was also found improved with less uncertainty at work, as Siebers (2014) also noted.

Siebers (2014) claimed that uncertainty on a work place produces inequality through five organizational factors: unnecessary mutual prudence, post-bureaucratic communication norms, post-bureaucratic work norms and post-bureaucratic labour control and post-bureaucratic psychotherapeutic management. These five listed organizational factors that are related to uncertainty and produce inequality in a work setting.

Occupational stress is another concept which has a direct impact on well-being of employees. Factors intrinsic to the job, role in the organization, relationships at work, career development, organizational structure and climate, and home-work interface are sources of potential stress addressed by Danna & Griffin (1999). For certain type of job, there are different intrinsic job factors that can add stress in worker's occupation, for example work overload or underload, shift work, long hours, travel, risk and danger and the quality of the physical working environment. Potential stressors are also relationships with superiors, colleagues, and subordinates. Occupational characteristics such as personal income, complexity and control are related to psychological well-being. Examples of organizational structure and climate are stressors related to organizational culture, management style, lack of effective consultation and poor communication. Finally, the link between work and home can potentially be a stressor particularly for a dual career couples (Danna & Griffin, 1999).

Relationships within a team, namely superiors, colleagues and other organizational staff, can be a source of potential stress. Connections at work have significant impact on the achievement of individual and organizational outcomes in both ways, positive in case of high-quality connections and negative in case of low-quality connections. High-quality connections can be a consequence of four dimensions: mutual benefit, mutual influence, mutual expectation and mutual understanding. With a common perceptions on these four dimensions, everybody in organization benefits. Their development, nurturance, commitment and enabling these dimensions is influenced by trust, which must be present for high-quality connections to occur (Ferris, Liden, Munyon, Summers, Basik, & Buckley, 2009).

Trust in relationships is also related to "high role ambiguity, poor communication, low job satisfaction and poor psychological well-being" (Cooper & Cartwright, 1994, str. 466). Trust attitude is important aspect that determines if a relationship between two individuals is meaningful, reflected in one's belief that the other individual will be responsive to one's needs and will take care for them. The adaptive value of social relationships is highlighted by researchers, as the need to belong motivates individuals to create and sustain meaningful interpersonal relationships. Sense of belonging is essential in development of work relationships, by providing a sense of community that effects on individual attitudes on taking care of each other in that community (Ferris, Liden, Munyon, Summers, Basik, & Buckley, 2009).

Acculturation, generally defined as: "those phenomena, which result when groups of individuals having a different cultures come into continuous first-hand contact, with subsequent changes in the original culture patterns of either or both group" (Berry, Poortinga, Breugelmans, Chasiotis, & Sam, 2011, str. 308). More exactly, psychological changes in individuals are seen in the process of acculturation. Changes could be in everyday behaviour as for example way speaking, dressing and in one's cultural identity. On the other side, changes may be stressful, producing uncertainty, anxiety, or depression. In order to avoid these negative effects, mediating factors such as personal characteristics, personal resources and social support play their role in the

perception and interpretation of acculturation experience (Berry, Poortinga, Breugelmans, Chasiotis, & Sam, 2011).

Adaptation can be internal or psychological, directly related to one's individual satisfaction and overall psychological well-being. Adaptation can be also sociocultural, which relates to competence in the everyday activities of intercultural living while successfully acquiring the appropriate cultural skills to live effectively in new social environment. In other words, psychological and sociocultural adaptation has to deal with "feeling well" and "doing well". These two forms of adaptation are related to each other; having positive interactions and successful dealing with in social environment is likely to improve one's personal well-being and vice versa. These two forms of adaptation can be expanded to work adaptation, which deals with adjustment of adults to work and new occupational challenges (Berry, Poortinga, Breugelmans, Chasiotis, & Sam, 2011).

"Work adaptation refers to competent performance, the successful accomplishment of work goals and organizational commitment to a local unit." (Berry, Poortinga, Breugelmans, Chasiotis, & Sam, 2011, str. 327) For immigrants, work adaptation does not only mean doing well in terms of achieving organizational goals. It also means general satisfaction with employment and successful avoidance of downward mobility, non-recognition or even discrimination, that are potentially the obstacles that are typical for work migrants (Berry, Poortinga, Breugelmans, Chasiotis, & Sam, 2011).

One of the most evident factors on organizational level that influence especially on adaptation is language diversity. In diverse environment, communication strategies are important for effective intercultural relationships (Harvey, Price, & Griffith, 2002). Socialization processes and team building both depend on successful communication, and language diversity can be a major challenge for building relationships in a linguistic diverse teams.

Team work engagement is another multidimensional construct that is closely related to well-being of employees. It is defined as "shared, positive and fulfilling, motivational emergent state of work-related well-being." (Costa, Pasos, & Bakker, 2014, p. 418). Vigour, dedication, and absorption are main characteristics of team work engagement. Vigour refers to willingness to put effort in work, persistence in difficulties, ability to adopt to stress and to high level of energy at work. Having a sense of significance, enthusiasm, inspiration, pride and challenge, refers to dedication. Absorption refers to being fully concentrated and engrossed in work, where time passes quickly without tendencies to detach from it (Gonzalez-Roma, d'Schaufeli, Bakker, & Lloret, 2006).*

Achieving a work-life balance, uncertainty of future work assignments and linking project assignments to development are factors on organizational level that create pressure and subsequently influence on well-being (Turner, Huemann, & Keegan, 2008). This is true especially for dynamic work environments as the one addressed in this research. Balancing the

focus between work and life can be difficult especially on the peaks or downs of working continuum. Temporary working environment that football players are facing can bring a degree of uncertainty on them. Linking assignments appropriate to employee's career development might be a challenge relevant for our research setting. On one side, organization must develop and prepare employees for their future assignments on its own way while employees may feel that their aspirations on opportunity for development are higher than employers. That might influence on their well-being, therefore it is considered important to match development opportunities with development needs. (Turner, Huemann, & Keegan, 2008).

Career of a football player brings consequences for footballer's family through different geographical relocations when changing the employee. This characteristic of occupation represents obstacles for an organization of a family life. Players' partners either stay within their domestic social environment or are moving together with players; in both cases family situation can be stressful (Roderick 2012). On the other hand, family cohesion can alleviate external stressors. In latter case, degree of commitment, consistent help and support are components of family cohesion (Leung, Cheung, & Xiangyang, 2011).

Mentioned by the same authors, spirituality characterized as a feeling of harmonious connection between oneself and a higher power can serve as a protective function, which helps to maintain well-being and deal with negative external circumstances (Leung, Cheung, & Xiangyang, 2011). Direct connection between well-being and religious faith was also highlighted by Myers (2000). Personal faith has been found to influence positively on coping with personal crises and personal religiousness was found to be one of the two best predictors of life satisfaction among personal health. People that are feeling close to God are up to twice as happy than unbelieving individuals. Reasons for that may be found in the provision of social support through common religious practices and provision of meaning and purpose in life (Myers, 2000).

Ponterotto, et al. (2007) found positive correlation between scores on multicultural personality and well-being. Personal characteristics such as cultural empathy, social initiative, flexibility, openness and emotional stability are influencing on "multicultural effectiveness" of a person and subsequently indicate their well-being. Multicultural effectiveness may be defined as "success in the fields of professional effectiveness, personal adjustment and intercultural interactions" (Zee & Oudenhoven, 2000, str. 293). Cultural empathy is an ability to understand and emphasize with thoughts, behaviour and feelings of culturally diverse individuals. Open-mindedness means an open attitude towards groups and individuals with different value systems without previously attached prejudices to them. Being calm and able to successfully cope with stress in different situations refers to emotional stability. Taking initiative in social situations and leading the way for others is social initiative and flexibility is ability to adjust behaviour to expectations of new situations in a combination with tendency to approach unknown situations.

Methodological chapter

3.1. Research design

For the purpose of investigating factors that influence well-being of a football player in a professional football club, the focus was on one football club, making an in-depth interviews with stakeholders and observations in that particular football club. Research was therefore an in-depth case study conducted on a Slovenian football club NK Maribor.

Interviews were made in two rounds. In first part of the first round, football players were interviewed in order to assess their feelings of well-being and find possible factors that have influence on it. First part of the interview has a deductive aspect because I use four concepts as indicators of well-being in order to structure interviews. In second, inductive part of the first round of interviews, I searched for mentioned factors that influenced on respondent's well-being.

In the second round of the interviews, the stakeholders that are directly connected with factors that were discovered in first round of interviews were interviewed in order to gain thorough insight into factors. Choice of respondents depended on the answer of the first round of interviews and their accessibility.

Data was also gathered through observation method. Observation of football club's public events such as trainings, matches and other public appearances was made. Observations were made with a focus on events that are potentially related with indicators of well-being and served as opening question about a topic during the interviews that were conducted after the event.

3.2. Sample strategy

First round of the interviews will be conducted with foreign football players chosen by purposive sampling. Within the 8 foreign football players in the club, the sample of 6 was chosen on the basis of the length of their presence in a current club, as I assume that time can make a difference in well-being. Time was chosen as a variable in the sample, because individuals respond to thwarted needs with a certain behavioral changes (Williams, 2007). Successful satisfaction of needs therefore may not be instant, but rather some time is needed to find suitable responses from individuals and environment to satisfy belonging needs. Sample will be made on distinguishing three length categories of stay; short-term are newcomers that are present not longer than one year, middle-term are players that are present not more than three years but more than one year, and players that are present more than three years count as a long-term stayers. Each category was supposed to be represented with two players. However, because the respondents were chosen on a basis of data available on the official webpage on the organization, actual situation was not ideal, as the one of the respondents from a middle term category fell into a long-term category. With these interviews, I got into player's well-being and factors that influence their well-being.

Nationality or origin of migrant players in football club is diverse to such an extent that no conclusions would be possible on that base. For example, at the start of our research, among 8

international players, only two of them originated from the same country. However, we can distinguish respondent on a basis of EU-membership. Two players were found to be born with a passport of an EU-member state, one of them managed to acquire Slovenian nationality during his stay in Maribor and the rest had a nationality from the outside of EU.

Our sample contained players from different cultures, nationalities, religions, and races. Namely, they came from Brazil, Macedonia, France, Israel, Ethiopia and Serbia. Their ages were ranging from 20 to 31 years old and their religion varied from Islam, Orthodox, Jewish to Evangelic and Christian.

Sample of the second round of the interviews was based on findings of first interviews. As the information about relevant factors was, I was able to select respondents and elaborate those particular factors of a well-being. Although sample of the second round was meant to cover more areas, only two interviews were made. One interview was made with one of the two funders of ultras supporter group Viole Maribor that is present in Maribor for 26 years, and another interview was made with a head coach of a current team, who is a coach of this team since 1st of October 2013.

3.3. Data collection

Access to respondents was ensured by the contact person within the club. Interviews with the players were semi-structured, face-to-face and conducted in informal, private setting in an office, in the headquarters of the organization itself. Through interview topics about indicators of well-being, I first explored the actual well-being of a football player. Subsequently, I asked questions about their perception on influences of their well-being with a purpose of finding in independent factors that are related to their well-being. All interviews were recorded, transcribed and analyzed. Catalogue of recordings was made with identity tag attached to recording. Interviews are accompanied with field notes.

Common events of a team that were publicly accessible were observed before interviews. Notes on observations were also made before and after conducting interviews in headquarters of the organization. Observations were accompanied with field notes and events from the observations were addressed through interviews. Due to the nature of the organization, inside observations of team's private events were not possible to conduct.

Interviews with a first round of respondents were made during their everyday morning routine, before their first morning training. Time limit of interview was around 30 minutes. Interviews went as expected without disturbances in any form, respondents knew before-hand what the interview is about and everybody agreed with it. However, there was a three month delay between the first round of interviews and the interview with a coach, who explained issues from the first round more in detail. This happened due occupied schedule from the side of coach management, as in that time was an important ending stage of the domestic season and qualifications for European cups.

3.4. Data analysis

Data was analyzed in an ethnographic way through transcription, coding and situational context analysis. All interviews were transcribed in paragraphs and accompanied with field notes made with observation.

Transcribed interviews were coded in three phases. Selective coding was made on a basis of interview topic list, which can be seen in appendix 1. Coded statements that were found related to indicators on a topic list were a basis of an assessment of well-being. In the second phase, mentioned statements that were found to be related with factors were analyzed and organized by open coding and each statements' code presents a different factor. In the third phase, relationships between codes from the second phase were analyzed through axial coding (Boeije, 2002). Statements from all interviews were put under the common codes, which represents a sum of factors. In other words, statements from the respondents about possible factors were analyzed through open and axial coding, then put under the same category, named as a factor that influence on well-being. These codes with statements were organized under each indicator in a manner to answer sub-questions. Data matrix from the first round of interviews can be seen in appendix 2. Second round of interviews was transcribed, analyzed and subscribed to results from the first round of interview in a manner to further explain mentioned factors.

Sets of encoded answers therefore provided the basis for the answers on sub-questions and main research question. Information gained through observations served as a tool to recognize and further explore possible factors that influence well-being. Through key events found on sites, possible meaningful events were identified and questioned upon the interview.

3.5. Research quality indicators

Internal validity

Interviews and observations were chosen research methods for gathering information to answer the research question, because they are appropriate for exploratory research on people's interactions and meaning-making. Data was gathered and sensitized through triangulation of information from various sources. Core concepts, research question and sub questions have a basis in relevant academic literature, which ensures their validity.

External validity

Outcomes of the case-study research will give an insight into situation in a particular organization. As the research is qualitative and exploratory, the aim is not to provide generalizable findings applicable for other contexts. However, outcomes can be generalized in terms of highlighting and understanding possible factors of well-being in diverse organizations.

Reliability

Ensuring non-biased answers is expected to be a challenge as the constant changes in fluent football environment dictate strong relation between time and respondents perception of their experiences. Interviewed players might also provide social desirable answers in the interviews. Behavior of observed individuals during observations was not affected by a presence of a researcher in any way, as the observations were conducted discreetly with a previous agreement with the contact person. Bias was reduced as much as possible, taking into account several issues.

Researcher adequately introduced himself as master degree researcher from Tilburg University, who is interested in his local club. The fact that the club concerned is researcher's local club has its advantages and disadvantages. Advantages are in terms of gaining access and understanding player's context. As a disadvantage, background can hardly be eliminated as researcher's domestic background can have impact on "guest-host" bias. However, respondents were acknowledged of this bias and were explicitly asked to give honest answers about their issues, conflicts and feelings. Researcher ensured full confidentiality with a guarantee that answers will not be reported to the management on an individual basis and possible given quotes will not be traceable to a reader. Interviewee was acknowledged with recording before interview and ensured that recordings will be only used and are essential for academic purposes. Studied organization was asked about their preference on their anonymity, however, no special requests about anonymity of a research was made.

Language diversity can contribute to possible biased answers. In order to avoid that, interviews were conducted in a language that respondents preferred to ensure their abilities of expression. Interviews were therefore conducted in a Slovenian, English, Italian and French language. For Italian and French speaking respondents, certified translator was ensured for optimal understanding between interview and also for translation and transcription into English language.

Choice of an interview language was made with intention not to influence on answers by learned phrases in "host" language, as players are oriented to speak for public in Slovenian language. Topics list were written in English language and translated in a language of an interview by either a native speaker or certified translator in order to avoid different understanding of concepts. Still, different concepts in some languages may not have the equivalent in other languages, therefore language bias is impossible to avoid completely.

Context

Broad context of research setting is city of Maribor, located in a northeastern Slovenia. Situated in Europe and as a part of European Union it promises encouraging circumstances for a development of a football career and entrance into competitions on a highest levels of European football. The city where players live is the second largest city in Slovenia, however with 95 000 inhabitants it is characterized as a small and a quiet city. Football presents a big part of everyday life to local inhabitants; in the current season, more than 100 000 fans visited the matches of first league during 35 games. For comparison, club in the capital city with 272 000 residents only had 60 000 visitors (NZS , 2015). Fans, together with ultras group Viole, are also visiting the majority of away matches, supporting the team wherever they play. NK Maribor does not mean a lot only to local inhabitants, but it is a bright example and contribution to local economy, responsible for jobs, tourism and local consumption (Klapš, Ambrož, & Stepišnik, 2014).

Issue of cultural diversity in Slovenian football is well-known, with its roots in Ex-Yugoslavia. But through last decade, with entrance of Slovenia into European Union, national and racial diversity increased; not only in number of foreign players, but also in the diversity of them. At the time of the start of our research, in a squad of 27 players, we could find 8 different nationalities: Croatian, Serbian, Macedonian, Israeli, Brazilian and French. Not only national, also religious diversity is significant; Christian, Orthodox, Jewish and Muslim.

Organization under scrutiny is a football club named NK Maribor, established in 1960. In an era after the independence of Slovenia from Yugoslavia in 1991, it is counted as the most successful football club in Slovenia, taking 13 titles of the Slovenian national championship (1996–97, 1997–98, 1998–99, 1999–2000, 2000–01, 2001–02, 2002–03, 2008–09, 2010–11, 2011–12, 2012–13, 2013–14, 2014–15), and 8 Cup titles (1991–92, 1993–94, 1996–97, 1998–99, 2003–04, 2009–10, 2011–12, 2012–13). The biggest success of NK Maribor was qualifying into UEFA Champions League in a season 1999/2000 and 2014/2015.

After financial problems between 2004 and 2008, the club began a new era of success with arrival of a new sport director and a coach, especially from 2011 onwards, when NK Maribor played 3 times in a row in UEFA Europa League (2011–12, 2012–13, 2014–15) and in 2014–2015 in UEFA Champions. In these years, the public image of NK Maribor raised especially because of the new approach and practices in club organization itself. NK Maribor is in on a season of a research known as respected European club, with a main focus on recognizing young football talents and developing them to the highest level of European football leagues and potentially selling them for a profit to bigger clubs.

Football season in Slovenia is scheduled from late July and ends in the end of May, with a winter break between the beginnings of December until the end of the February. Players in Slovenia are able to sign a contract with a new club during transfer windows between mid-June and August, and in January. In a season of a research, more than 55 domestic and international matches were played, which testifies on an environment that is fluent and demanding.

Player's working environment, mostly structured as match, training and rest days. The team is together from early morning, having two trainings per day, common meals and other specific activities throughout the day. Twice per year, the team is together for about two weeks abroad during pre-session preparations and in up to two weeks in quarantine before important matches or phases of competitions. In organization itself, administration and organizational staff is mostly separated from the team of players, which are spending majority of their time with a close team, consisting of sports director, coach, his assistant and two coaches for specific areas and the team of medical staff, a doctor and two physiotherapists.

Career of a football player is relatively short and intensive. In a year 2014, average age in Slovenian league is 24.4 years, with an average length of stay in one club for 2.32 years (Football Observatory, 2014). Career of a football player is rarely extended over the age of 35, which can present a pressure for individuals who want to provide economic prosperity in the years after a career.

PR service in organization, together with local and national media, supplies the outsider with mostly positive information about well-being of football players. Perceived image about organization is generally positive and it appears as well organized, wealthy and goal-oriented organization with a clear vision.

Findings

Sense of belonging

In general, we found that respondents expressed satisfaction with fulfilling their need to belong.

During field observation, a strong appreciation of belonging to club symbols was clearly seen. Symbols, colours and other artefacts of the club are visible practically everywhere; affiliation to them is emphasized by organization. For example, pictures in common places, various paintings on the stadium, paroles on the training infrastructure, and matching clothes with club symbols worn by both players and the staff. Also emblems on players' cars were seen during the observation.

While observing trainings, interactions between players and coach staff subordinated to the task itself. Interactions were formalized in a way that everybody knew what to do, where to position themselves and how to complete the current task. Hierarchy was noticed; coaching staff were mostly keeping to themselves and the explanation was assigned to the person responsible for the task. Most instructions were given by the head coach; however, other coaches contributed their part as well, depending on the task. For example, the keeper coach explained the tasks to other coaches and the head coach opened and closed the training. No special grouping or exclusion were noticed, the atmosphere between players was generally good and talkative. There was a message on the training ground's fence ("together we are one"), made by the fans, directly expressing belonging to symbols of organization. During football matches, there was a visible interaction between the players and their fans. Joint celebration, fans shouting players' names during matches and fans greeting the players after each match. While conducting interviews on site, private conversations between respondents and the coach about well-being were noted and it was confirmed in an interview by a respondent as an example of good relationships between players and club staff.

When asked about feelings of acceptance and inclusion, respondents gave several statements relating to the satisfaction of these needs. Most of them claimed that they feel accepted, included and connected within the organization and inside their social environment. When asked directly about their feelings, they mostly stated that they are satisfied or at least without a problem. However, despite that consistent picture, some differences in experiences do occur.

Some respondents indicated that some hardship is currently present or it was at the beginning of their career in the current club. Despite some general hardship in the beginning resulting from language barriers, they generally do not lack the sense of belonging. Depending on the length of their stay in the club, feeling of belonging is found to consolidate and strengthen over time. However, analysis of one of the interviews showed inconsistency between general statements on belonging and the description of the sense of belonging. It was stated that relations are purely professional and that work has a purely instrumental function in order to make a living. Friends and people in the club were clearly distinguished and it seems that interactions with team mates

and people in the club are not key contributors to the satisfaction of belongingness needs. Despite that assumption, needs of belongingness do not seem thwarted; respondents do not have problems with satisfying their belongingness needs. Rather than relationships with working colleagues, professionalism and other relationships (fi. family and personal network) were mentioned as important for experiences of acceptance and inclusion.

SQ 1.1: Which factors influence sense of belonging?

Respondents mentioned several factors related to the sense of belonging. Through analysis of interviews and coding, respondents' statements were combined under several concepts, which we define as factors that influence the experience of belonging. These factors are support from club staff, connections with team mates, common, higher goal, football city with supporters on organizational level, families and private network on private level and openness and emotional stability on personal level.

SQ 1.1.1: Which organizational factors influence the sense of belonging?

At the organizational level, constant support from the club staff was highly appreciated by the respondents. Players gave statements about their feelings of connectedness and acceptance within the organization. The organization is supporting openness and professionalism between players. As explained by the coach, “the player who is bought, is a professional, he knows what is going on. And to the team, new player do not represent an obstacle, it represent them some kind of competition. Now, acceptance of players who came from abroad, is in Maribor always great. Even from the times when I played, and nowadays when I am a coach, there were foreigners, and they always felt great in Maribor.”

Indeed, not everybody satisfies their needs of belonging through the relations inside the organization. They rather see these relations in a purely professional manner, which is not connected directly to thwarted needs of belonging. “It is very hard to expect affiliation from a professional football player to certain club. He is affiliated as much as he function in this club. Now, we find it hard to expect from somebody, who stops in Maribor for two years, and leave it after for another club,” as head coach explained.

On one hand, connections with teammates are the ones that most of the respondents see as very important for satisfying their need of belonging. Statements as: “Teammates helped me most. They took me around, I went on training, than on a drink sometimes in cinema, and we were hanging out together. That helped me a lot to get used to things,” and “They don’t want to let me to feel alone here,” show that relationships at work are mostly decent and beneficial to satisfying needs. On the other hand, results also show that some players look on work-related relationships in a more professional way, stating: “It’s not your friend to cry on his shoulder, you have to

know the difference." This is also in line with the organizational approach. Both possibilities are possible, arguing that professionalism may be enough to create a sense of belonging or that professionalism is the cause for thwarted needs of belonging through social interactions.

The sense of belonging is also influenced by activities that enhance relationships within a team and the tendency to strive for a common, higher goal. Joint outdoor activities and focus inside the "dressing room" help achieve a better organizational climate and engagement in teamwork. As stated by respondents, "We go many times for dinner. We go sometimes to make picnic, we play together bowling or make something for the team-building." or "I Have some players, they are more close to other players, another not so close. But inside, inside of our dressing room, everybody must have the same thinking, the same focus"

Developing organizational spirit oriented toward a higher goal is a task for the coach. "This is my work, of course. We try, we try to stay ambitious. For example, one victory, it does not mean practically anything. Once you are on top of Slovenian football... it is hard to come up, but to stay there is even harder. And there is my job, to motivate players. Derbies, European matches, motivation is not so needed. It is not needed, because guys, on all levels, they motivate themselves at important matches, big games. My task is, that on these, routine matches that follow, I preserve ambitions as high as possible, tendency for progress and advancement." The coach achieves this through »motivational conversations, speeches before the matches, during training process, during the week... they are encouraged through training process... and then of course through motivational speech before the match."

Results show that despite belonging to the organization is an important characteristic of the team, the coach allows space for diverse satisfaction of needs within the common goal. The coach does not intervene in or organize activities during their free time, he rather seeks professionalism. In that manner, respondent's expressions do not seem to be limited until he's "functioning good". As explained by the coach, »I am interested in those, who function well. How they do that, I cannot influence, because characters are different". The coach does not wish to intervene in the private life of the football players; he only does this when necessary. "It is a fact, that it is a private life. I don't want to know a lot about personal things, because then it can happen that instead of rationally I react emotionally, which is difficult. You are the paid professional, you have to function as one. If you cannot, well, then you can come to me, ok, coach I cannot, this and this happened to me. Ok, no problems, you are free to solve it, good luck and that's it. That is the thing I have open door for. "

However, the extent to which they are allowed to express diversity is conditioned by the nature of their work: "Professional football has its order, has its demands. It is known, how some things are dealt with, and professional footballers develop themselves through football school and they learn how this function. From the preparations for the game, from investing to itself, through

right attitude on training, and all this... If somebody does not function well through training process or even disturb it, or don't want to be part of it, and he will be good on the pitch, it won't be good. Because, in long term... One cannot be privileged so much, because football is not individual sport. Its collective." Not only the functioning on the pitch during matches, "functioning" represents, as the coach stated, a wider notion. "In living, in attitude on trainings, in relationships towards players, in relationship towards coach team, offices, and so on... it can be seen quickly." We found that, for a proper functioning of the team, a selection on the basis of player's character is made before the transfer. This is achieved with the help of connections from the player's previous clubs and available on-line information about the potential new member of the organization.

Several statements and notes are showing a strong connection between the residents of Maribor and their local football club NK Maribor, which helps respondents feel included in their social environments. The respondents feel that they have an important role in the local environment. In addition, several respondents were surprised by this and were overcome with the openness of people in their new social environment. Before arrival, they held negative stereotypes about the new environment and establishing contact with local population. As stated by a respondent when questioned about his foreseeing of the arrival: "In Slovenia? Never. Like I said, I had propositions to play in the Balkan countries, but I always refused because... what I saw and heard... I thought the people had a mentality from ten to fifteen years ago and this image stayed. So when I came to Maribor, I was surprised."

One of the important factors influencing the experiences of belongingness are also the fans. "It's not only... the ones that are on the field. It's the whole city, even outside of the city that they like NK Maribor. And then Maribor is at present the biggest club of Slovenia. People are admiring. They are admiring." Football supporters are facilitating players' feelings of belonging, as noted also from observations where common identification with the club symbols and common rituals were noticed. For example, players celebrated together with their fans during or after matches, after the match they greeted each other, and when a player was substituted, the football crowd was shouting his name. Not only during matches, the fans also promoted belongingness during trainings with either their attendance or placed slogans.

As evident from the interview with one of the ultra-fans, interactions between the fans and the players are significant. "When player come here, he now where he came. He came in the big club, that this is not just something. It does not matter, who he is, what is his surname, where he comes from, what is his religion. If he dresses our colours, he is ours. If he plays for us, we support him one hundred percent, and we want that he behave professionally. Like any other in his job, we want this from them. There is a time for relaxation, but when there is a game, there is no screwing around." These messages are transferred to players by a regular presence on the domestic and away matches, supporting on the field, choreographies and showing support through individual interactions. Interactions are constant through the successes and defeats of the

team and conflicts between players and fans occur only as a consequence of bad attitude from players. As an example of the latter, a respondent highlighted: "Sometimes we went on a training. And we put them in line and have a talk. On four eyes, you know. There was 30 of us, and we went on the training, stop it and deal with it. Guys, it is like that and that. You are not here to be the biggest stars on world. Maribor can be a springboard to you, or a grave. And you will never ever play football again. If you will screw around." Fans also initiated an official award named Violet Warrior. "Violet warrior is a title, which we gave to one player every year... it is by fans. And it is ninth year now. It is given to one, who shows the biggest affiliation to violet jersey, who gave his best on every match... and then, it's voting. Over the internet, or on the stadium, who collects more votes, he is Violet Warrior. The one, who gave one hundred percent on each match, who gave all on each game, fight, jump on the head because of the ball... who was the most hard-trying, how is this said..." However, some of the practices stated by an ultra-fan used to be more recurrent in the past and might not be directly connected with the experiences of our respondents.

SQ 1.1.2: Which private factors influence the sense of belonging?

At the private level, belonging is influenced by respondents' families and their private networks.

Most of the respondents mentioned that they are experiencing daily support from either the parents and siblings from their family of orientation or from wife and children of their procreation family. Respondents who left their families in their home land are in daily contact with them. Some respondents live together with their families and some indicated that their decision to stay in Maribor depended highly on their family and their support here. The role of the family is best summed in the following quote: "It is power. It is power, my family. They can lift me in tough times, even in good times; sharing good moments with them it's great, it stays in your head. It's important."

Other relationships that are meaningful to respondents are explained under the concept of a network. Players see relationships with their friends as meaningful; either with people they know from before or people they met here and with whom they created new relationships. New friendships are usually established through common acquaintances with other teammates and are meaningful for providing a feeling of belonging in a new environment.

Visits and online contact with people from the network that originates in the country of departure help them to maintain the bonds that were satisfying the need of belonging before they arrived in a new social environment in current organization. Respondents mainly maintain strong relationships with their domestic network and this is a prominent factor for satisfying needs of belongingness. We can apply this finding to the importance of the local context, which is found to be less important when satisfying the mentioned needs. However, it is hardly a sufficient

replacement for interactions within a local network and their influence on needs of belongingness.

SQ 1.1.3: Which personal characteristics influence the sense of belonging?

Personal characteristics that were mentioned by the respondents and are related to their experiences of belonging are openness and emotional stability. Importance of openness was mentioned in several examples. "Somebody come in the team, and we took him. So we are one group... come with us. Join us. And do what we are doing" is a stated example of the team's attitude toward newcomers. The importance of open attitude and open behaviour toward the newcomer and an understanding of it was mentioned by the respondents with a short length of stay in the organization and confirmed by the respondents with a long length of stay.

However, changing the living environment is never easy and as stated, "you have to be strong in the head, you have to understand." Overcoming difficulties is related to positive attitude which can be maintained with emotional stability: "when you think, and you are positive, everything comes positive." Understanding the nature of the job and reacting adequately in stressful situations is vital when needs of belongingness are thwarted. "Ok, first of all, your mind. Is giving you the best support."

Sense of self-esteem

Observations from both trainings and matches had common notes on extroversive expressions of self-esteem when succeeding at a task or anger when failing it. Players were always prepared to attack a new challenge, take responsibility and initiative during important match events or trainings. For example, observed respondents were willing take risk during the matches through taking initiative and ending a promising attack on the field instead of passing the ball and with it the responsibility to another player. However, it is not possible to make any reliable conclusions about their self-esteem through observations during matches and trainings, as their behaviour should be subordinated to a task.

Findings about self-esteem show a consistent picture as the majority of respondents clearly indicate their confidence, either with direct statements such as "I am very self-confident" or through other indicators of self-esteem, preparedness to take new challenges in life and putting significant meaning to the current stage in their career, playing in NK Maribor. However, an orientation toward the future is specific for players with a short length of stay. For them, the source of self-esteem is not the feeling of achievement due to belonging to the team, but rather successfully achieved personal goals at current work assignments, which will be elaborated when analysing factors at the organizational level.

However, it is important to mention that the self-esteem perceived outside of the football ground may not be directly related to the self-esteem on the pitch during a game, when the latter is noted as more important for a sustainable well-being of a football player. As described by the coach: “Simply, self-esteem is exceptionally important. But you have players, who score a goal, and live from it next three matches. And scores nothing during three matches. Then, this is a problem too. False confidence is very delicate. False confidence is problematic, because you function very good, very confident, outside of the pitch. But on the pitch, when you have to function, when you have to be confident, you’re gone. And this false confidence is very unpopular at us, coaches. Now, somebody is quiet outside of the pitch, he won’t talk anything, but on the field he will be confident, everything normal. And somebody will be loud outside, we have to do this, that... but when the match arrives, he is gone.”

From the coach’s point of view, self-esteem is very important and it is dealt with as such. “This is an important factor. With encouraging, through good moves on the field, through training, with positive guidance... and it depends when and how. The closer the match is, more delicate it is to have a conflict with a player and show him his bad sides. Definitely. Closer the game is, more you have to be positive, have more confidence. You raise their confidence on a basis of their quality. Also on the match itself, reactions are important. For example, you miss the pass, you cannot react just straight. But when it is sixth, seventh, than it is a fight. But when it is first, second, it happens, we are all humans.”

SQ 2.1 Which factors influence sense of self-esteem?

The factors that were mentioned by the respondents at the organizational level are club’s achievements, the public image of NK Maribor and the opportunity for development hand in hand; the opportunity to play, the coaching staff and the nature of the sport. At the private level, fans and personal achievements have an effect on self-esteem. At the personal level, respondents mentioned personality, self-determination and spirituality as important factors related to self-esteem.

SQ 2.1.1: Which organizational factors influence the sense of self-esteem?

Club’s achievements and NK Maribor brand are the two factors related to respondents’ statements about positive achievements and the image of their current employer. Respondents with a long length of stay stated successes of the club in numbers and this clearly is very important for their self-esteem. For the newcomers, these achievements represent the proof of making a good decision when joining the club and they believe that this is beneficial to their career as a football player. A connection between the desirability and the image of the club was also stated by the coach: “Image is very important for a confidence of a player. It affects, that foreign players want to come. And also other Slovenian players. But this is a consequence of a

functioning as an institution. This mean all spheres. This is all, all areas are here important. From economists, to the president.” Furthermore, he explains that “In today’s football, coach is only one of the factors that work in a club as an institution. However, players on the field are the most important. This is the most important part of a football club. If the players on the field do not function, then you cannot produce anything. You cannot sell the jerseys, attract the sponsors, and sell a player, for example. Players are the most important”.

The sense of self-esteem does not necessarily relate to the personal or individual sense of self-esteem but can also refer to the sense of self-esteem due to being a part of a successful team. We assume this because the respondents, when asked about the feelings they have for themselves, their future goals or other indicators of self-esteem, highlighted the importance of playing for the current team. Statements as: "Maribor is a great team, If you have the opportunity to play here it's a big leap for your career", "I wanted to play in a big club, when Maribor wanted me, that was beautiful for me" and "I came here in European Champions League... this is the best dream for every player, to play in this... It is a big chance for me to be here" suggest the importance of team achievements for one’s self-esteem.

Developing a career as a football player is connected with the opportunity to play in football matches. This can be restraining because of the characteristics of the job itself, as observed in one of the respondents who had some difficulties after an injury. On one hand, the opportunity to play is highly appreciated and has significant influence on self-esteem. The coach decides who plays and who does not. "They let me play, give me opportunity to play, to show my value, to show everything I know about football" was a statement related with a positive self-esteem. On the other hand, some respondents stated that they did not get the opportunity to play, but this evidently does not have a major influence on them, as the coaching staff is compensating this with sending out clear notions of counting on them in the future. However, a difference between the psychological state when playing on the field and the state when sitting on the bench was found: "“I remember when I played, I was very happy... You don't feel the same."

The coach decides who plays and who does not. The one who plays is the one who is believed to fulfil the expectations. The selection of players for a certain match depends on numerous variables. The coach’s decision is made based on the training process and the difficulty of the opponent, importance of the game, importance of the competition, injuries, daily form... Self-esteem is a burning issue for the players that do not get enough opportunity to play. As explained by the coach: “This is one of the burning issues. Simple... when there is a lot of games, everyone get his minutes and it is easier to satisfy all of them. I would say so. But when there is less matches, what will happen to us this season, unfortunately, when some players have less opportunity to play, then this is a burning issue. To preserve their confidence, their affiliation, their ambitiousness. But still, this is one more thing what they learned about in younger selections.” Dealing with this issue depends on different situations and on each player. The problem can be approached “through different talks, through conversations, through encouragement. But it is, also situation comes, when you have the player, who plays well, but

another player doesn't allow him to play. Because he plays so good. This is professionalism. This is professionalism, on a highest possible level, on a level of NK Maribor, which is very high, and on lower levels. This is just, how to derive it. Depends on every individual, how to do this."

SQ 2.1.2: Which private factors influence the sense of self-esteem?

Personal achievements and football supporters are two factors that were found to influence respondents' self-esteem. They are classified under private factors. Accumulated career rewards and achieved personal goals are a solid base for one's self-esteem and respondents see them as important. However, they were only mentioned by the respondents with a long term of stay. Besides that, there was also a statement about the significance of private achievements outside the football ground: "I have always say, I have one life before Slovenia, another life after Slovenia and I... I grow here in Slovenia, my career, my life like... human being, like a person. And I'm also a leader of one congregation here in Maribor, ... , I teach the bible, I have meeting, I teach people, how to, to be successful in life, and I think It's a lot of things. I have a humanitarian association here in Maribor, I help with clothes, I help in prison, teaching, Spanish and English for the prisoners, and... many things."

Interactions with local football supporters seem to have an influence on the respondent's self-esteem. "Then go out in the pitch, we see our 12th player, and this is Viole. Big support to us, big motivation." A difference between ordinary supporters and ultra-supporters was established. While it was noted that the fans often express dissatisfaction during matches, ultra-supporters have different rules, as mentioned by a respondent: "You have ordinary fans, and ultras on the south of a stadium. There are different rules than on other parts of the stadium. It is not the same. You have to respect some rules here. We stand the whole game, loudly support through 90 minutes, and we are even prepared to fight, everything to blow some air in their sails. "

Setting aside the significance of fan support during matches, everyday connections and recognition of players in public places have been stated as important too. The recognition of their work by the public is related to positive self-esteem especially for respondents with a short length of stay. "If you see the player on the street, why not, younger ones go for autographs, and you go to congratulate him for a good games. You show him, that he is welcome and that you follow him... To give him some of this... Motivation, with some good word, you motivate him even more."

SQ 2.1.3: Which personal characteristics influence the sense of self-esteem?

Personal characteristics that were mentioned by respondents and are related to self-esteem are personality, self-determination and spirituality. Personal attitude toward self-esteem needs is a personal characteristic, and can vary from "I'm a quiet person" to "I am aggressive, I like to take

challenges, it's more fun". Inner expectations about the environment might be related to satisfying self-esteem needs.

Significant importance of self-determination was discovered when asking the respondents about self-esteem: "I'm determined, determined to succeed," and also as a compensation for personal achievements of the respondents with a short length of stay: "I want to do first time my job here, and help for my team and everything and then we will see what happens. When you come to the new place, you have to be focused"

Spirituality was also found to have an influence on self-esteem. As stated, the source of one's confidence is religion, as the connection with god helps players to achieve spiritual calmness and strong faith in oneself and one's abilities, not being influenced by the negative influences from the social environment.

Sense of control

Players talked about control in two ways. When discussing their feelings between arrival and successful ritualization of a day, and when commenting payback of effort.

The results after studying control as an indicator of well-being were inconsistent. Through transition phase, respondents stated good experiences with setting life into a routine after the departure from homeland and the club staff helped them with this. However, players' ideas before the arrival and the reality they experienced afterwards were sometimes mismatching. Players stated experiences of surprise at arrival or even fear of the unknown before arrival in a new working environment, which is elaborated in organizational factors. Despite that, respondents seem to have satisfied needs of control.

The majority of respondents expressed statements that are related to successful satisfaction of control needs and the prediction of outcomes. Some of them experienced payback for their efforts, stated as "I know everything why" the respondent didn't play when asked upon a certain game and that efforts are paid back "All the time". Another group of respondents believe that you do receive reward for you efforts at work; although they did not fully experience it. To compensate their needs of control, they relate the sense of control to time or to their own lack of personal improvement. Yet, there was a statement where a respondent clearly indicated frustration related to payback of effort. Not merely because of its role as a substitute for the first squad, but mainly because of the lack of communication between the respondent and the coach. However, the respondent sees a solid base for the satisfaction of needs in other factors, such as religion.

SQ 3.1.: Which factors influence sense of control

The sense of control is influenced by organizational factors such as club practices for dealing with uncertainty, support from the club staff, clear expectations and recognition of work, reward and the nature of the sport.

The factors linked with private life are language and family. Personal characteristics that are related to sense of control are self-determination, social initiative, flexibility and spirituality.

SQ 3.1.1: Which organizational factors influence the sense of control?

For a more accurate picture of dealing with needs of control, we distinguished two phases where needs of control are most likely thwarted. The first phase is the period between the decision to join NK Maribor and successful adoption of expectation. Another subject of investigation was how respondents satisfy their needs of control once they already got used to the new social environment.

Dealing with uncertainty is found as a well-known issue to the management of the club. Explained by player; "Organization here is superb. I have nothing to add. Great organization." Findings from statements suggest that respondents are satisfied with the support they are given during the arrival period. As stated, club takes care of issues that football player is met with on arrival in new social environment, for example bureaucracy, living venue, transportation etc. As explained by the coach; "We have people, to take them on medical examinations, to find an apartment, we have this. Well, we would need a wider spectrum of people, definitely, because here in Maribor we improvise a lot. For example, for our internet page there are three people, and when you look for the webpage of some other club, for example German, or I don't know where, and it is not so good, but you know that 15 people work there. This is now, the specification of the club, specification of society, specification of a country, specification of how much you invest in club. Simple, but in our club... Maribor came to these spheres only with enthusiasm."

Statements suggest that some players were unsure about what to expect upon arrival and had difficulties when dealing with new situations: "I don't hear about Slovenia before... you're scared about this. You don't know where you go and you don't know what will happen to you. You have too many things in your mind." Furthermore, some issues were related to the expectations about the natural environment and climate. Arriving from an environment without winter, dealing with natural phenomena such as snow can cause troubles in one's adaption. "I never passed through winter like in Slovenia, but I survived. I did not know how to wear, I did not know anything about winter... and first winter was very hard for me, I cannot play normal football, I was freezing, I never ran in the snow, I ran here in the snow. And it was a little bit difficult for me, but next winter, the second time, I was already prepared, I bought everything."

Respondents highlighted the support from all employees in the organization, which help them to overcome difficulties: "Everybody here I think today they ask me every time when I see them, they ask me every time if I feel good, If I need something." Personal support from the club staff and co-players is very important for finding your way in a new social environment, especially when dealing with the issue of language.

Findings suggest that the coach is a significant factor for providing information on what is expected from the respondents in every day work setting and their lifestyle. However, different points of view were found on the clearness of expectations given to the players. Some claim that expectations are very clear, consequences known and that evaluation is transparent and non-biased. "They say, with words: we want guys to do this, this, this, this. This is said by sport director, by coach, assistant coach, everybody thinks that way. That is way NK Maribor is where it is" On the other hand, statements refer to a lack of clear communication about expectations and the evaluation of respondents' achievements. "Nobody explains it. You say to yourself, everybody says to themselves that they played well in a match and the fact that they're not playing in the next match and that the coach doesn't say why... Yes, this is frustrating."

Recognition of work by the coach is found to be closely related with clearness of expectations. If one does not understand expectations, they may put their effort in a mismatched goal and their efforts are not recognized and paid back. "You have to train yourself well, but as I already said, if the coach doesn't say why, you train hard and then you don't play in the next match... it hurts. Like I said, if there's no communication..."

These contradictory experiences might be a problem. The coach sees this as a consequence of language diversity. "It is like that now, that we have differently speaking. This happened now in Maribor, that we have differently speaking and simply it is true, that some of them speak better English an some worse English. For example I lead meetings and have individual conversations in English. And all of them speaks English, only one of them Italian. He have a problem, and a little bit of Slovene. Now there is the thing. If you come to foreign country, it is your first task, that I also said to them, to learn the domestic language. Try to learn it. Or at least communicative language, which is English now at us. And you have to accept this as soon as possible, as soon as possible try to learn it. And there can be an obstacle, sort of. With foreigners, I speak, normally. And I lead the meetings in Slovenian language, but when there is something important, my assistants translate into English. Or I say something, if it is really important, in English. But it is a fact, that this is one important factor, but it Is their fallout or their unprofessionalism, not to come say to me, I didn't understand this. Is this unprofessional or not?"

However, the majority of respondents believe that their coach only gives the opportunity to play to players that perform best during training, that are hard-working with ambition to improve and succeed. "They look for guys that want to work, for club, for personal life, everything. Ambitious guys."

Besides the support from club staff, clearness of expectations and opportunity to play in matches, financial reward and the nature of the job itself were found to be influencing the sense of control. The realization that it is not possible for everybody in the team to play on the field and that this is a job compensated with a monthly salary, influences respondents to try their best and give their best every day: "We are paid to work, to train and win the matches, to make the club grow. We are paid not to sleep at home."

SQ: 3.1.2 Which private factors influence the sense of control?

Family was found to influence the sense of control in several respondents. Their behavior was influenced by family members especially when making decisions about starting or continuing their career in the current club. At the same time, family members support decisions of respondents, no matter the decision and this is found to be an important factor for satisfying respondents' needs for control. "Yes family was like, pushing me forward... They stand behind your back."

Another significant factor influencing control at the private level is language. Official language of the organization is Slovenian, but they allow and try their best with foreign languages in a way that they can understand each other. "There are multiple languages in the team, it's nice, it's nice."

However, some statements indicated problems, especially in the first year after arrival. "It was a big problem; I didn't know anything when I came, one word". Help provided by other people, maybe inside or outside of organization, had a positive influence on dealing with a language issue and is found to be very important. In addition, especially beneficial to communication in a respondent's social environment is having basic notions of English and Serbo-Croatian language, as they are the most frequently used foreign languages by the local population. In this case, outside help is less significant. That language sometimes represents a problem was also acknowledged by the coach and is presented under organizational factors as an explanation of clearness of expectations.

SQ 3.1.3: Which personal characteristics influence sense of control?

A personal characteristic related to the sense of control is flexibility. Respondents realize that their personal ability to adapt to new situations and preserving a sense of control is crucial for their career as football players: "This is a life of a football player, we move all the time." This characteristic is especially typical for players with multiple international experiences, unlike the respondents who are experiencing playing away from their domestic clubs for their first time.

Respondents stated several times that self-determination, in terms of inner motivation, to put effort in one's work is needed to succeed. "So, never give up. All the time, important is this. Never give up you know, untill the last breath what you can give. Why? Because maybe this last

try will put you very high” Always giving your best is found to be the core principle for dealing with issues of control. At the personal level, players believe that if they try hard, it can never be a waste of energy and that they are remunerated sooner or later in their careers. “I think never, never is a waste of time when you are giving 100% for something.” Similar thinking was also emphasized by a coach: “But it is true, that work that you are doing, in a moment where you are, always do on maximum. Always maximal attitude, always give everything that you have. This is a deal, I give these messages to player. You have to be like that. What latter life brings you, this is a question. For example, one has the life that function and he think of it, as he does not get paid back. How you don’t get paid back. Do you have a good life or not? Do you have a salary? You do. Do you have a good life? You do. What is the problem then? Well, I cannot play. OK, you will play somewhere else. You will come into the situation, that you will play somewhere else, but give your maximum. Pure simple.”

In addition, social initiative as a personal characteristic is found to be beneficial to satisfying needs of control. If one is waiting for things to turn out beneficial for them, they are less likely to satisfy needs of control than they would be if they put some effort into it. Respondents feel that their efforts can only be recognized with their maximum exertion, which is also true for gaining control over the social environment.

Importance of religion is once more highlighted in several statements that indicated the satisfaction of control needs. Justification of the current situation and the power to maintain focus are two of many ways in which spirituality helps respondents to maintain a positive sense of control. "Everything what you will seed now, you will rip in the future. And this, what the Bible says, this is my principle." Respondents stated that they receive energy and power from religion, and it helps them to be good players. Furthermore, religion is also important as “the base of everything”, seeing how the “unexpected doesn’t exist”. The results derived from interviews were confirmed by observations, where spiritual rituals and religious tags attached to sports equipment were observed. Hence, spirituality is seen as a factor significantly influencing respondents’ sense of control.

Sense of equality

Results regarding the experiences of equality among players show that not one of the respondents feels restrained from access to resources or treated unequally regarding their nationality or race, nor in the club nor in their social environment. Some verbal incidents occurred during rival matches, when rival’s supporters were shouting nationality or race related words or expressions to some of the respondents, however, this did not have significant effect on respondents as they do not see them as meaningful, although they would prefer not to hear it. However, some respondents reported negative experiences related to the rules of major football associations or international laws, treating non-EU citizens differently than others. General sense of equality in the club is not a threat, as the majority of respondents believe they have the same

options as others, although there was a statement made about the unequal treatment between the coaching staff and the players as well as among players themselves. Illustrated with a quote, “Sometimes, yes, sometimes I see this. That he communicates with others. So, to create two groups in the team, it’s not good.” However, this example was not related to national or race characteristics, but to communication and expectation issues, as it was stated; “No, not based on the nationality”. The respondent then ascribed the reason for grouping to coach’s mentality and preference.

SQ 4.1: Which factors influence the sense of equality?

Factors that were found to be related to sense of equality at the organizational level are laws on EU citizenship and from personal characteristics, spirituality and openness.

SQ 4.1.1: Which organizational factors influence the sense of equality?

Results show that the organizational part of forming a sense of equality among players is executed adequately. Concerning the interactions inside the organization, respondents do not feel treated differently based on nationality, race or other innate characteristic. Norms and values in the work environment suggest equal treatment and respect for every individual, which is fostered by both football players and other staff in the organization. There are no problematic interactions, according to the coach: “We don’t have problems. No problems. We have Muslims, who go to pray at Fridays in the mosque, it is not a problem. We have the training scheduled in a manner that they can attend the prayers.” Approach to culture issues is mostly colour-blind. “Because I respect every individual, every religion, it is not a problem. Here, at us, we accept everyone. We have different races, different religions, so there is really not... from Catholics, to Muslims, to orthodox... We don’t potent it, we did not have problem, we don’t speak about it, we respect everyone and there is no problem.” However, the only adjustment that the Muslim players have to implement is avoiding Ramadan and the 40 days long feast. “We don’t allow that, but avoidance is allowed by a religion too, we checked. In case, that you work in jobs that do not allow that, or you cannot function properly without food, you can reschedule it on a break. And they do their fasting in a break, often.”

However, results shows that different regulations of the European Union, FIFA and UEFA do have an influence on respondents’ experiences of achieving their career and personal goals. As a statement suggests, one of the players was frustrated because he was not legally permitted to play due to certain EU regulations and he felt limited in his opportunities for development. A difference in rights between EU and non-EU citizens was also confirmed by other players and is known to affect private life: “It was my dream to play in the national team in Slovenia, but I cannot, because I get my citizenship too old, if I get my citizenship before 19 years old, I can play. Now, I cannot.” An obstacle due to non-EU citizenship also affects players’ status in the organization, as only three non-EU foreigners are allowed to be in the squad by the regulations,

and currently there are four non-EU citizens in the club, which results in higher levels of competitiveness between them for a place on the field.

SQ 4.1.2: Which private factors influence the sense of equality?

Respondents did not narrate any negative experiences about unequal treatment based on nationality or race. Their interactions in everyday life are satisfying their needs of equality. Their experiences inside their private network seem to be satisfactory and they respect each other as individuals, not based on any other societal constructs. However, very rarely incidents did occur in the public life of football players, when respondents were treated differently by the people outside their private sphere. Despite the fact that these interactions with strangers are generally positive, some people may have a negative attitude towards the players, fueled by personal jealousy and negative perception of football players.

SQ 4.1.3: Which personal characteristics influence the sense of equality?

Monotheistic belief indicated by one of our respondents states that everybody originates from the same source, which acknowledges persons in player's social environment an equal place in the hierarchy. It justifies the reasoning that no matter the race or ethnicity, we are all god created human beings and as such equal. "God created human being, everyone, if colour... If you are black, white, yellow... I don't know, violet, is the god creation."

To feel equal, respondents stated their role in treating other people. Respect has to be mutual and with an open attitude they feel that they are being accepted in the right way. Being open is a personal characteristic that was emphasized when discussing equality. The attitude was summed by a respondent in this way: "Even by religion, by ethnicity, by everything they respect each other and we are really, really big family."

Well-being and related factors

Players are mainly satisfied in all aspects regarding the four indicators of well-being however, there are some exceptions. Players are experiencing feelings of belongingness in interactions within the organization and also in their interactions within the local environment.

Experiences of self-esteem are diverse among the respondents, although a possible lack of self-esteem does not seem to thwart the general picture observed in the respondents during the interviews. Instead of indicating the lack of it, the respondents indicated more frequently that they seek experiences of self-esteem not in inner self, but rather in outsource comparison, meaning that extrinsic self-esteem is more important to them than intrinsic. Self-esteem is found to be connected with the time spent in the organization.

Experiences of control also vary between players, the majority of them reporting satisfied control needs. Only one of the players has problems with experiences of control, while others have either a good feeling about it or they are sure about their satisfaction of control needs. Results on negative feelings of control are diverse, as the causes for it are viewed differently by the coach and the players; it may be due to personal preferences or language issues.

The well-being of the respondents is also nourished by experiences of equality in the organization. Color-blind approach implemented by the organization and a diverse environment facilitate experiences of equality and this is also true for the local environment. However, some bureaucratic obstacles are thwarting the respondents' well-being in the aspect of equality.

Factors that were found to influence the well-being of our respondents might have a different impact on each of the individuals, depending on the context. Even though some of the factors are expected to have the same influence on all, for example the perceived image of the football club, the nature of the sport, opportunities to play or rewards.

However, some other factors might be perceived differently by each foreign individual. For example, factors related to interactions with the coaching team, understanding of language, private network such as friends and family and personal characteristics have a different influence on every individual, depending on their understanding of interactions, language, networking and character. In our example, we can see different meanings ascribed especially to the meaning of family, where different respondents have diverse family relationships. The importance of factors can also depend on the player's cultural background, as in some cultures certain factors are more important than others, for example family or religion. Furthermore, the language barrier is an obstacle that not everybody is confronted with in the same manner; some might have an easier job due to their context circumstances. A different cultural background can also mean different interaction styles. This might be a delicate question as the assessment of a player's behavioral suitability is made by the coach based on his attitudes toward the player's wider context rather than what the player shows on the pitch.

Conclusions

Findings suggest that organizational factors, private factors and personal characteristics that influence on well-being of migrant football players in the diverse football club NK Maribor are several.

For organizational factors that influence on a well-being we address: clear expectations, club achievements, coach team, practices on dealing with uncertainty, nature of sport itself, perceived image of NK Maribor as a successful organization, opportunities for development, opportunities to play, recognition of work, rewards, support from club staff, team building with a higher goal and the team-mates.

Private factors that were found to influence on a migrant player are: football-oriented local environment, fans, family, language issues, personal achievements and private network.

Personal characteristics that are related to well-being of respondents are flexibility, openness, personality, self-determination, social initiative and spirituality.

Discussion

Factors that we found to influence on a well-being of a football player are supported or related to several concepts and authors that were found in academic literature.

Interactions with teams coach combined with a support from other club staff are evident factors with their co-creating of respondents' experiences and meanings attached to them. Tuomi, Vanhala, Nykyri, & Janhonen (2004) found promotion of employee well-being and supervisory support as variables of well-being. Promotion of employee well-being includes interests of management in well-being and satisfaction of employees, and management's attempts to improve work conditions. Supervisory support comprises management's direct support and encouragement, willingness to discuss problems and other aspects of work, respect for work which is already done and providing help to employees when it is needed Tuomi, Vanhala, Nykyri, & Janhonen (2004) These variables are related to our results as mentioned practices or even lack of them was highlighted by our respondents.

Organizational practices to deal with uncertainty at work are associated significantly to variables of well-being (Tuomi, Vanhala, Nykyri, & Janhonen, 2004). Institutional and relational uncertainty is found to produce inequality in organizational settings (Siebers, 2014). Although general experiences of respondents do not show relational and institutional uncertainty, some findings do indicate undesired level of it. Less involvement and fuzziness in work-related communication can effect on visibility in in communication and can harm performance assessment in a career (Siebers, 2014). Lack of clearness in expectations as a consequence of unclear communication is resulted in uncertainty, which is connected with a work assessment. In other words, experiences of work recognition and clearness of expectations depends on practices to deal with uncertainty at work and this is also confirmed in our research. Furthermore, our findings are related to the structure and climate of organization is shown to have effects on well-being. Sources of stress are frequently the outcome of organizational culture and management

style. Factors as (lack) of participation, (in) effective consultation, (poor) communication and office politics can explain experiences of our respondents (Cooper & Cartwright, 1994).

That opportunity for development influence on well-being is stated also by Turner, Huemann, & Keegan (2008). New experiences and encouragement for them by work context, atmosphere suitable for learning and development, and opportunities for training and improvement are concepts related to experiences of our respondents. Furthermore, not only a feeling of development in a quality work itself, but also occupational characteristics can explain the experiences. Playing a football in a team that is perceived as prospective and successful could be significant factor in well-being. Insecurity in terms of being capable to take care of economic insecurity in a career of a football player is related to personal income (Adelmann, 1987), as was also confirmed by our results. However, we argue that perceived prosperity and overall image of current working environment effects on experiences of football players, as they believe that current employer provides safe environment to deal with insecurity of a football player.

How a player perceives his development also has to deal with his role in the organization itself. Opportunity to play refers to actual playing during official matches and contributing to a team success is shown as a valued factor by our respondents. Sitting on the bench is especially prominent for migrant players, who usually come as reinforcement during transfer period is connected with accomplishing the organizational and personal goals and expectations. Ambiguity or conflict of one's role and degree of responsibility in organization are defined as potential stressors that influence on well-being (Danna & Griffin, 1999). Competent performance and successful accomplishment of work goal also refers to work adaption, which is a part of psychological and sociological adaption, therefore related to well-being. (Berry, Poortinga, Breugelmans, Chasiotis, & Sam, 2011).

Factors intrinsic to the job and a career of a football player are also found as factors related to well-being and related to literature. Danna & Griffin (1999) referred intrinsic job factors to the type of job, work environment, and lifestyle factors. This is supported by our research in which the nature of a job is found to influence on a well-being. Findings on job factors are also related to the pressures in dynamic work environment emphasized by Turner, Huemann, & Keegan (2008). These pressures are related to ascribing tasks that are suitable for one's development in a career and uncertainty about future work assignments.

Relationships with people in organization were found to play a role in a well-being of respondents. This is evident on many levels such as relationships with teammates, which were clearly connected with satisfying needs of belongingness. Players do take care of and provide support to each other. Most relationships are on a friendly level, however, some respondents indicated purely professional relationships where seeking for personal support is inappropriate. Despite the fact that professionalism appears to be a norm in the organization, found connection between indicators of well-being and professional attitude leaves open debate if the professionalism can be a problem regarding the need for belongingness or is this need less

important when there are professional relations. On one hand, professionalism may be enough to create sense of belongingness, but on another, it can also be a sign of lack of belongingness.

Meaningful interpersonal relationships that occur as a consequence of mutual satisfaction of needs of belongingness have adaptive value and create a sense of community. High quality connections in a team are fostered by mutual benefits, influence, expectations and understanding (Ferris, Liden, Munyon, Summers, Basik, & Buckley, 2009). Mutual dimensions are developed between teammates through common experiences during the time that is spent together. However, approach from a management does not foster meaningful interpersonal relationships, but rather works in professional frames. Interpersonal relationships between players are created spontaneously or through initiative from a side of players. Management only intervene when it is perceived that quality of interpersonal relationships can endanger needed hierarchies inside of the team.

Significant factor with whom respondents have meaningful relationships and influence especially on belonging as an indicator of well-being is also local population and a fan group that shows support to footballers both during the games and in public life. Their role is seen as help to players to make them feel that they are doing something meaningful and that they are recognized not only in organization, but also in wider social context. However, if their work is not recognized as good, this can mean additional pressure for them.

Several relations were also found between found private factors and academic literature. As by Leung, Cheung, & Xiangyang (2011), our research also attribute the mediating role between the stressors from the workplace and a individual well-being to a family. Several respondents indicated roles of support, understanding and constant help by its families. Furthermore, career decisions were found to be influenced by families, generally contributing to the players aspirations about a continuing a career in current football club. Language diversity in a team generally do not cause major problems related with work experiences, however, they do influence on a sense of belonging. Interactions with others in a private life are shown to be distributed, especially on a start of a career in current employer. As stated by Harvey, Price, & Griffith (2002), socialization processes and team building depend on successful communication. Language diversity within organization where various different languages are used to communicate is on one side an obstacle for individuals; however, being diverse within diverse team can contribute to effective intercultural communication.

Private social networks that respondents maintain, may it be from domestic environment or from a local or organizational environment contribute significantly to one's everyday experiences that are connected to well-being. Ties between respondents and others are developed through devoted time, emotional intensity, mutual confiding and reciprocal services. Strong ties are characterised by mutual obligations and trust (Ferris, Liden, Munyon, Summers, Basik, & Buckley, 2009).

Personal characteristics addressed in findings were related to the model of multicultural personality, as our respondents are mostly considered as sojourners. Necessity of being flexible as a football player, personal openness towards newcomers and treating co-workers as in-groups, effort put into social interactions, and strong mind when dealing with stressors were characteristics found in the results and are related to personal characteristics of multicultural personality. Namely, flexibility, openness, social initiative and emotional stability were found to influence on well-being (Zee & Oudenhoven, 2000).

Self-determination as a concept closely related to well-being was found to have an effect on experiences of respondents. Belief that oneself should never give up and stop trying to be better by the best means, comes from the inner self. This intrinsic motivation to actively approach towards challenges in work settings is related to satisfied psychological needs and to our indicators of well-being (Ryan & Deci, 2000).

Personal faith was mentioned by majority of respondents, related to the respondents' well-being through different indicators. Religion is seen as a source of power and confidence for dealing with challenges, solid base for life questions and a guide on behaviour. Religiousness was confirmed to influence on a well-being by Myers (2000).

Findings in this research may be more or less in tune with what the academic literature predicts. Assessments of well-being and functioning of the factors is mainly positive, with some space for improvements. Important contextual factor that can be deserved for that is the fact that interviews with respondents were made in the peak of their personal and club success. Club's achievement to qualify in the Champions League was an achievement that was on local ground repeated only once, within 15 years older generation, and it was not nearly repeated in the season following the research. Therefore, it was rationally to expect a good general well-being and functioning. Moreover, connection between well-being and factors does not only goes in one way, that factors influence on well-being, but also vice-versa, that means well-being of individuals influencing on proper functioning of factors. However, sport is a flexible working environment and things can quickly turn to unpredictable.

Reflections

This case study is a pilot research conducted in particular sports organization and it does not provide generalizable findings that would serve as overview of factors that influence well-being of an employee in any other organization. However, theory on well-being and given overview of factors can serve as potential cue for similar researches in other organizations.

Main practical implications follow from assessment of current state of well-being and factors that influence on well-being of migrant football players in a team. Theoretical background for that can serve as a cue for dealing with well-being issues is given and practical experiences from

both players and management side were given to highlight the processes related to well-being of migrant football players. Theoretical framework of a study can also be applied on different organizations by providing the framework for a study, following by its own results.

Theoretical implications of a study are possible for a literature on teamwork, both on the psychological processes related to well-being in individual itself and also on one's social interactions within the organization and a local environment. Well-being of foreign employees is a persistent issue and different management have different approaches, while specificity of the context is always a challenge. Dealing with diversity in organizations means to take individual as unique person and not to try categorizing it in group attached to stereotypes, which is also shown to be a good practise in organization under scrutiny.

Limitations and recommendations

One of the methodological limitations of a research is proximity and integration of a researcher into an organization. Length of contact with respondents is hardly adequate to report entire picture of individual's well-being. For comprehensive assessment, internal insight and actual presence of a researcher in experiences of examined individuals should be made.

Furthermore, factors that were found could be examined closely through widening a research and focusing more on them. Some of the factors have importance and potential for deeper research; however, due to practical limitations with respondents and a clear focus of a study they were not examined as they could be.

Language is another issue that might affect results through limitation of respondents' expressions. Although everything possible was made do avoid that bias, different languages bring different concepts and expressions of feelings and with translation, some of words might not describe the same feelings. However, language diversity of this research is not perceived to have a significant effect on results of a study.

For future research, deeper insight into advisability of current organizational structures and their functioning on delivering the resources for satisfying players' needs of well-being is suggested. Specificity of work that organizational personnel can do to foster well-being of its employees might demand full-time attendance and should not only be seen as a product of different institutions within the organization.

Another issue that might deserve more attention are communication related interactions. Although the formalization of communication is merely impossible in given context, there should be done as much as possible to remove any kind of fuzziness in communication between employees in organization and as much as possible make clear, unambiguous qualification criteria for assessment of a work success. Diversity of languages might deserve more attention and should be handled adequately. Individual attention and professional translators could be the possible means of achieving it.

Although it appears that diversity in organization function, more attention to it might reveal space for improvements in this area. Current approach to diversity in organization can be described in terms of colour-blindness. However, no policy or code of conduct which would specify the procedures in possible experiences of mistreating that would give safety and value to the differences is made in organization. Furthermore, additional education of managers towards detection of conflict and subsequent interventions might be beneficial for organizational knowledge on dealing with diversity.

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Appendix 1 - Interview script

First round of interviews was conducted in the offices of organization itself, starting with introduction of interviewer and interviewee and communication about the aims and means of an interviews. Interviews were open, semi-structured.

From general questions about their feelings I dived deeper into each indicator of wellbeing. For the sense of belonging I investigated respondents' perceptions of acceptance and inclusion. Furthermore, organizational, private and personal factors that influence belonging were investigated. Questions that served for introduction into the topic were: Do you feel accepted? Are you spending time with new friends?

Self-esteem was investigated through respondents' perceptions about his dealing with personal challenges. Furthermore, organizational, private and personal factors that influence self-esteem were investigated. Questions that served for introduction into the topic were: Are you satisfied with your career achievements? Do you feel that you are prepared for future career challenges?

Sense of control was investigated through questions about their predictions on the outcomes of actions. Furthermore, organizational, private and personal factors that influence control were investigated. Questions that served for introduction into the topic were: you feel that your efforts are paid off? Do you feel that you are in charge of your own choices?

Sense of equality was investigated through respondent's perceptions of access to resources and equal treatment. Furthermore, organizational, private and personal factors that influence equality were investigated. Questions that served for introduction into the topic were: Do you feel that you have same options as other players? Do you think that people look different on you because of your nationality?

When respondents spoke about feelings in a general way, they were asked for an example to find out factors. In case those respondents provided the examples of factors, I asked them to relate particular experience with certain indicator.

Interviews were around 30 minutes each, limited by the availability of the respondents.

Second round of interviews aimed to further explore factors that were mentioned in the first round of interviews. Respondents were chosen inside and outside of organization; however, small number of interviews was possible due to declining the interviews by the possible respondents, such as family members and sport director.

For the second round of interviews, co-founder of ultras supporters and the coach of the team were interviewed. For the interview with football supporter, quotes from players about fans were given and he was asked for future explanation of fans' actions, explaining what they are doing mentioned action, when, how often and why.

Interview with a coach was structured in a manner to seize all organizational issues mentioned by the respondents. Coach was guided through interview on a basis of questions below:

Belonging

- You as a coach, how do you help players to feel accepted, included?
- How do you support player at arrival? How do you introduce player to a team?
- How do you deal with language issue?
- Do you have teambuilding activities with players? How do you promote higher goal that is common to all players?
- Some players sees their job purely professional, some are very personally attached to it. Do you prefer professional or friendly atmosphere?
- obliged sense of belonging” vs “expression of diversity”

Self-esteem

- Do you facilitate player's self-esteem? How?
- How does »image« of NK Maribor effects on player self-esteem?
- How do you make players believe that they have opportunity for development?
- How do you decide, who will play and who not? What makes you believe that somebody is able to fulfil expectations?
- How do you keep good self-esteem for players that are sitting on the bench?
- How well do you know about players personal life? Do you facilitate their personal goals?

Control

- People have a sense of control, when they put effort in something and receive back expected. Football can be unpredicted by itself, how do you help players to maintain a feeling of control?
- Do you and how do you make sure, that players know what is expected from them? (on the field and out of the field)
- Sure there must be some rules in the dressing room, the heart of a team. How do you prepare newcomers to adapt to them?
- Do you think that player feels and function better, when they are accompanied with a co-player from similar culture? Do you facilitate that?
- What is expected from captain of a team?

- To which extent does players' personality influence on his well-being? What are crucial personal characteristics of players?
- Football is a collective sport. Do you facilitate any hierarchy in the team, or you prefer to make them believe that everybody's contribution to success is equal? (Tava)
- How does quarantine influence on players?

Equality

- Do you promote equality and respect between players? How?
- Do you have any written policy on behaviour in the club? Do you have formalized procedures in case that anyone experience discrimination?
- How do you deal with religious diversity? Do you facilitate it?

Appendix 2 - Data matrix

1. Well-being of respondents

R 1	belonging	self-esteem	control	equality
	"Yes, I'm feeling accepted"	"I am very happy...I'm very glad for my career.."	"Yes, It's true (feeling that efforts are rewarded)"	"Never. Never in my life (felt different because of the color of skin")
			"No, I don't feel like that" (if playing depends on other things than work)	

R 2	belonging	self-esteem	control	equality
	"Yes" (do feel accepted)	"I'm motivated"	"the most depends on me"	"I suffered before"
		"I am ready to seize opportunity"	"I do believe, (payback of effort)"	"I didn't have any obstacle because I am Serb" ... "No.. Didn't have really. No such situation."
		"my biggest experience so far... is not a small thing"		"I didn't experience, that somebody would said something because of nationality. Really, I didn't had such case, seriously not"
		"waiting for the right timing"		

R 3	belonging	self-esteem	control	equality
	(do you feel accepted)"yes, I feel it. Also the first game I came here."	"I'm showing this quite good,"	(when asked on a half-time change in match)"I know everything why he changed me,	(felt different) "Yes, here in Slovenia, I have felt. Because I am

			everything"... "If this have affects? No, absolutely no."	Albanian" "It's not good to hear this"
	(social support) "Ok, First of all, your mind. Is giving you the best support. Thinking."	"I am very self-confident."	(efforts paid back) "it is very very true." "It happened to me, you know"	"but out of the football ground, I never have this. No no, Never."
	(social support) "we are motivating each other"	"and you don't care about nothing. Nothing."	"everything you know" (uncertainty) "you have to know everything"	(within the team) "we are very connected"

R 4	belonging	self-esteem	control	equality
	"It's nice, it's nice to see this, because it's not every place you find people like this"	"I just came" ... "I don't think about future"	"look, now I feel better" "I feel like I'm here like two years" "I'm ok, I'm happy here, so it's good"	"Never" (felt unprivileged)
	"I know some of them" (friends)	"Its a big chance for me to be here"	"It was a hard time to me" (transition)	"I feel good, and I never feel like this"
	"normally it's not problems ... it's not easy"	"I'm prepared all the time"	"you're scared about this"	
	"It is a little bit hard but it's ok"		(play or not)"sometime you know, sometime you don't know why"	
			"it's nice to hear this you know"	

R 5	belonging	self-esteem	control	equality
	"I feel very nice, I.. Very comfortable here"	"very good" (feeling about yourself)"we are very happy"	"Yeah, all the time" (efforts paid back)	"No, thank you god no, I don't have any problem"
	"Yeah, It's good, the	"and for me, was	"Of course" (in	"just some games"...

	team accepted me very well" "support me"	the huge thing in my life."	charge of his own life)	"but this didn't affect me. And after we won the game, is everything ok, haha"
	"I think this is no problem"	"I grow here in Slovenia, my career, my life like.. human being, like a person		"No, thank you God, here in the club, everybody accept it.. "
		”		"because this I believe we are brothers, we can be together, we cannot make a difference between nations, color, culture, or religion."
				".. I'm very happy, just one thing"

R 6	belonging	self-esteem	control	equality
	"Yes, yes." (feel accepted) "I don't have problems here."	"So if you do well, it's sure you can change your life".	"It's frustrating."	"So to do this in a team, it's not good. (creating two groups) "you don't do that." "No, not based on the nationality."
	"I feel good here"	"I want to win."	"You don't play well in a match, you feel restrained, free, restrained. And then when you play a lot of matches in a row you're... really free"	
	"Otherwise, it's good, it's not bad. Honestly, it's not bad."	"If I'm ready when there's a new challenge"	"No, it's because of this that it's frustrating."	(foreigner)"In the team we're all alike. All equal. No one is

				above the other."
	"so everything went well after that."	"I like to take on challenges" "So I like to take on many challenges in my life."	"it hurts."	"But then if you're a foreigner, it's more complicated to have the same rights as the Europeans."
		"I came back to the level, I'm satisfied." "So I have to be thankful. I'm satisfied; I'm satisfied to have come back."	"Sometimes, yes, sometimes I see this"	
			(religion) "There it is - the answer. It's the base." "Of Everything"	

2. Factors that influence on well-being of respondents

Factor that influence on belonging	R1	R2	R3	R4	R5	R6
emotional stability		»You have to be strong in the head, you have to understand”	(social support) "Ok, First of all, your mind. Is giving you the best support. Thinking." "when you think, and you are positive, everything comes positive" "Yes, It's emotional, but you have to control it. Mind, not motivation, I said mind"			
family	“we talk every day, on Skype or on the phone”	“Family is helping me a lot (staying on my side)”		“I think about my family" "I speak with them every day almost, and also with my friends, so.."	“my wife is with me, support me in the good and bad time" "they come every year to visit me.. my parents, I have two brothers.. also the family of my wife.."	“It’s power. It’s power, my family. They can lift me in tough times, even in good times, sharing good moments with them it’s great, it stays in

						your head. It's important." ""We're numerous; it's almost every day that I speak with someone from my family. To call my mother, it's mandatory. "
fans	"I feel well here"(in the city) "It's a football city"				"(together we are one) Of course, (it mean a lot) this is also one principle I believe, everybody together we are like one", the fans here in Slovenia, they are big fans, and the best fans in Slovenia is Maribor. They are always with us, if we lose, if we win, they always support.	
Network	"I have		"they are	" I not		"I have a

(friends)	friends here in Maribor, they are open minded people"		coming very often, to visit me. I have a lot of friends. Also my also good good friend who are coming and visit me all the time, and family and going and coming every month."	go out too much, dont have time to go out, to meet other people. But I know some friends, from Tava. Tava is my best friend here" ""I speak with them every day almost, and also with my friends, so.."		couple of people" "I have good friends, there's a good mentality, so... "" I have good friends and this allows me to forget a bit the lack of French. "
openess	"I have friends here in Maribor, they are open minded people"		"Somebody come in the team, and we took him. So we are one group... come with us. Join us. And do what we are doing" "I want		"I know It's very hard for a stranger to come to one club, one country. I try to help them, and I try to make them	"No, they [people in Slovenia] are open. I was surprised by it."

			everybody to be good with me, because I don't hate nobody."		feel like they are already a part of the team”	
support from club staff		“I instantly felt that they (the club) accepted me, they wanted to help me in every way. Even now they help me”	"we are motivating each other""co-players", trainer and the staff"" "we are very connected" ... "Us. To be connected""co ach, stuff, director, and everybody in the team, make such a thing"		“when I came in the club was a big changes, they make in the club. Clome also director Zlatko Zahovic, and they started to make some changes, and because of this they accept me very well.”	“These are purely... professional relations. My coaches, the staff...”
team building; same, higher goal that connects			“we are all the time together. We are together <description of working day> (whole days). So you know how people, players function”		"we go many times for dinner. We go sometimes to make picnic, we play together bowling or make something for the team-building.""H ave some players, they are more close to other players, another not so close. , but inside, inside	“Football is important because it allows me to make a living, but... it ends here.”

					of our dressing room, everybody must have the same thinking, the same focus. "	
Teammates	“It’s a great team(people)”	“Teammates helped me most... they took me around, I went on training, and then on a drink, sometimes in cinema, we were hanging out together. That helped me a lot to get used to things"	(social support) "we are motivating each other" "co-players", trainer and the staff" " "we are very connected" ... "Us. To be connected" "coach, stuff, director, and everybody in the team, make such a thing"	“The first time I came here, and I meet my guys from my team, and some of them take me out you know, to doing coffee, something like that..” "They don’t want to let me to feel alone here"		"but you have to distinguish between work and friends. What are colleagues? When it goes well [football], everything’s good, when it goes badly, everything’s bad. It’s not your friend to cry on his shoulder, you have to know the difference." "There are a couple of players with whom I get along fine personally, but

						otherwise ... "
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Factor that influence on self-esteem	R1	R2	R3	R4	R5	R6
1 club achievements			"thank god, four years League Europa, one year in Champions League" ...		"One dream is to play Champions League, it is the best championship in the world for clubs."	
1 NK Maribor brand	"...taking a leap from Gorizia to here" "Maribor is a great team(successful) ,If you have the opportunity to play here it's a big leap for your career"	"I wanted to play in a big club, when Maribor wanted me, that was beautiful for me.."		"I came here in European Champions League, ... this is the best dream for every player, to play in this" "It's a big chance for me to be here"		
1 opportunity	"It's a good team, players		"Before I came in			

y for developme nt	have possibility to improve”		Maribor I was in other club, so.. I wanted something new, I wanted big competitions , I knew that Maribor plays these competitions ...”			
coach / sport director		“people in the club let me know that they count on me				
fans			and then go out in the pitch, we see our 12th player. "And this is Viole. Big support to us, big motivation"	I saw this sometime for the fans, you know they come and stop and speak with me on the street		
nature of sport						"Because I had two operations on my knees, which

						wore me out a little."
opportunity to play	"they let me play, give me opportunity to play, to show my value, to show everything i know about football"(club improves self-esteem)	"I had debut in Maribor" "playing in a EU cup" "I still didn't get the right opportunity" "I remember when I played, I was very happy.. You don't feel the same"... "you're not a same person"	"and when I moved on here, it was really big opportunity for me to show myself who I am, and I think thanks God that I'm showing this quite good"			
personal achievements (also non-football)			"I've been chosen three times best player in Macedonia, two times best foreign player in Slovenia, one time best player in Slovenia,..."		"now have 136 goals in the club, I'm the first top scorer for the history of the club, I'm the "captain of the best team in Slovenia.." "Slovenia	

					<p>make me.. Make really difference in my life. And I'm also a leader of one congregati on here in Maribor, we have around 50 people in this church, evangelic church, I teach the bible, I have men's meeting, i teach, for that people, how to, to be successful in life, and I think It's a lot of things, I have a humanitari an association here in Maribor, I help with</p>	
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					clothes, I help in prison, teaching, Spanish and English for the prisoners, and... many things"	
personality	"I'm a quiet person..professional, only football"					"Yes, I'm aggressive ." "people tell me it's like I had two personalities, because in my normal life I'm calm, I like to laugh, and on the field I don't smile much. " "I like to take on challenges " "it's more... fun."
self-determinat				"I need to focus		"I'm determine

ion				<p>in my job here" "I said to myself I must to be strong in my head" " I want to do first time my job here, and help for my team and everything and then we will see what happens" "when you come to the new place, you have to be focused"</p>		<p>d, determine d to succeed.”</p>
spirituality			<p>"Because, I am religion guy, and I have very very self-confidence." "Yes, (self-confidence because of religion)""yo</p>			

			u became spiritually calm. "You are connected with God. You don't care what people say"			
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Factor that influence on control	R1	R2	R3	R4	R5	R6
clear expectations		<p>"sport director talks a lot with us and tell you everything, how and what... "</p> <p>"they say, with words: we want guys to do this, this, this, this. This is said by sport director, by coach, assistant coach, everybody thinks that way. That is way NK Maribor is, where it is" ...</p> <p>"and they stick to that, because it's</p>		<p>"I have my coach you know. He says whole the time if I need something to do better, or if I do this good"</p>		<p>"Nobody explains it. You say to yourself, everybody says to themselves that they played well in a match and the fact that they're not playing in the next match and that the coach doesn't say why... Yes, this is frustrating."</p> <p>"It's because of this that the communication is really, really, really important. If you don't communicate"</p> <p>"That he communicates with others. So, to create two groups in the team, it's not good." "When you tell someone that someone is more important than they are... "</p> <p>"If a person doesn't have a good mentality, it can be"</p>

		normal"				disturbing."
dealing with uncertainty (club staff)			<p>“everything you know (uncertainty) "you have to know everything" "club make this very good" ""when new player is coming here and you seat with <club staff> and you sort out everything"</p>	<p>“just because people here in the club, the city, the fans, my friend here... "when you have good people around it's more easy" "First time I leave my family, my friends, my country, everything" "I don't hear about Slovenia before... you're scared about this" ""you don't know where you go and you don't know what will happen to you.. You have too many things in</p>	<p>“they helped me with everything, how to get apartment, how to get this, that.. Visa and so on”</p>	<p>"Organization here is superb. I have nothing to add. Great organization."we have great secretaries. Honestly, the logistics and everything in the club...</p>

				your mind" "you don't know nothing here. "		
family		"my father also influenced on me... I wasn't ready yet, I was 15 and not prepared for going abroad, but my father pushed and said I have to go. Now I see, it would be a bit mistake not to go" " "yes family was like, pushing me forward.. They stand behind your				

		back."				
flexibility (first experience)				First time I leave my family, my friends, my country, everything "I don't hear about Slovenia before... you're scared about this""	"this is a life of a football player, we move all the time"	
language	"It's hard when you arrive in country and you don't know the language . You need someone to help you." "it's hard to talk about things"	First year was hard, I didn't know the language, It wasn't easy... ""It was a big problem, I didn't know anything when I came, one word"	"we can say Balkan language here, you know, Slovenian, and everybody is talking Serbo- Croatian. I speak also Serbo- Croatian, I speak also Slovenian now"	"You don't know the new language" ""It's hard because you know we see for coffee or something like that and they start to speak, of course in Slovenian language, and you don't understand nothing"		"There are multiple languages in the team, it's nice, it's nice."
nature of sport						"In one moment, you feel good inside, in your

						<p>head, you feel free and if you don't play in the next match... you feel restrained, free, restrained. And then when you play a lot of matches in a row you're... really free "it's something beautiful in football"</p>
<p>recognition of work (efforts paid back)</p>	<p>"Coach chooses only the best ones from the training to play the match,..."</p>	<p>"because in Maribor, they appreciate hard-working guys. Guys that work, that want something, that are ambitious, who want to succeed, to play on highest level, they really look this in Maribor"</p>	<p>"Because coach is the man who decides, who will play and what we will do."</p>			<p>"You have to train yourself well, but as I already said, if the coach doesn't say why, you train hard and then you don't play in the next match... it hurts. Like I said, if there's no communication..."</p>

		"They look for guys, that want to work, for club, for personal life, everything. Ambitious guys."				
reward (money)	"We are paid to work, we are paid not to sleep in at home, to train and win the matches, to make the club grow"			"So if you take the salary, so give it the maximum. Why not give it? Why? If you want to be paid."		
self-determination		"It doesn't payback right away. It needs time, depends. It can happen that you don't do anything and.."	"So, never give up. All the time, important is this. Never give up you know Till the last breath what you can give. Why?"		"everything what we do, everything what I do, for sure I will get back, or tomorrow, one month, two months, one year, I think never, never is a"	

		Luck... but you have to invest in yourself, if you don't, there is no future"	Because maybe this last try will put you very high."		waste of time when you are giving 100% for something."	
social initiative		"how I train, how I behave, If I do for myself.. It's not just the club"			"I speak.. I speak openly with them, I make some jokes with them, for them to feel comfortable within the team"	
spirituality				"I'm very religious, I'm.. I don't know how to say this but my religion is very important to me. And I take many energy and many power from my religion"	"and of course my faith, with god, with Jesus Crist, I have very strong faith, I believe in Jesus, I have bible always with me, I pray, I read the bible to get the strength to live and to be the good	"It's in the relations, for me it's the base of everything. If I'm here in this instant, the unexpected doesn't exist. If I'm here, there's a reason. So... no, it's my mother that gave me this, this family, it continues. The base."

					<p>person with my family and also to be a good player."</p> <p>"Everything what will seed now, you will rip in the future. And this, what the Bible says, this is my principle"</p>	
<p>support from club staff (coach / sport director /buddy)</p>	<p>"It's hard when you arrive in country and you don't know the language . You need someone to help you"</p>	<p>"they said young guys, to accept me as their own, as I am here since always, to help me at the language" ""when I arrived, there were some players that know the language, they helped me"</p>		<p>"Just because people here in the club, the city, the fans, my friend here... "when you have good people around it's more easy" "everybody here I think today they ask me every time when I see them, they ask me every time</p>		

				if I feel god, If I need something. "		
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Factor that influence on equality	R1	R2	R3	R4	R5	R6
FIFA rules (+out of EU)		“I suffered before” “It is FIFA rule, that non-EU players cannot play in foreign club before 18 years old, so I couldn't played two years”			“it was my dream to play in the national team in Slovenia, but I cannot, because I get my citizenship too old, if I get my citizenship before 19 years old, I can play. Now, I cannot.”	“But then if you're a foreigner, it's more complicated to have the same rights as the Europeans.”
openness	“if you respect someone, they will respect you back... You always have to be open with people, talk to them, and they'll accept you in right way”		“and they respect each other very much and.., even by religion, by ethnicity, by everything they respect each other and we are really really big family.”			
spirituality					“God created human being, everyone, if color.. If you	

					are black, white, yellow.. i dont know, violet, is the god creation.”	
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