

## DIAGNOSTIC ANALYSIS OF THE HUMAN RESOURCE MANAGEMENT IN SPORT ORGANIZATIONS OF TIMIS COUNTY

DANIEL CHIRILĂ<sup>1</sup>, MARIANA CHIRILĂ<sup>1</sup>, EDUARD BIANU<sup>1</sup>, CLAUDIA SÎRBULESCU<sup>2</sup>

<sup>1</sup>*Polytechnic University Timisoara*

*chirila\_runner@yahoo.com, diebianu@yahoo.com*

<sup>2</sup>*Banat's University of Agriculture Sciences and Veterinary Medicine Timisoara: Faculty of Agricultural Management, claudiasirbulescu@usab-tm.ro*

**Abstract:** *The new imposed terms on the sports market, such as: performance management, resource management, human resources management, are very little known terms at senior level of the sports organizations of Timis county.*

*The old habits of centralizing an activity, including sport performance activity remained unchanged after 1989. The local initiative of the sport club leaders is little used, this problem being inoculated only by private sport-club leaders where the main objective is only the financial profit, and not sports performance deserves. The used methods within the human resources management, must follow the efficient use of the work tools and means, increasing the efficiency of sports accomplishing goals and equitable solution of the human problems, asserting the active members, increasing they're integrity in the sports organization as well as the satisfaction in they're work.*

*All these problems can only be analyzed throw a diligence which can show the state in which the human resources management of the sports organization of Timis County is. As well as the measures that has to be applied in order to increase sport performance at local and county level.*

**Key words:** *sport organization, analysis, human resource in sport; sport performance*

### INTRODUCTION

In Romania, sport remains a formal activity which is made under school pressure, which leaves the young adult with the mission to practice sports rarely in his free time without making it an everyday priority.

The fact that there has been a decline in the active part of the population regarding sports should be an alarm signaled by the upper bodies, which deal with managing sports in our country. Throw this context the role of all sports organizations will become a major one in continuing to obtain sport performance, but also in a bigger sanogenetic mission.

Management presents sports as a component of social modern life evolution, with its own national and international structure; with organization based on systems, laws, principles which built and improve the biological and spiritual state of all the participants. Also accomplishing some goals regarding the sport performance from a resource efficiency point of view.

The need of perfecting sports management is proven by the more and more modest successes in sports in Romania.

Sports, as well as physical education or tourism is a category of the field which has created its own national and international organizational structure, a material based feature, specialized personnel (coaches, referees, researchers, managers) systems, principles and regulations that ensure its well-established system, generalization, improvement and control.

Sport Management is the art and science of leadership and management of non-profit organizations involved in sport to maintain general interest objectives accepting all economic implications.

Sports activity management can be applied to both sports organization and government institution or to non-governmental ones.

Romania's integration into the European structures in the sport domains (December 1991), involves a series of essential adaptations from the concept point of view regarding the management and development of sport activity.

Sports management exists in two different forms and is relative as mutual influence:

- *a professional aria in which we find a variety of managerial careers linked to sport and to the sport domains in general,*

- *a professional academic training aria which is found in universities.*

The curricular sport management concept was made known by James J. Mason-physical education teacher at the University of Miami-Florida and also by Walter O'Malley owner of the soccer American team - The Brooklyn Doggers, after a discussion between the two in 1957.

Sports management as a scientific discipline, first appeared in USA, in the Physical and Sport Education of the Ohio State University in 1966. At first there was a confusion between this and the manager's activity of running a sports formation with a working purpose in the Sports Industry.

*Human resource management* is made from the complex of activities oriented towards the efficient use of the organization's personnel, with the purpose of achieving its goals and satisfying the employees' needs. This work treats notions of general interest regarding sport, sport management and the human resource management within the sport organizations.

Located in a complex, uncertain and highly competitive environment the sport organization remains competitive only if it develops their own collective intelligence and has a specific management which suits the current management requirements.

Under these conditions, sports organizations are put in a position to redefine their culture through organizational redesign processes and changes in strategy. This is why we talk about the strategic role that it plays in the new configuration, which we call human resources management. How an organization will manage human resources will determine its success in the future.

Component of general management, *human resource management* is a major conceptual evolution developed after 1980 to replace the term personnel management. Human resources are present in any training activity, exercising and practicing the various branches and sporting events, as a competitive activity.

*Human resource management within the sport domain* is firstly defined by the influence made to the personnel involved in this activity. Personnel that can be: a volunteer, an employee or an athlete of the sport organization.

Generally in the current frame of carrying out the activity in small clubs at county level, the primary role in the proper functioning of sports organizations goes to the sports manager.

If anything, the managers' positions, represents the process of influencing and determining the personnel to act on its own with free will, with enthusiasm and responsibility to accomplish some clear objectives, as well as results, and planned sport performance.

In such a situation, the function that personnel have must be approached from a different perspective starting with the evaluation of the following components:

**1. The logistics is given by the personnel management and includes:**

- Selecting, hiring and managing staff;
- Managing individual cases;
- Wage bargaining's and other rights;
- Determining and monitoring labor norms;

- Monitoring the labor and technological discipline;
- Ensuring the microclimate and safety at work;
- Statistics and reports.

2. *The Energy component is given by the human resources development and includes:* Work motivation; Increasing professional competence; Retraining; Implementation of participatory structures; Leading of change process; Social development.

## MATERIALS AND METHODS

In principle for realizing the study we used: the bibliographical method, the dialogue, the interview, the questionnaire and syntactic analysis

Sport structures are dominant in Timis County and consist of sports Associations and private sport clubs - 310, out of 334 sports organizations. At public administration level only a few sport clubs remained due to the decentralization in the sports domain. According to the undertaken study done at approximately 10% of sports organizations in the county and the analysis provided by the County Department of Sports, we found that performance at national and international sports are made in the old parties and sporting structures (the clubs that have a certain tradition and reputation). Distribution within the county sports structures is a situation that was observed almost throughout the country, namely, the emergence of numerous sports associations, their main activity being the participation of a football team in the County Championship.

New notions imposed by the competitive market of sports, like: performance management, resource management, human resource management, are terms which are little known by the ones in charge of the sports organizations in the county or Timisoara city, a given fact also proved by the *diagnostic analysis of the human resources management* from the sport organizations from Timis county.

Considering the *research hypothesis*, namely that the difficult situation regarding the sports organizations work performance is due to poor management of human resources, in this study we try using a questionnaire analysis to conclude from the point of view of the state of development of the human resources management as well as in terms of sport performances. Timis County has many problems that need solving in the field of sports performance.

The questionnaire used to conduct the diagnosis was a special one. Its theme being a more restricted one, aiming only the human resource management within the sports organizations, especially *the leaders of the sport clubs*.

In the structure of the questionnaire classified by their function, the introductory questions, the filter ones and the control one as well were emphasized.

According to the research methodology of the physical education and sport domain, we emphasized on good organization of the research, the survey methods of the research having a higher degree of certainty.

The questionnaire is based on the funneling technique, which supposedly makes a transition from general to particular. Through this technique the verbal and open behavior is realized, so naturally the transition will make way for personal questions which aims the subjects studied (the sport's managers).

The study aimed 20 managers which were working in sport performance organizations and by type and subordinations, the results were the following:

- 1 public organization of the Ministry of Youth and Sports
- 9 public sport organizations of the Ministry of Education, Innovation and Research

- 10 private sport organizations: 5 private sport clubs and 5 private sport organizations

Most of the sport managers that were questioned have an upper function within the sport's organizations, many of which are club presidents.

The questionnaire aimed questions for the three types of personnel that are most likely to be seen within a sports organization that focuses not on financial profits but in obtaining sport performance. These types of human resources are the following:

- **Professional employees** of the sports organizations, meaning the managers which make the staff, the coaches, administrative personnel, medical personnel and supporting personnel;

- **Athletes** - the key members of a sport organization (amateurs or professionals);

- **Volunteers** – the supporting part of the human resources which on some occasions it's indispensable within the organization (an example would be conducting big sport competitions).

The questions only aimed problems which concern the human resources management. They were channeled especially on ENSURING THE HUMAN RESOURCE within an organization as a main part used for obtaining a high sport performance.

*Ensuring the human resources*, in the following questionnaire included questions that aimed: *planning, questions 1 and 2; recruitment number 3 and 4; selection number 5 and 6; employment number 7; integration of the new members, number 8.*

**Table 1**

**Questionnaire of analysis regarding the insurance of human resources in the sport organizations of Timis County**

**1, 2 Planning of the human resources**

1.	Do you have enough personnel in the sport organization that have an appropriate training level?								
	EMPLOYEES			VOLUNTEERS			ATHLETES		
	YES	NO	PARTIALLY	YES	NO	PARTIALLY	YES	NO	PARTIALLY
	14	4	2	-	14	6	14	4	2
2.	Stations on existing human resources are properly sized with the sport organization's objectives?								
	EMPLOYEES			VOLUNTEERS			ATHLETES		
	YES	NO	PARTIALLY	YES	NO	PARTIALLY	YES	NO	PARTIALLY
	10	8	2	-	-	-	12	4	4

**3, 4, 5, 6, 7, 8 Recruitment - selection -hiring - integration**

3.	At what the job implies at the RU recruitment you especially aimed: a) skills, b) abilities, c) availability											
	EMPLOYEES			VOLUNTEERS			ATHLETES					
	a	b	c	a	b	c	a	b	c			
	4	12	4	-	-	6	20	-	-			
4.	To attract candidates for a post/team what did you used more often: a) internal recruitment, b)external recruitment; c) special recruitment agencies, d) head-hunters( more options can be ticked)											
	EMPLOYEES				VOLUNTEERS				ATHLETES			
	a	b	c	d	a	b	c	d	a	b	c	d
	15	5	-	-	4	2	-	-	14	6	-	-
5.	What were the selection methods that you used more? a) CV, b) recommendations, c) interview, d) tests (psychological, professional, etc.) (more options can be ticked)											
	EMPLOYEES				VOLUNTEERS				ATHLETES			
	a	b	c	d	a	b	c	d	a	b	c	d
	10	8	-	2	-	6	-	-	14	-	-	6

6.	If indeed you used tests, which were the more frequent used: a) medical, b) skills, c) intelligence, d) psychological and professional (more options can be ticked)											
	EMPLOYEES				VOLUNTEERS				ATHLETES			
	a	b	c	d	a	b	c	d	a	b	c	d
	-	-	-	2	-	-	-	2	10	20		7

7.	The decision to hire was made: a) alone; b)with the board; c) together with the collective interested in hiring a new colleague (employee or co-worker)											
	EMPLOYEES				VOLUNTEERS				ATHLETES			
	a	b	c		a	b	c		a	b	c	
	2	16	2		-		-		4	16	-	

8.	For the integration of the new personnel you used: a) a psychiatrist b) a colleague with experience c) a HR specialist d) employee's book ( more options can be ticked)											
	EMPLOYEES				VOLUNTEERS				ATHLETES			
	a	b	c	d	a	b	c	d	a	b	c	d
	-	20	-	-	-	6	-	-	-	20	-	-

### RESULTS AND DISCUSSIONS

A look regarding the interpretation of the results suggests that:

- The answers that the managers gave us confirm our *hypothesis*: that the managers in question have little knowledge as far as human resource management goes. It just goes to show that this activity has been reduced to just managing the work cards, payment or just maintaining some management activities – like the number of jobs within the charts.

- The planning numbers of employees or athletes is insufficient from a number point of view. 90% of all the sport organizations are lacking volunteers or they're activity is rare and with a minimum influence in the sport activities;

- In all the sport organizations studied there was an inconsistency between the job descriptions and the organization's requirements for the performance goals;

- The recruitment and selection of organizational members is still done empirically based only on CV and recommendations. The managers that do use aptitude tests for a vacant post in the organization do so randomly, both in the athletes' cases and administrative personnel. We see that the lack of psychological tests and professional ones that are necessary in the sport's domain given the recent world discoveries about the way to obtain sport performances.

- When it comes to employment decision, the manager has a personal criteria, and consulting with his colleagues in this matter happens only in 60% of all cases (especially when it comes in consulting with the ones that will exploit the qualities of the future members of the organization; the manager-coach relationship work in only 50% of all cases, the real issues for the managers consist in the financial fees of a new hiring and the image that he plays for the organization)

- The employee's integration is made throw a data transfer from the elderly colleagues or the ones that have more experience in the field. Therefore being a lack in integration programs.

This situation implies immediate measures both in the management of sport organizations but especially in human resources management within the organizations of Timis county and not only.

### CONCLUSIONS

Sport performance isn't promoted enough in Romania, its basis being from one cycle to the next Olympic increasingly narrow sphere of action.

The specific aspects of the human resources subsystem is that, that unattractive environment led to a migration of the specialist on environments that can offer him

professional upgrade and a more sustained, elaborate support (such as sending the valuable coaches in another country)

According to the data shown from the analysis in Timis county, we can define the cause of failures in the HR management from the sport organizations. We will first say what caused them and how to avoid them.

**a. General causes:**

1. *The insufficient managers with specialized knowledge in sport management*
2. *The personnel hired don't have the necessary qualifications for managing the existing situations in the actual ongoing sport.*
3. *Poor access to the local financial resources*

**b. Special causes:**

1. *The lack of specialized knowledge in the sport managing field;*
2. *The lack of experience (and knowledge) regarding the human resources management of sport organizations;*
3. *The lack of financial and material resources for performance sport.*
4. *Restrictive government regulations;*
5. *Problems concerning the EU legislation;*
6. *To little investments in professionalizing the human resources of the organizations;*
7. *A poor relation between the sport managers and the organization's own members (employees, athletes, volunteers)*
8. *Over-expansion of activities or of the organizations coverage;*
9. *Poor management of the human resources within the sport organizations of the studied organizations.*

Within the system management there are visible gaps regarding the decisional act. It is conditioned by the major difficulty of the sport managers to adopt orientation decisions of the management process of HR, towards obtaining a better economic and social efficiency of the sport activity.

The management for sport organizations cannot be conceived nowadays without the use of some scientific techniques and methods that will allow a better knowledge and application of the objective economical laws. The efficient and rational use of the available resources stimulating the personnel to use its creativity, correct assessment of the results, optimization of the decisional process and all the management functions as well as the integration of employees, economical and technique dimensions of the sport organizations.

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