

HUMAN RESOURCES MANAGEMENT PARTICULARITIES IN SPORTING PERFORMANCE GAMES

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ABSTRACT: *Within sport organisations, the most important resources can be considered the human resources. Evaluation of the entire organisation's staff can be important in planning future objectives, considering that the performance of the organisation are the result of manager abilities and their professional training. Following statistic data from sport performances, we can observe a negative evolution of results in team sports; the featured study has constant character, but at the same time it is also trying to find an easier way to evaluate the efficiency of coaches involved in obtaining sport's results, considering that the coaches are most important in achieving the objectives planned by the top managers from the sport's organization.*

KEYWORDS: *human resources, manager, evaluation, efficiency.*

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1. HYPOTHESIS

Considering that sport performance is the ultimate goal of any sporting organization and is being carried out directly by athletes participating in official sports competitions, coaches play a defining role in channelling the entire team to achieve performance.

The quality and professionalism of the coach's general training will have a direct influence on achieving the goal of the whole team of athletes or managers.

In this study, we try to determine the simplest criteria or methods to evaluate the effectiveness of coaches involved in team sports.

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2. THEORETICAL KNOWLEDGE ON THE TOPIC

2.1 Human Resources within Organizations

Human resources management is the set of interrelated functions and processes that aim at attracting, socializing, motivating, retaining and retaining employees of an organization.

Human resources are one of the most important investments of an organization, the results of which are becoming more and more obvious over time.

Managerial decisions in the field of human resources are among the most difficult because they interconnect the individual, organizational and situational factors that influence and are found in the respective decisions, and at the same time must respond to various requirements which in turn vary over time depending on the variation of those factors.

2.2. The importance of employee appraisal

It is important to evaluate the employees of a sports organization for three basic reasons:

1. First, the end result of an organization is dictated by the quality and performance of its staff. Although the successful management of a sports organization is the product of several factors, it can be said that the staff that defines, guides and implements the organization's activities is the most important factor in the system.

2. Secondly, it is impossible to effectively run an organization without real information about the professional performance of the subordinate people. Such information serves to maintain control over current activities and guide future plans.

3. Finally, sports organizations need recognition of performance as they are consumer-oriented organizations and consumers deserve quality services.

3. THE CHARACTERISTICS OF MANAGEMENT IN SPORT

In the last decades, there have been substantial changes in the sport activity generated by the dynamics of the sports field development, which has expanded its activity both locally, nationally and internationally.

The widening of the participative horizon also led to the conceptual modification of the way of developing the activity, which required the adoption of means that would guide the organization and functioning of the sports structures towards achieving higher performances.

Under these circumstances, the use of management in sport has become indispensable in achieving precise goals in the context of changing conditions.

Current trends in sport require, in order to meet functional needs, the use of management to ensure interconnection of structures and activities. This makes

management play a leading role in sports that will provide a strong focus on addressing essential and sustainable issues.

The particularities of management in sport also lie in the fact that it applies to all forms of sporting activities, to all sports disciplines, which ensures an organized participation that leads to the achievement of superior results in the sports competitions.

In the sports activities management ensures the coordination and training of the individual or groups of individuals towards an improvement of the physical condition and the spiritual comfort by providing an organized training framework for the sport. Such a specialization of management makes the sporting performance continuously influenced by the control achieved through the whole range of evaluation actions offered by the sport competition.

4. PROCEDURE MANAGEMENT

In the opinion of some well-known authors in the field of management, the process in general, and the management in particular, is determined by the theoretical and practical needs. From this treatment angle, the "process" category reflects the management's temporal parameters, its behaviours in terms of space development and change.

Understood as the totality of the necessary, general and relatively stable fundamental traits, the essence of the managerial process consists in shaping human efforts to coordinate common work. This effort takes place in time and space and is carried out in the form of necessary combinations, determined by the division and cooperation of managerial work.

Since the Romanian sports system has a strong contextual determination with profound mutations, it is necessary to use management that through its processes produces radical changes in the variety, flexibility and dynamism of sports activities in order to meet the need, desire, desire and tendency of the people.

5. MANAGERS AND THEIR ROLE IN ORGANIZATIONS

The management process within organizations is done through managers. Being a manager is to administer, order, train people, direct, explain, coordinate, influence, integrate, classify, admit and perfect.

A good manager will be able to apply practices and procedures in a variety of situations:

- Must think about the development of the organization;
- Must have a long-term strategic vision of the objectives to be achieved.

Efficient managers are considered "teammates" empowered by the will and active support of others, and subordinates who are driven by conflicts generated by their own interests.

They must creatively anticipate and actively promote new and courageous directions in an ethical and sensible manner.

Managing sport is not easy, this occupation will require commitment, an enormous amount of energy, but it can be extremely satisfying if all the people in the organization are involved.

A high performance team cannot be built, set up and maintained at a high competitive level if it does not provide all the necessary management areas: the training process with highly qualified technicians, financial resources, materials, human, informational, administrative, medical-psychological assistance, research, development, relationships and marketing, all aimed at energizing the team and its successful participation in the big competitions.

Coaching is a complex activity, always subjected to attempts often leading to the successes or failures of the team. The coach is a specialist in the field, with a high qualification, and his level of professional training makes the results of the team conditional.

His professional competence is an integral part of the coach's personality, representing the decisive dimension of the successful training and education of the players.

6. EVALUATION OF HUMAN RESOURCES IN PERFORMANCE SPORTS GAMES

After spending time and effort in the hiring process, Romanian sports organizations tend not to recognize the importance of continuing professional development of the workforce.

Improving employee performance is, in fact, an essential component of organizational efficiency.

However, on this topic, and questions about the payment and reward system, it is difficult to find explicit data following the specific investigations made within the sports organizations in the study.

Professional development can generally be achieved through two main methods of action that should be in constant interconnection:

- Evaluation
- Training

The evaluation process allows managers to recognize in an analytical form the performance of people in the organization.

Planned bad evaluation systems can lead to conflicts between employees. Thus, a top level manager or a specific organizational group must take responsibility for the evaluation program.

The assessment team will explain the principles and criteria on the basis of which the staff assessment will be carried out and these must be communicated in a timely manner.

The basic concept of evaluation is quite direct - it is trying to determine where a single individual is able to perform the tasks he receives and where the person is capable of fulfilling the responsibilities and challenges of the job.

- Several basic conditions are needed to establish an effective evaluation system:
- Evaluation should not only be a way of controlling employees,
- Evaluation should increase motivation and cooperation among employees,
- Evaluation should be conceived as a tool for identifying needs and provide suggestions on how to meet them,
- Evaluation should monitor the achievement of operational objectives.

7. TRAINING THE PERFORMANCE TEAM

The high performance team is a group of people who are determined to achieve common goals, working together well and delivering high quality results.

To reach the great performance it takes:

- competent members who value their skills, means and methods to achieve performance;
- interpersonal relationships: communication, personality, visions and common goals;
- a valuable organization.

The athlete, which is the main generating subject of performance, is defined with a large number of attributes, some of which are the characteristics to achieve it. It can only develop if certain conditions are met, both in relation to the interdependent correlation of the attainment of qualities and skills, as well as the environmental, social, material and pedagogical determinants.

The team is the basic psychological unity of sports activity, cohesion and her ability depending on performance and satisfaction of athletes and supporters. The composition, organization and leadership of the teams are ensured by highly professional specialists. The good performance of these processes depends to a great extent on the quality, efficiency and social value of the achieved achievements.

8. EFFICIENCY AND COMPETENCE IN SPORTS ORGANIZATIONS

A sports organization can be effective if it has a positive outlook on the results.

The effectiveness of sports gaming teams is measured by the number of games won in a certain period of time (championship), it can improve if players understand their roles and accept them. Clarification of roles can be achieved through an effective

goal-setting program and clear communication of the coach's expectations for each member of the team.

For the manager, effectiveness is not measured only by winning matches, but also by the money the team has earned.

By performance is meant both the process and the outcome of an action or the "exigencies" imposed on a person.

From a normative point of view, performance is the completion of mastery or the fulfilment of a task as close as possible to the maximum proposed level, by appreciating the dependence of the result on the present abilities and the existing skills of the subject.

Increasing performance capacity is driven by continuous improvement of selection strategies by using selection models.

These models take into account the following:

- Selection strategies respond to requirements for optimal age for selection.
- Scientific leadership of sports training by conducting the training process.
- Practice training according to the competition requirements.
- Restoring effort to respond to new competition requests.

The rationalization and standardization of training means are measures of a methodical nature, undertaken within the process of objectivizing training and competitions.

Sport information is the basis of inspiration and comparison to identify moments in which performance is produced and provides benchmarks for defining the trainer's training path.

Sports performance requires the athlete / coach to consider all physical, technical, tactical information about the potential of the opponent.

Knowing the number of training hours and the activity and recovery schedule, the technical and tactical exercises that the opponent excels are the starting points for the athlete's lifestyle and training.

Permanent competition against other teams can be quantified through points, wins, failure, and provides a measure of success in achieving goals.

The sports team can only win if they use the capability of all members in a coordinated effort of all members of the team.

Planning sports activities involves taking into account the horizon of forecast. It differs according to the sporting branch and correlates directly with the competition calendar.

An annual sports cycle includes preparatory stages, precompetitive stages, competitive stages and recovery and restoration stages.

Restoration is the fight against fatigue during exercise, fatigue that reduces sports performance.

Athlete's diet aims to cover the energy needs demanded by the sports effort, ensuring the biological support indispensable for maintaining health, achieving sports performance and recovering after the effort.

The indispensable premise of playing a game is the motivation to play. For the development of the ability to play, the cognitive and social dimension is of decisive importance.

The main goal of the sports training is to participate in the competition sporting, confronting the athlete with the other elite performers to establish a value hierarchy and achieving a high level of performance, being a means of assessing progress made by athletes.

The competition is the real ground for testing the training of athletes. During the competition, athletes can test their level at a certain time, consolidate a technical process, and test their tactics against direct opponents.

At the same time, they learn how to use their energy efficiently and improve their psychological features, such as will and perseverance.

The main objective of the sport competition is to train coaches and athletes to apply the principles, methods and means of sport training in specific situations.

9. CONCLUZIONS

- The need for staff appreciation or performance appraisal, irrespective of the field of activity, has led to the development of many methods and techniques for assessing staff or the emergence of performance assessment systems. The evaluator will judge performance against the proposed objectives.

- The applied evaluation methods should lead to the production of relevant information in relation to what is being considered in the evaluation. A fair assessment offers equal chances to all employees, places all candidates on equal terms without disfavoring or benefiting one or the other.

- Through sport it aims at capitalizing the individual's skills in an organized system of selection, training and competition, aiming at improving sports results, making recordings and winning. It is a mass phenomenon capable of triggering human energies and mobilizing material and financial resources that can hardly be compared to those in other areas of social life, its evolution over the last decades, gradually turning it into a complex industry with economic and on the human community.

- Sports and sport management need social awareness and responsibility in theories, techniques, styles and management methods. Understanding sports and sports management helps develop sound concepts of responsibility and decision-making.

- The sport requires careful selection, a special scientific training and obtain maximum performances in competitions, helps create and perpetuate the values: fair play, work, sacrifice, loyalty and not least discipline.

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