

THE HUMAN RESOURCE – A DECISIVE FACTOR IN SPORTS ENTERPRISE MANAGEMENT

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Resume: When someone invests their time in finding out people’s general interests and fighting for the achievement of the entire group’s goals more than for those of their own, that individual has all the rights to pursue their personal and valuable plans or ideas. Unfortunately, this is not a utopia, as we all are still dominated by “an only boss” who takes all the decisions and who doesn’t treat nicely those in his entourage!

Introduction: Most managers are intensely preoccupied with their own image or that of... their unit, in which they are the first-string. The results are primary, sometimes achieved under any circumstances, because they assure the employees the minimum wage and social support; managers, whether they are acquainted with them or not, are very interested at present in commercial activities, neglecting on the side the essential factor which is dependable in the entire sports activity and not only! THE HUMAN BEING. Moreover, attempts to use people as “tools” (or “instruments”) in order to gain personal advantages, even if only informational or distorted ones, without involving directly (don’t you feel the same way at your own workplace?) do not lead to maximizing everyone’s potential.

Research methods: pedagogical method of observation, type questionnaire survey method, method of data analysis and theoretical generalization literature.

Key words: management, human resource, interpersonal competence, leadership, commercial sport activities.

Introduction:

Numberless treaties have been written about the concept of human resources, their importance but especially their purpose in developing an institution or a sports club. In the following article I want to lay stress on the role, the competence and especially the availability of the sportive units’ leaders to appeal to or put into practice rules, basic principles of the social marketing, which is best reflected in sports. The manager must also know the concept of marketing and we’re not talking here about the clubs which can afford such a comportment the manager must be aware of the complexity of the continuous and unpredictable change in the sports consumer’s attitude.

The necessities of human resource do not refer only to the interpersonal relationships which a manager generates with his employees, which are important in a sports club or organization, but we are also talking here about the signal from the interior to the exterior of the club or institution, all those influencing the opportunities of image, income, business of the sports institution, club or organization (P. Kotler, 2003).

Not in few cases does the leader’s decision depend on the well being of the institution, that’s why the employees are expected to manage their careers just as a manager deals with the institution. That’s why their responsibility is great considering their employees’ destinies. Do they think the same? Or do they only think about that management “M” trying to satisfy everybody?... in their opinion or interpretation?

Nowadays, more than ever, the value of a leader must be complex and wide. First of all, he must know himself, which his strong and weak points are,

what abilities he has, what network of contacts he has, which his successes are, to document them, to be a specialist in his domain, but also a ...generalist, to always have a back-up plan for everything he does and he must always be ready for action and permanently take care of his professional reputation (V. Cojocaru, 1998).

Sport is more complex now than ever before, marketing is a social and managerial process by which people get what is necessary to them and what they want by the creation and exchange of products. A good manager must have what to offer to the sportive society. The product refers to services as well as goods and represents anything that can be offered to satisfy a need or a desire (V. Cojocaru, 2000). The importance of the material goods does not reside in their mere possession, but more in the services they offer. In reality, there is a multitude of products among which people, too.

Purpose

These are of major importance because they will permanently be the bearer of value of management and especially of a good marketing culture. This is the human resource that the sports society needs. Marketing draws more and more the interest of the non-lucrative organizations, including the sports ones (fantastic bearers of advertisement and image). They all face market problems.

Those who administer them today make efforts to support them, taking into account some unforeseen changes in the attitude and maybe gain of the consumers, that’s why we need to have competent managers.

Methods of research:

In our study we used different methods like pedagogical method of observation, type questionnaire survey method, method of data analysis and theoretical generalization literature.

Content

A man who cannot adapt to the necessities of the others, of the society and especially the institution that he belongs to, cannot be called a leader, because only the degree or work longevity would recommend him!!?

Competition represents an essential characteristic of the present sportive activity, this must also be considered from the point of view of the economy, the disputes and confrontations of ideas and business opportunities in and by sports. As the world steps into the new millennium, the sports societies and we wonder what will be next. The things, the civil societies, people the institutions are not just changing, they have an accelerated changing rate. Don't the people who lead sports clubs, organizations and sports in general have the role to change at least as attitude, mentality not as adaptability to the market, because this requires knowledge and permanent self improvement, doesn't it? Don't we ask this to sports people?

Then shouldn't we, who lead sports and everything that generates physical education and sport, be more professional, better trained? Aren't the adaptability and knowledge in the domains similar or related to sport, but especially the management in a team of specialists the business of performant management...even in sport? Paradoxically, although the science of management has considerably evolved and has consolidated the system of concepts, theories, methods and techniques, there hasn't been reached a full agreement regarding the content and ways of handling the leader's or the manager's activity, although this subject has long been studied from several angles.

It is always talked about how to recruit staff, how to motivate them, which is the best interview and so on, but we look at the leaders so little namely the one who organizes, surveys and controls everything or at least this is what he should do. The well being of the activity of a club, a sports association, a university, a college depends 100% on his decision. They must understand that this position is not eternal! The leader must be aware of the fact that, whether he was elected or he got the job by contest, same day he will leave this leading position and will remain only with what he is, even in the same group, here interferes what we call mentality, is he willing to work more for his staff or for himself? In this way, we neglect the necessity of the existence of both the professional competence and the interpersonal competence (we are talking more about interdisciplinarity than interpersonal), which contribute to the efficiency of work in any activity and especially sports collectivity (H.H. SIEWERET, 1999). Neglecting the continuous growth of the interpersonal competence (of the ability to evaluate and positively

influence the way in which the man relates to the social system of values, harmonizes his personal goals with the others' desires and needs, cooperates, helps and maybe most important knows how to calm down conflicts), may reflect in aggressive behaviour, impulsivity, brutality from the managers as well as from their employees. Similarly, the trials to use the others as "instruments", with the purpose to get some personal, even informative distorted advantages, without getting directly involved (don't you feel this at work), do not lead to the full values of each person's potential and they are not positively appreciated by the collectivity and even less by the creative, active people who have initiative and on the contrary, they are blamed by a restricted circle who inform him negatively. Why? Because that circle of people are helpless in decisions, opinions and then the others appear and stick to...the boss!! (S. Cherubini, 2000)

Furthermore, the creative people, maybe more expansive in speech or gestures, who are talkative, creative and have initiative, do not belong to the category about which Seneca said that "they are going through life like some straws down the river, they don't move themselves, but they are taken by the stream, because they have framed an ideal, a guide which orients them, a lighthouse that lights their life and they fight to reach their goal, which are all the more reasons for conflicts to occur". This is why researchers in this field appreciate the creators as difficult, even turbulent, sometimes aggressive people.

Discussions and conclusions:

If every individual had the desire to change and adapt his social status to the others' expectations, then the human relationships would have no conflicts. But would you really know that leader who doesn't know to wage a war, a fight? When a person is keen on knowing the general interests and fights to achieve the collectivity's objectives, subordinating his personal interests to these ones he is entitled to stick to the valuable ideas.

This is not utopia, but unfortunately we are still dominated by the "unique boss" he handles and deals with everything, good or bad, around him!...and the others keep silent for fear we should lose our job or the income whether it is low or high...aren't we guilty of letting these things pass us by? The interpersonal competence must be carefully and tactfully taken advantage of, by considering people as equal partners in the process of change. The interpersonal competence means handling human relationships between the boss and the employees, having advantages for both sides and especially for the collectivity that they both belong to.

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