

PERFORMANCE MANAGEMENT IN THE INSTITUTION OF PHYSICAL EDUCATION AND SPORTS - SELECTIVE SCIENTIFIC RESEARCHES OF THE DOCTORAL THESIS

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Abstract.

The thesis draws the lines of the essential coordinates of the performance management in the institutions of physical education and sports under the major impact of the predictable mutations of the 21st century – change, globalization, economy, knowledge based management and organization – and offers solutions along these coordinates for some of the problems by proposing improvement for the managerial activity and by bringing arguments for some of the theories.

Key words: sports organization, scientific approaches, economy, change, management.

INTRODUCTION

The whole world is changing in order to achieve high performances. Change is certainly the axis for the whole mankind of the 21st century. We notice that the phenomenon of change, even if it is often controversial, is becoming more important every day. The organizations that will succeed on this “journey” of transformation are the organizations of the future – which will of course derive from the classical ones that have the ability to challenge the future and to hold up against it. Change is a permanent “journey” of the whole modern organization while the manager is the guide – the key factor in the attempt to change. Therefore the managers of the future must own a series of qualities, knowledge, skills, and behaviors common to the employees and specific for the management. We offered a general presentation about them and underlined the great importance they play from the point of view of the performances achieved by the organization and its management.

The major programs for change must initially be guided by the head manager who will also use the power of change in order to implement the programs. This power of change could offer the new technologies or conditions for the legislative changes, privatization, free trade etc. Many times a combination between these factors call for a fundamental reorganization of the activity field. All these changes raise questions about strategy while the answers to these questions impose much more than the redesigning of the organization processes; it is necessary to reinvent the organization itself.

The change into a post-capitalistic society widens the spectrum of scientific approaches in the field of value and its capacity to rise on the whole front of scientific research and the passing to a society based on knowledge. As a result the change – the element of transition to a society based on knowledge – is the name of the game that involves everyone in the 21st century. It is not surprising that in some cases the progress is slowing down. The change starts with the ones that hold the power of decision and the initiative – the managers in general – it stimulates the

executants and it never ends, no matter how good the global economy is.

The civilization that has just arrived – based on knowledge – brings a new genuine way of life based on: diversified resources that are interchangeable and easy to replace; production methods that replace the outdated present fabrication systems; training systems based on the capacities and virtues of the individual versus the ones based on the group. The new civilization based on knowledge brings a series of mutations on the level of society: mass production is demassified; the mass market is segmented down to “atoms”; the relative homogenous society becomes heterogeneous; the social-political and economical life that once was centralized becomes decentralized; the problems of life which appear minor are becoming global; the social-economical life relatively stable and stationary is accelerating. Under these circumstances we are underlining *the important role of knowledge as main resource for the modern organization and fundamental resource for the creation of value*. The revolution of cognizance leads to the expansion of the knowledge frontiers and decisively marks the evolution of all components of the global system. The acquiring, the ownership and the capitalization of the knowledge are becoming the keys to a modern society.

The fortune and the power of the future society will be based mainly on the intangible intellectual resources and on the knowledge capital. The acquiring of fortune won't be possible without the rational combination of the production factors, where the “knowledge” factor will play the leading role capable of substituting the others without completely replacing them. The acquired fortune will modify its structure in favor of the created super symbolic goods. The traditional resources are exhaustible, finite in time, while *knowledge is unlimited and inexhaustible on all levels and continuously grows if being used*.

The society based on knowledge is an essential element of the “outer environment” of the organization management and it is carrying specific opportunities and threats, while the knowledge resources are considered the key constituent of the

“inner environment” of its management. The managerial strengths and/or weaknesses end with a success or failure of the managerial task of the organization which operates in the context of the emerging of three global processes: the globalization of the economy, the managerial revolution and the society based on knowledge.

CONTENT

The doctor thesis entitled *Performance Management in the Institution of Physical Education and Sports* is written in the context of the predictable mutations of the 21st century (change, globalization, organization and management based on knowledge) and distinguishes in the conceptual part between ***the main characteristics of the intellectual capital which represents the creational engine for the performance in the modern sports organization:***

- the mobility of the intellectual capital is much bigger than the one of the tangible actives;
- the value of the intellectual capital mostly depends on the capacity to use it efficiently and to motivate the people involved;
- the value of the intangibles will get higher and higher in the value content of the future capital;
- the multiplication capacity of the intellectual capital is much higher than other capitals;
- the investments in the intellectual capital generate a series of other investments;
- the intellectual capital has a specific circuit (with its help we understand the economic mechanism that permits the add value to the knowledge with an economic finality).
- There are plenty of reasons why the management concept needs to be introduced in the physical education and sports. The majority of respondents confirm that the future world is based on knowledge. Therefore it is obvious that the leading features of the contemporary world (change, economy, organization and management based on knowledge), and the knowledge capital have a great impact on the activity of physical education and sports.

Based on the same theory the following is confirmed about the activity of physical education and sports:

- the managerial act must be streamlined on a social scale;
- concrete criteria are needed in order to distinguish between values;
- the strategic management becomes more important every day (The adaptation of the strategic management depending on the possibilities, objectives, needs and applying the individual strategic management – in every sports branch, elaborating a strategy for performance of a minimum of four years).

The respondents also confirmed the necessity of the management in the activity of physical

education and sports. More so this management must be realized as a subsystem of the general management. Its object consists of the functions, the operations and the subsystems applied in the activity of physical education and sports.

In order to achieve performance the management of the modern organization must consider three distinctive forms: ***efficiency and efficacy; completing the strategic objectives; creating value.*** Therefore the performance is the way of satisfying both the needs of the internal environment and those of the external environment by finding a perfect combination between efficiency and efficacy. The efficacy measures what is being done, while the efficiency shows us how it's being done; it is not the same if an institution generates a smaller or a bigger value in its attempt to achieve its goals. This value appears in diverse forms, sometimes tangible and sometimes not and is delivered to the clients, shareholders, employees and partners. The more value is being produced by one institution the longer will be the period of time for the investment in the competition battle.

The performance is a state of competition in an organization which can be achieved through a certain level of efficiency and efficacy that assures its durable presence on the market. You can not win a race without knowing where you are headed and what are the circumstances; without defining your path and the resources needed along the race and without being trained and motivated to win this race (I. Bogdan, 2006).

A sports organization can achieve great performances if it values the entire potential of every individual who is part of this organization by stimulating its creativity, offering him reasons for satisfaction and by making him aware of his own value. Self accomplishment offers the highest level of satisfaction. This is the point when the sportsman achieves the maximum performance.

The originality, the importance and the contemporaneous character of the doctor thesis result from the content but also from the fact that it approaches a complex issue which offers no solution in the immediate future not only in Romania but also in the majority of the world because ***the role played by the physical education and sports*** is not taken seriously enough although it is well known that it is ***educative, social, psychological or of health issue, social, economical or for the image.***

The last part of the thesis consists of analyses and proofs to all theoretical aspects discussed above based on selective scientific research with the results and conclusions presented as follows. It is important to note that all subjects debated along the thesis were confirmed by the results of the selective research analysis based on the questionnaire. This means that the thesis has a series of theoretical and practical contemporary coordinates that can be used in the institutions of physical education and sports and the

institutions of higher education. The research can be thoroughly elaborated and directed towards the debated theme on both organizational and didactic level.

CONCLUSIONS

The following *conclusions* have been drawn after a partial solution to the issues above:

One of the conclusions drawn from the analysis of these studies is the fact that one of the unsolved problems of the specific university curriculum in general is the correlation between *objectives-contents-didactic technologies-evaluative technologies on the path of promoting the quality of developing human resources*.

The authors quoted in the thesis offer the following causes that lead to this conclusion:

- ❖ the dominance of the empiric view while setting educational and professional goals and selecting and disposing of contents;
- ❖ the relative lack of fundamental research in the field of specific university curriculum;
- ❖ the appearance of an excessive chaotic differentiation of profiles and majors etc.

The transition to the market economy generate a series of ideas referring to the human being, his possibilities and perspectives, the path he has to take in order to prove his capacities and achieve performance. The managers succeed more and more to bring the real closer to the possible and to hold on to their own destinies by solving complex equations regarding their influence on the process to ensure the performance. Every employee finds his own profession and develops his own system of directory ideas which grows at the same time with his maturity.

Confronted with these kinds of mutations the manager must set the human being and the inter-human relationships in the center of the process for implementing the performance management. In this significant process the manager's behavior and orientation towards the human resources is influenced by a series of objective and subjective factors of technical and human kind. There are some cases when the managers personally or through a specialist search and analyze ideas which refer to the nature, structure, dynamic and social functions of the human relationships and the state of mind present in the act of performance management.

The basic criteria in the performance analysis and its economical-financial mechanism represent the extent taken to insure full satisfaction to the material and spiritual needs of all members of the society (I. Bogdan, 2007).

The human resources generated a series of studies which try to elaborate models that contribute to achieving high performance.

Performance is achieved in the activity of any sports organization inside the perimeter of an objective structure where the human factor

represents a humongous working force, with a non-homogenous structure and components with diverse specializations, various hierarchical positions and distinct personal characteristics. At the same time each and every one of them brings a multitude of social experiences, a variety of aspirations and states of mind that come in from the exterior. All these interfere with the conflicts of the fundamental relationships created in the interior.

While underlining the importance of the human resources it is important not to underestimate the material and financial resources. In order to function as a system the activity of achieving performance must be based on a strong inter-dependence between the human resources and the material and financial resources.

From the point of view of the human finality of the performance the transition to the market economy imposes the competence as a general skill in the society. A market economy that wants to function under the conditions of a scientific and technical revolution must appreciate and attract through all means the elements that are trained, talented and show initiative.

The transition to the market economy should be done in a performant way. In order to realize this it is necessary to create a proper social, cultural, political and psychological environment. Therefore it is important that the analyses and the solutions regarding the transition to the market economy will be extended from the technical and economical perimeter to the social, psychological and political area. This will guarantee a proper analysis of the environmental reaction and the real obstacles that appear on the path to an economy based on knowledge.

It is important to have a scientific view regarding the managerial activity because in an era of deep transformations the social, economic, technical-scientific and cultural phenomena are in a close interdependence and the complexity level of the problems got higher.

From the point of view of the economical psycho-sociology the performance results from the fact that all employees must achieve certain goals in a certain period of time using the most advantageous technical, physical and financial means.

The manager cannot ignore the humane perspective of the psycho-sociology that confirms the human being as the central value. The economic psycho-sociology helps to implement the humane finality in the managerial practice.

Any manager is performant or nonperformant depending on the way he practices his attributions by leading a group of people. Their level of receptivity and participation, their opinions and intentions, the morality and orientation represent complex psycho-social phenomena that need well trained and experienced managers in the

field of social psychology in order to offer the best solutions. The managerial act is performant only if it offers reality based solutions and acts upon all human elements which condition the development of the sports organization.

It is a general issue to learn how to treat people. The manager position modifies this exigency by making it necessary and urgent. The manager must know the characteristic features of all employees that he works with in order to achieve performance. He must instruct them and make the most of their talents by creating a favorable climate of work, initiative and creativity (M. Herciu, 2005).

The managerial activity is supposed to be a collaboration with a group of people while communicating on a rational-affective level. At the same time the performance of the managerial activity is conditioned by the psycho-pedagogic factors, the capacity of creating the perfect environment based on reciprocal trust and respect.

The most essential condition for the performance of the managerial activity is to understand your employees and to treat them as such. In the field of the interpersonal relations between manager and employees the following rules seem to be useful and performant:

- the manager should not isolate himself, but on the contrary try to get closer to the employees, to be continuously in contact with them, trying to stimulate their opinions and preoccupations;
- in order to stay informed the manager must learn to listen to the employees and correctly and completely register the answers;
- in order to understand the people that he works with the manager must overcome the level of theoretic approach and the appearances and must focus on the facts as only source of competent approach of the employees;
- the managers must prevent through their actions the conflicts and misunderstandings between employees and must moderate a possible large collaboration and reciprocal understanding.

The manager must be trained adequately and must own a so called "psychological equipment" that is the skill to work with people, the ability to transform executors in collaborators and make them aware of this transformation.

The manager is characterized by his interest for the human being, for using the latter's full working capacity and offering him the best working position depending on his skills and merits. The manager must righteously select, train and promote the employees in order to stimulate the capable and thorough elements and promote the authentic values.

Communication is a basic psycho-social element in the life of a sports organization. Directly or indirectly, formal or informal the employees are permanently in touch on both a professional and

personal level and the relationships between them generate a complex net of communications.

Communication offers the manager a participative contribution. This is the foundation of the performance management and represents the connective element between the members of the administrative board making it possible to understand the employees and being understood by the employees of the sports organization.

After proving the importance of the manager in the institutions of physical education and sports all respondents admitted the need of a manual and a specialization for the management in the physical education and sports in the specialized faculties (of physical education and sports) in our country.

After analyzing the feedback to our questionnaire we are presenting the following recommendations for an optimal management of the sports organizations, as well as an estimation regarding the role of the performance management and the resources in these institutions.

- Analyzing all functions of the general management and using them accordant with the specific of the sports organizations. Applying these functions in the system is important for achieving a high level of efficiency in general.
- The action plan on the level of the management of the sports organization and its compartments must result from a harmonic relationship between the goals and the resources.
- The managers must participate to the annual planning of sports training and to the prognoses. The 4 year planning equivalent with an Olympic cycle must follow the level of development of all sportive branches and trials on both a global and a national level.
- The financial planning must be a priority for the managers and their task is to plan a solid and even budget.
- In case of a dysfunctional activity on the managerial level the structural organization must be modified and replaced by a competent one that is able to rationally use the human, material and financial resources.
- The coordination of the activities in a sports organization must be adequately and efficiently done. This can be achieved on a multilateral or unilateral level depending on the size of the sports organization and the volume of activities that take place.
- The managerial activity in an organization of sports performance must constantly include the motivation of the subordinated personnel. It is important to have supplementary funds in order to offer bonuses to sportsmen and technicians that achieve high performances on an international level.
- The managerial control, no matter how it is used, must be the dynamic factor in the

organizational activity. It must measure and verify the quantitative and qualitative achievements of the programs for sportive training, the legal and rational use of financial resources, materials and technology, and the implication of the human factor in completing the tasks specific for the diverse compartments and positions.

- All managerial decisions must be taken after consulting with the competent factors and must lead to the choice of the optimal alternative.

- In order to take the best decisions and choose the best course of action all sports organizations must be well informed with the latest news and they must process them and use them on all plans of activity.

- A good time administration is very important for the managerial efficiency.

- The number of sportsmen got lower in the period 2002-2007. Therefore the selection strategies on a quantitative level must be reconsidered without giving up the high standard of the quality.

- A psychologist specialized in the sports issues would have a benefic effect on the knowledge level, the conciliation level and the level of the sportive training.

- The managers should find the perfect combination between experience and training level and try to build a “younger” personnel. The selection of human resources must have a solid scientific base which in our opinion is one of the necessary conditions in order to achieve high performances.

In the field of performance the managerial practice, no matter where it is headed to, follows *the positive effect of the participation upon the quality of the actions and the motivation of the employees*. These effects are directly proportional to the level of participation. In order to put this in practice the institution must realize a proportion between the level of applying the participation principle and the cost of participation, in other words to set *the optimal limit for the extent of participation*. The participation finds favorable conditions of applicability in the performance management, but the standards must be set rationally considering the motivations. Regarding the participation the performance management is a formation process asking for participation in order to solve problems and to achieve certain goals that can be the actual objective. *Participation means to assure a participative management*. The managerial practice underlines the superiority of the participative management which consists of morally involving the personnel in doing their jobs through the personal work organization (I. Lador, 2000, p. 123).

The rational and efficient use of resources is general principle for any human organization. The management of the human resources decisively

influences the existence of the sports organization represented by achieving high performances in diverse sportive branches on a national or international level. The main coordinates for the management of the human resources are recruiting of personnel, selecting sportsmen and hiring valuable specialists, improving the training and evaluation of the employees.

RECOMMENDATIONS

For this reason we are trying to point out some *recommendations* regarding the management of the human resources:

1. *Recruiting of personnel for the sports organizations takes place on two distinct levels:*

- Recruiting of sportsmen – is the direct effect of the sportive selection process according to the requests, criteria, tests and norms that were initially scientifically determined for every sportive trial and branch;

- Recruiting of employees – professors, trainers, medical personnel, accountants, administrative personnel etc. is done according to the legislation in effect (Law No. 84/1995, Law No. 128/1997, Law No. 69/2000).

2. *In order to improve the personnel training the following organizational forms should be mentioned:*

- Methodic-scientific and psycho-pedagogical activities determined on the level of organizations or groups of organizations;

- Communicative methodic-scientific sessions, symposiums and exchange of experience;

- Refresher course for specialized training or getting a higher didactical degree or trainer category;

- Refresher course for the management and executive personnel following certain programs;

- Scholarships for refresher courses, residential and documentary studies in the country or abroad;

- Post universal study;

- Doctor’s degree.

3. *A lawful competitive examination will take place in order to occupy an executive, administrative or managerial position. Regarding the scholar sports clubs the occupation of an executive position requires a post universal educational management degree or a graduation from an educational management module.*

4. *The activity of the employees in a sports organization of performance is evaluated according to position card and its characteristics:*

- studies;

- seniority;

- other requirements;

- relations: hierarchical, functional, of collaboration, of representation;

- attributions, work, tasks;

- responsibilities;

- competence limits.

The thesis delimits the essential coordinates of the performance management in the institutions of physical education and sports under the major impact of the predictable mutations of the 21st century – change, globalization, economy, knowledge based management and organization – and offers solutions along these coordinates for some of the problems by proposing improvement for the managerial activity and by bringing arguments for some of the theories. After saying all this we don't consider the subject closed and we admit that there are some problems that require ulterior detailed research.

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