



Science, Movement and Health, Vol. XXII, ISSUE 2 Supplement, 2022  
September 2022, 22 (2): 261 - 264  
Original article

## COMPARATIVE STUDY CARRIED OUT BETWEEN THE PRIVATE AND STATE MANAGEMENT STYLE OF THE ROMANIAN SPORTS SECTOR

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### Abstract

*Objective:* The present study is intended to be an alarm signal for new managers of sports organizations, who are forced to give up managing institutions and to focus more and more on the development of the organization by practicing effective leadership styles.

*Methods:* We used documentation method, the direct and indirect observation method, questionnaire survey.

*Results:* Having as a starting point my own experience in working simultaneously in state and private law sports organizations, we considered that one of the obvious differences is the leadership style, the working style of the directors with their employees, but also regarding the development of the organization. An equal number of directors of public and private sports units in Bucharest were interviewed to verify the hypothesis.

*Conclusions:* Following the analysis of the data, the hypothesis was confirmed, the leadership styles in state sports being overwhelmingly authoritarian and bureaucratic. The focus on the task in this case is very obvious, while in the private sector there has been a greater concern for human relations. Managerial efficiency in the private system turned out to be six times higher.

*Keywords:* management style, private sector, state sector, sport manager.

### Introduction

This paper discusses a much-theorized problem since the middle of the last century and updates it from the perspective of the last transformations that occurred after 1989 in the field of sports services.

In addition to the public sports system, the legislation allows the operation of sports organizations under private law. This segment has not yet entered the field of research, as it is poorly represented at the national level, but it is interesting to study in terms of the elements that differentiate it from the public sector. Leadership is one of the functions of management that aims to communicate tasks to subordinates and motivate members of the organization, so as to achieve a high level of performance in the context of the strategy chosen to achieve the objectives and mission of the organization. Leadership therefore involves a certain type of relationship and communication with the members of the organization and represents, as defined by Gerard, 1990, "a dynamic process within a group in which an individual influences others to contribute voluntarily to the performance of group tasks in a given situation." (Gerard, 1990, Gherguț, 2007, Voicu, 2013). The need to study leadership

styles derives primarily from the fact that it is not only a simple personal variable (with implications only in the human psyche), but also an organizational variable, with relevant effects on the organizational climate, labor productivity and the organization as a whole. Secondly, practicing a certain leadership style becomes contagious for all its members, because the manager / leader forms his team according to his own leadership style. The democratic style would be more effective than the authoritarian one. The superiority of the democratic style was supported and argued theoretically and appeared to be evident from comparative analyzes.

Democratic style induces intrinsic motivation in subordinates, which enables positive relationships with both workload and people, and authoritarian style induces external motivation in subordinates that allows them to interact with the task as long as there is the presence or pressure of the authoritarian leader (Zlate, M., 2004).

Over time, the idea of the superiority of the democratic style began to give way, giving way to more nuanced interpretations. Various authors who introduced in their different typologies types of authoritarian styles have shown, for example, that their practice is also associated with positive effects.

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### Methods

A questionnaire used and adapted from Alécian et.al, 1996 was used. Diagnosis of leadership styles. The tool was designed to offer the possibility of appreciating real management, as it is perceived by the subjects, so it has, from the beginning, a limit, imposed by the subjective and often over-appreciative nature of the subjects in relation to their own performance and qualities.

The questionnaire includes a set of 48 items, divided into 6 topics (Change, Skills Management, Conflicts, Team and collaborators, Decision and Organization) and a grid for assessing each answer by the following rating:

- 6 points if the answer is in full

- 4 points if the answer corresponds frequently
- 2 points if the answer sometimes corresponds;
- 0 points if the answer does not match at all.

The questionnaire was completed by a number of 20 directors of sports organizations, 10 state and 10 private individuals, from Bucharest. We considered significant and other variables, such as: gender, age and seniority in the leadership position of the subjects.

The 48 items were grouped according to the management style to which they each correspond. The evaluation (0,2,4,6) for each of the 48 items was made by reference to the grid presented below, following the total for each style.

Tabelul 1. Grila de evaluare a chestionarului

Style	Items						Assessment						Total
enterprising	1	9	17	25	33	41							
realistic	2	10	18	26	34	42							
participatory	3	11	19	27	35	43							
organizing	4	12	20	28	36	44							
bossy	5	13	21	29	37	45							
demagogue	6	14	22	30	38	46							
opportunist	7	15	23	31	39	47							
bureaucratic	8	16	24	32	40	48							

The action of these eight styles is what gives the defining note of the management of each subject. Here are the characteristics of these styles:  
 Entrepreneur - sets great guidelines and expects each of his employees to be fully involved, accountable and successful. He explains his decisions, delegates responsibilities, demonstrates competence, but withdraws confidence if goals are not met. Intervenes without delay when a conflict arises. For him, to lead means to clarify, to decide, to make others act.

The realist - is an experienced man. He believes a lot in the experience gained in practice. Pragmatically, he takes into account people and situations in order to set their goals, to determine the level of expected results.

Participatory - is aware that human resources are essential in the organization. At the same time, do not forget that, unlike other resources, they do not belong to the organization. He is willing to consult with his employees because he believes that this is the most effective and appropriate way to put into practice the goals that are set for them. He has a desire to inform, to explain. He encourages the confrontation of ideas, he is interested in his employees. For him, leadership means relying on human resources.

The organizer - strongly believes in the virtues of the organization, as in a "no man's land" that allows control of the games of influence. Thus, he clarifies the rules of operation within the team regarding time management, delegation, control. He formalizes what, in his opinion, should be the rules and uses them to lead, to lead to results. For him, leadership means defining the ad-hoc structure and formalizing the resulting rules of operation.

The authoritarian - like the entrepreneur - gives clear and precise instructions. But he expects employees to follow his instructions word for word. For him, leading means making decisions, ordering and controlling.

The demagogue inherited a participatory discourse, but without believing in it or failing to put it into practice.

The opportunist - an experienced man, has a tendency to maneuver, because either he is outdated or it matters in time to arrange things and solve delicate situations in his favor. For him, to lead means to know how to listen, to maneuver and to adapt to the circumstances.

The bureaucrat - believes in the virtues of the organization, but for him this is a goal in itself: everyone knows what to do, respecting the laws and procedures. If conflicts or disagreements arise,

reference is made to the regulation, the text, the procedure for the separation.

It should also be noted that the answers to the questionnaire represent an x-ray of the management of each subject at a given time; a change of position, of administration, of employees can profoundly change the style or orientation of their management.

### Results

The driving style diagnosis questionnaire was completed by an equal number of directors of

state and private sports units (10 each), aged between 30 and 60 years (state units) and between 20 and 50 years (private units). To facilitate the presentation of the data, we named the subjects according to the type of educational unit (state or private): ex. S1, S2 ..., P1, P2 ....

The data collected are plotted below. Among the representatives of public education, there is the presence of 3 subjects with bureaucratic leadership style (fig. 1., 2.) And 3 subjects with authoritarian style (fig. 3.), Considered ineffective.

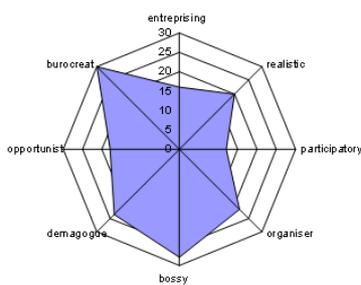


Fig.1. Scores obtained S1

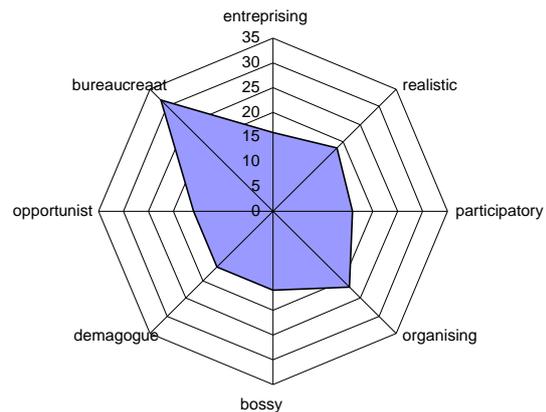


Fig. 2. scores obtained S10

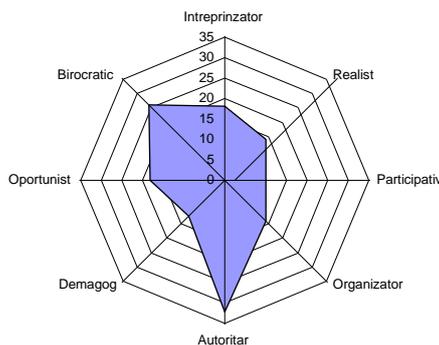


Fig. 3. Scoruri obtinute S9

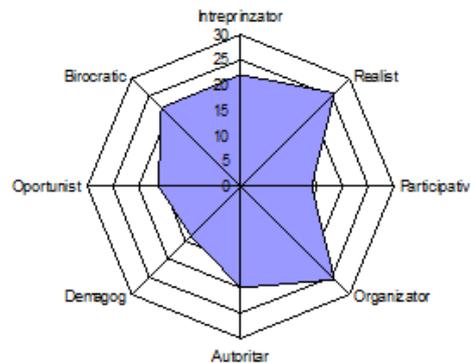
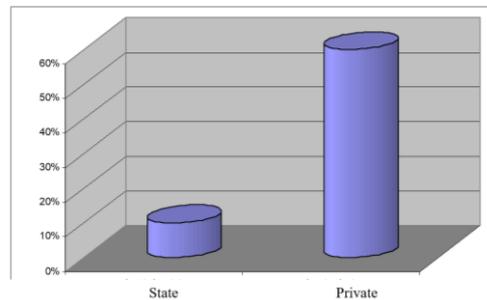


Fig. 4. Scoruri obtinute S3

### Discussions

From these 5 figures, it is observed that the bureaucratic and authoritarian styles are mutually associated. It follows that more than half of the directors of public sports units believe in the virtues of the organization, but make it a goal in

itself, maintain formal relations, preferring the establishment and observance of precise procedures. Although they obtained high scores on styles considered effective (Realist and Organizer), the degree of efficiency of the managerial style of 2 other subjects was still low, due to the association with other ineffective styles.



**Fig. 5. Degree of managerial effectiveness in state and private sports units**

### Conclusions

Based on the analysis of the theoretical support and the results of the practical approach, the following conclusions can be drawn:

- Knowledge of leadership style from different perspectives is extremely necessary for a manager, because it allows him, first of all, to understand his weaknesses and strengths, and secondly to understand the behavior of employees;

- One cannot speak of a panacea driving style; Ideally, a manager should configure his leadership style according to the circumstances, so the flexibility of the leadership style is a quality of a successful manager;

- Although it is difficult for a leadership style to reach perfection, it can aim at the crystallization of such a style; the higher the share of positive effects of a style, the more effective that style is;

- The efficiency of a manager does not depend only on his own abilities, but also on the involvement, support and participation of the whole group in achieving the objectives;

The survey conducted in this study allowed, through a simple tool, the identification of

representative leadership styles in the public and private sectors.

With the status of proposals for managerial practice, I mention:

- Adopting a different leadership style depending on the situations that managers have to solve and the possibilities of employees;
- Using active-participatory methods in performing managerial functions;
- Giving the appropriate attitude in the formation of the managerial culture;
- Offering a degree of freedom to employees, collaborators in choosing ways to perform tasks;

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