

WAYS TO OPTIMIZE AND IMPROVE THE LEADER'S ACTIVITIES FOR ENSURING THE EFFICIENT MANAGEMENT OF A SPORTS ORGANIZATION.

CERNITOIU COSMIN

e-mail: cosmin.cernitoiu@yahoo.com

Abstract :

Sports management is a scientific branch that studies leadership types in institutionalized organizations of physical culture and sports orientation. Physical culture and sports have special means and methods for the directed development of people's physical capacity, beyond just being necessary motor activities. Sports entities such as sports schools, clubs, teams, stadiums, and federations are represented in management theory under physical culture.

The concept of organization is essential in sports management, and an organization is a social system of deliberately coordinated activities of two or more people to achieve a common goal. Management is associated with complex organizations that have interdependent objectives and multifunctional activities.

Keywords: Sports management, physical culture and sports, leadership types, organizational management, managerial leadership

1. Introduction

Sports management is a scientific branch that deals with the study of leadership types in institutionalized organizations of physical culture and sports orientation. Physical culture and sports represent not only "necessary and appropriate motor activities of a person," but also a set of special means and methods for the directed development of people's physical capacity. In management theory, physical culture is represented by sports entities such as sports schools, sports clubs, sports teams in different branches (football, hockey, basketball, volleyball, etc.), stadiums, sports and recreation centers, sports federations, etc. Since the concept of organization is essential in sports management, it is important to approach it in more detail. An organization is a social system of deliberately coordinated activities of two or more people to achieve a common goal. The organization is sometimes defined more succinctly as "the target community." Management is usually associated with complex organizations that have a set of interdependent objectives and a multifunctional spectrum of activities.

2. Realization of effective management in sport organizations

The aim of the research is to analyze the essence, structure, content, state, and dynamics in accordance with the ways to optimize and improve the activities addressed by the leader of the sports organization to ensure its efficient management.

The research objectives were:

- analysis of the theoretical foundations of the interaction process between a manager and a leader in the management process of a sports organization and the peculiarities of their implementation in a sports organization (Sports High School in Targu Jiu);
- analysis of the state and dynamics of this interaction in the management process addressed in modern conditions;
- determination of ways to optimize and improve the activities of the manager and the leader in the management process of the monitored Sports High School;
- formulation of practical recommendations for improving the management and development process of the Sports High School.

Leadership and management represent two independent and successive stages (levels) in the preparation and exercise of the leadership function. Leadership can also be seen as a process of optimization and management. Optimizing interpersonal relationships corresponds to leadership,

while managing involves administering and organizing all resources, which corresponds to management. Leadership as a system involves both leadership and management roles for the leader. Leadership is the process by which a person establishes a goal or direction for one or more people and determines them to act together, competently and with full dedication, to achieve them. According to the authors O. Nicolescu and I. Verbancu, the foundation of leadership is teamwork, defined as the state that reflects people's desire to think, feel, and behave in harmony with other managers or members of the group to which they belong, in order to achieve a common goal. Team spirit integrates four processes: building trust among the involved persons, setting a mission and clear goals that people adhere to, conducting participatory decision-making processes, and strong individual and group motivation to contribute to achieving common goals.

No.crt.	Answer options	Number of respondents	%
1.	Yes, I am familiar with the specifics of these professional standards	47	32%
2.	I am NOT familiar with the specifics of these professional standards.	78	53%
3.	It's difficult to answer this question.	22	15%

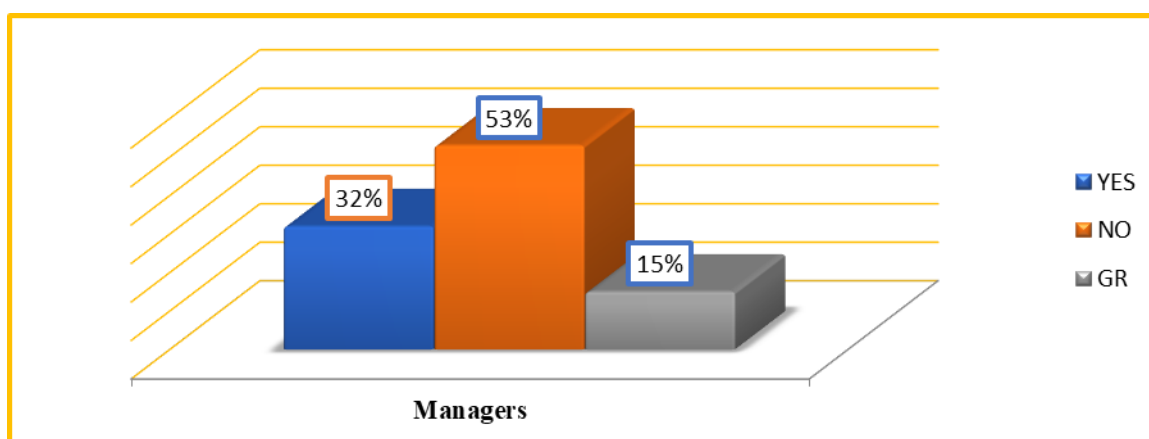


Figure 1. Graphic representation of the responses regarding professional standards

In accordance with national regulatory and professional standardization practices, employers have an additional opportunity to determine the quality requirements of their staff. Therefore, these professional standards allow for the development and updating of job descriptions (in the case of management positions), as well as the formulation of legislative projects/local regulatory acts that can define more advanced methods of moral and material stimulation for this category of employees in accordance with the certification awarded for qualification requirements. From the data obtained, we can see from Figure 1 that 32% gave positive responses to this question; 53% provided negative responses, while for 15%, it was difficult to answer this question.

In this context, we can mention that the generalized functions of activities included in the professional standard "Manager of a sports organization" are usually:

- leading activities specific to the field of physical culture and sports, applied to a sports entity, including educational organizations operating in this field;
- management of planning, analytical and methodological activities in the relevant field;

- management of technical functioning, maintenance and modernization of sports equipment, technology and sports facilities;
- management of counseling and testing activities in the field of physical culture and sports;
- management of sports training activities;
- management of complex activities in this field;
- strategic management of activities for providing support for the development of physical culture and sports;
- strategic management of the preparation of sports teams, high-performance athletes and sports reserves.

With regard to the responses provided by the interviewed managers to the question "Can you identify some strengths of the professional profile of the leadership staff of a sports entity?":

No.crt.	Answer options	Number of respondents	%
1.	Yes	67	46%
2.	Not	43	29%
3.	It's difficult to answer this question.	37	25%



Figure 2. Graphic representation of responses regarding the strengths of the professional profile of the leadership staff.

From Figure 2, it can be observed that 46% of respondents gave affirmative answers, 29% gave negative answers, while 25% of them found it difficult to formulate answers and identify certain strengths of the professional profile of the leadership staff. Thus, we can mention that currently, as experience of management in various sports organizations in developed countries shows, we are witnessing an increase in the stimulation of specific methods of collective/communal creative activity. This process, if viewed from an organizational and sports approach, can be interpreted as phases of forming a participatory organizational culture. Leadership involves working with people and direct work with subordinate human resources. This means that the leader must understand human psychology, communication, as well as have the ability to identify an approach for each individual/team (there are different characters and teams), so that they can know the characteristics and abilities of each employee. This will help us in our view, to distribute functions among employees, to resolve various conflicts, and last but not least, to organize

interaction between collaborators. A leader is a versatile person, who must be able to adapt to various situations (we emphasize here: not to change like a chameleon, but to adapt in order to be effective). Work in a department or in a sports organization as a whole must be strategically planned and the achievement of strategic objectives monitored. Therefore, the real vision of the situation, the establishment of specific objectives and actions, the planning of activities fall on the shoulders of the efficient leader. It is also important to prioritize important actions and to develop an action plan that will lead to the achievement of strategic objectives. All these actions and functions must be properly distributed and controlled by the manager. Consequently, the leader must have the ability to formulate specific and clear tasks for the employees under their supervision.

Regarding the responses to the question: Do you believe that the performance of the leadership staff can contribute to improving the sports organization?

No. crt.	Variants of respons	Number of respondents	Percentage
1.	YES	87	59%
2.	NO	31	21%
3.	I don't know	29	20%

From the data reflected in Figure 3, we can observe that a percentage of 59% believe that the performance of the leadership team can have a positive effect on the development of the sports entity, 21% gave negative responses in this regard, while 20% did not know how to answer this question.

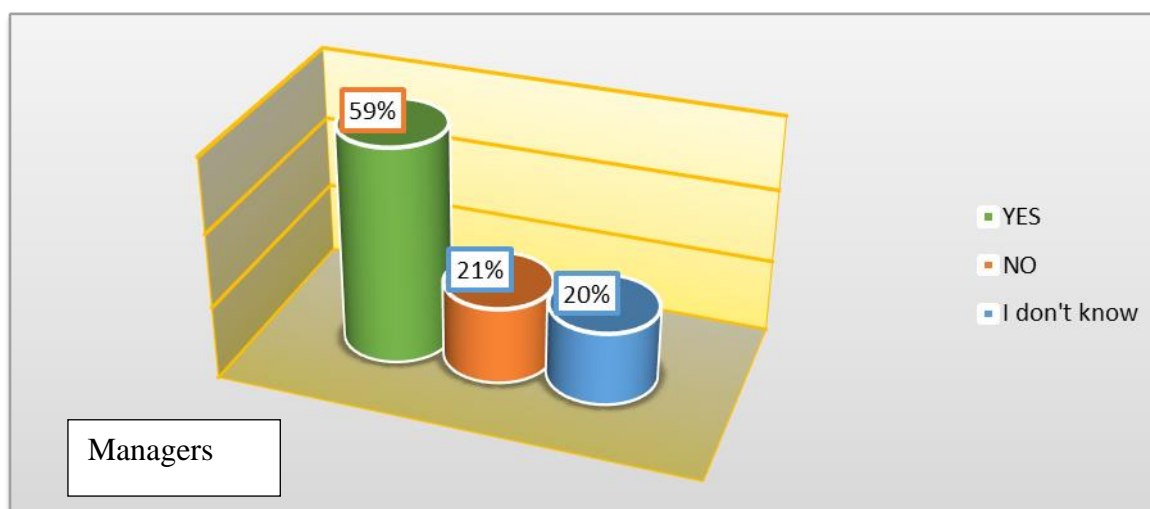


Figure 3. Graphical representation of responses regarding the strengths of the professional profile of the management staff.

Thus, we can mention that the efficiency of a sports entity can be determined based on the established objectives corresponding to the planned results to be achieved and the financial resources allocated and spent for this purpose. In other words, efficiency is always associated with the ratio of the value of the result to the value of the cost. The performance of the management of a sports entity can be determined based on the volume, completeness, quality, and timeliness of fulfilling the functions assigned to it. To determine the degree of effectiveness of the management of the leadership personnel, it is necessary to determine appropriate criteria and indicators. In this

case, evaluating the effectiveness of the management of the leadership personnel consists of two components: economic efficiency, which characterizes the achievement of the objectives of the sports organization through the use of human resources employed based on the principle of the economic use of available resources, and social efficiency, which characterizes the degree of the entity's expectations according to the needs and interests of the employees.

To the question: What do you think are the main indicators and descriptors that can contribute to improving institutional management?

Nr.crt.	Variants of respons	Number of respondents	Percentage
1.	Strategic planning	37	25%
2.	Sustainable partnerships	20	14%
3.	Professional development	58	39%
4.	Optimization and improvement of the management process of the sports entity	19	13%
5.	Quality of the work environment	13	9%

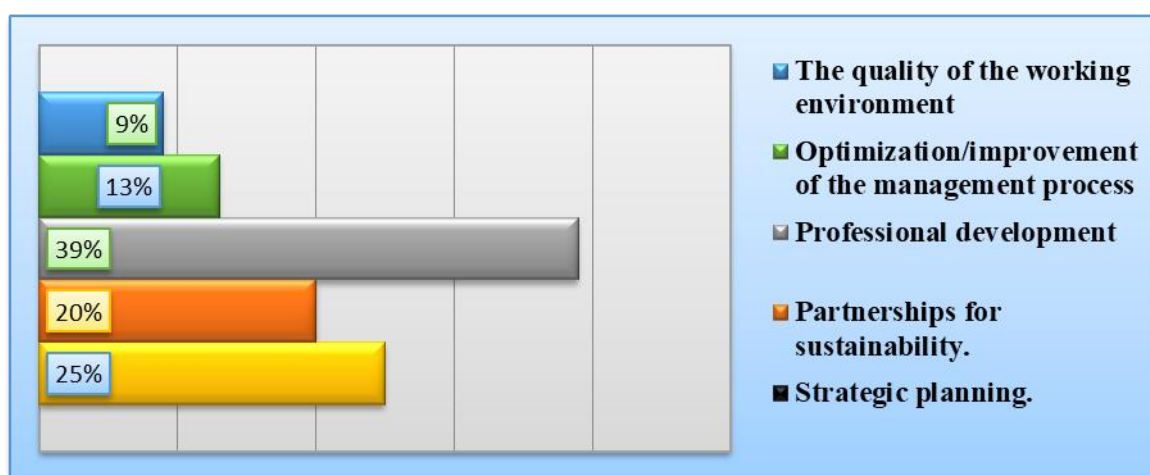


Figure 4. Graphic representation of the responses regarding the main indicators and descriptors that can contribute to the improvement of institutional management.

From Figure 4, it can be observed that the majority, namely 39%, mentioned that the professional development of the leadership staff is important for ensuring adequate and effective management of the sports entity; 25% of them considered that strategic planning also has an essential role in achieving organizational efficiency. Additionally, 20% considered that sustainable partnerships can ensure a dynamic evolution of the sports organization, as well as its continuous improvement (13%).

Regarding the answers given to the question: Do you consider that the continuous professional development of the leadership staff plays a significant role in the evolution of the sports entity?

Nr.crt.	Variants of respons	Number of respondents	Percentage
1.	YES	105	71%
2.	NO	10	7%
3.	I don't know	32	22%

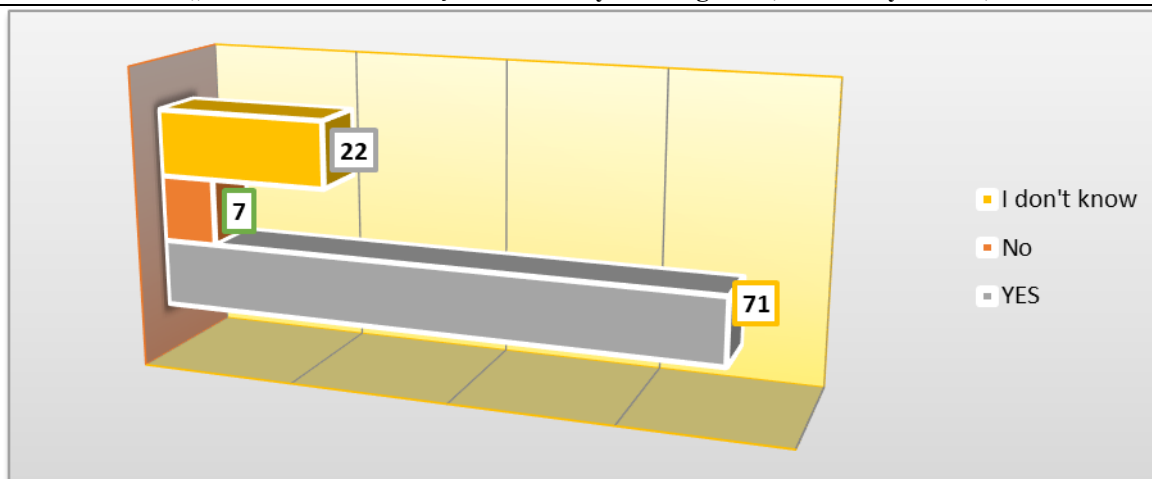


Figure 5. Graphical representation of responses regarding the continuous professional development of the leadership staff.

The data presented in Figure 5 shows that the majority of managers (71%) believe that continuous professional development can provide them with substantial theoretical and practical knowledge that can serve as essential support in managing the sports entity, and programs of this kind can substantially contribute to the development of managerial skills. At the same time, only 7% gave negative responses, and 22% do not understand the importance of this issue in the management process of the sports organization.

In this context, we can state that due to the increasing economic importance of physical culture and sports and the transformation processes in this field, it is becoming increasingly evident that sports need not only professional athletes and coaches but also professional managers, economists, and lawyers who know how to rationally lead the activities of the sports organization. Sports management is an independent type of professional activity that aims to achieve the objectives of a sports organization that operates under market conditions through the rational use of material, labor, and information resources. Sports management as a profession is associated with the emergence of professional managers. The peculiarities of managing a sports organization are primarily caused by the specific nature of the sports industry. The objectives of a sports organization are to maintain health, develop a person's physical abilities, and use them in accordance with the needs of social practice. This requires, first of all, the presence of highly qualified employees in the sports organization. Due to the small size and structure of the sports organization, it must optimally use the intellectual, creative, and educational potential of each specialist employee. Therefore, an important element of the sports entity's management system is the correct selection of leadership personnel, employees, and their development system.

Regarding the question: Do you consider that an important point in the evolution of a sports organization is its reputation and image on the market, including the efficiency of the services offered?

Nr.crt.	Variants of resposns	Number of respondents	Percentage
1.	Yes	75	51%
2.	Certainly	45	31%
3.	I don't know	27	18%

From Figure 6, it can be observed that the majority of respondents (82% - 51% and 31%) consider the reputation and image of the sports organization on the market important, as they can

provide a competitive advantage in this regard and are often closely interdependent with the professional development of the manager, as a result of the strategies adopted to achieve efficiency.

6. Graphic representation of the answers regarding the reputation and image of the sports organization on the market.

Moreover, reputation and image are necessary, on one hand, in the stage of selecting a sports organization by a sponsor, client or fan, on the other hand, because bad faith in providing a certain service can create the impression that the organization is not prepared to deliver the service. Providing quality services requires a strong corporate culture, supported by an atmosphere of trust and support within the organization's staff. Also, the presence of internal conflicts, mutual distrust, or negative self-assessment is transferred to the organization as a whole.

Regarding the answers to the question: Can you mention specific elements of the training of managerial staff within a sports entity?

Nr.crt.	Variants of respons	Number of respondents	Percentage
1.	Da	65	44%
2.	Nu	54	37%
3.	Nu stiu	28	19%

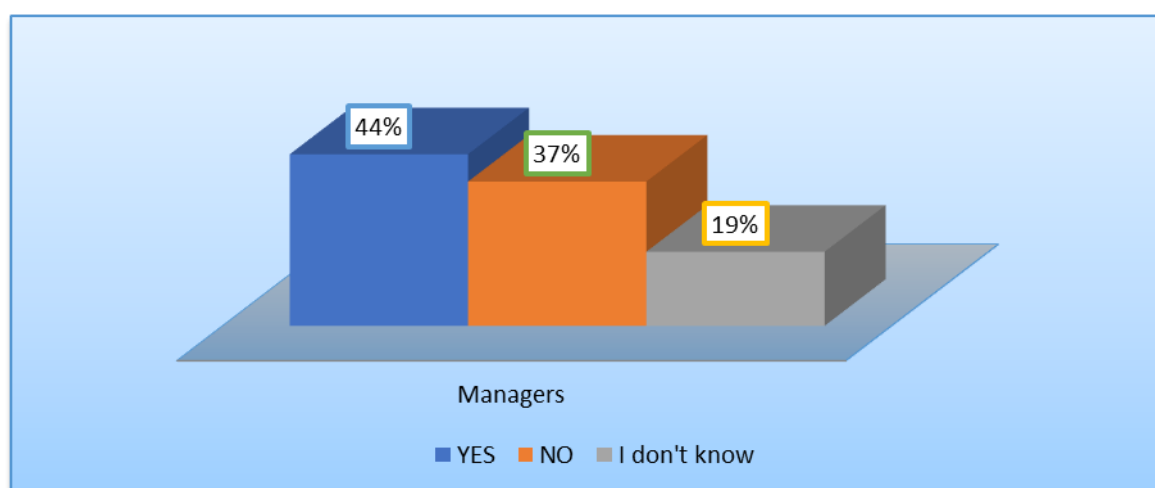


Figure 7. Graphic representation of the answers regarding the specific elements of leadership staff training.

From the graphic representation of the responses, we can observe that 44% gave affirmative answers to this question, 37% negative, and 19% did not know what to answer. Leadership as a psychophysical phenomenon and as a necessary condition for a successful business is currently one of the most relevant subjects for training future specialists. Thus, there are accredited study programs on the educational market aimed at improving the effectiveness of leaders. Personnel development specialists mention that unfortunately, many managers are not familiar with the peculiarities of communication within the company or do not have the necessary skills to ensure adequate personnel management. Another factor is represented by crisis situations in which institutional collaborators may find themselves, which is why the quality of leaders to generate team unification around them has become a necessary condition in the modern economy. It is important to note that there are people who only reveal their managerial talents with age and accumulated experience, but circumstances prove it in cases where these qualities manifest themselves in a specific situation, namely leading a team to performance. Therefore, not everyone

can develop leadership qualities. It is possible to develop a person's personality, but not everyone needs such personal qualities as dominance over others. A person can be an individual, can be an imposing, visible figure, but cannot be a leader. Competition and cooperation in sports are everyday phenomena, and therefore the impact of interpersonal relationships on team activity efficiency should be considered taking into account these phenomena. The tendency to form a team around the leader is a tribute to the fashion and style of Western leadership. However, many organizations offering training programs have responded to this market demand in an authentic way. According to experts in personnel management, an important aspect for sports organizations is the approach to personnel management as a simple phenomenon that requires special qualification and training. However, if we refer to a coach in his capacity as a manager, he is a special type of manager who must combine the characteristics of both a leader and an informal leader. In addition to the main responsibilities of organizing and carrying out the educational and training process, preparing athletes for competitions, the coach has complex and responsible tasks for normalizing team relationships, creating an optimal socio-psychological climate in which his creative abilities and the athletes' skills could be fully revealed.

To the question: Can you list some ways to optimize/improve the leader's activity for the efficient management of the sports entity?

	Variants of respons	Number of respondents	Percentage
1.	Yes	38	26%
2.	No	62	42%
3.	I don't know	47	32%

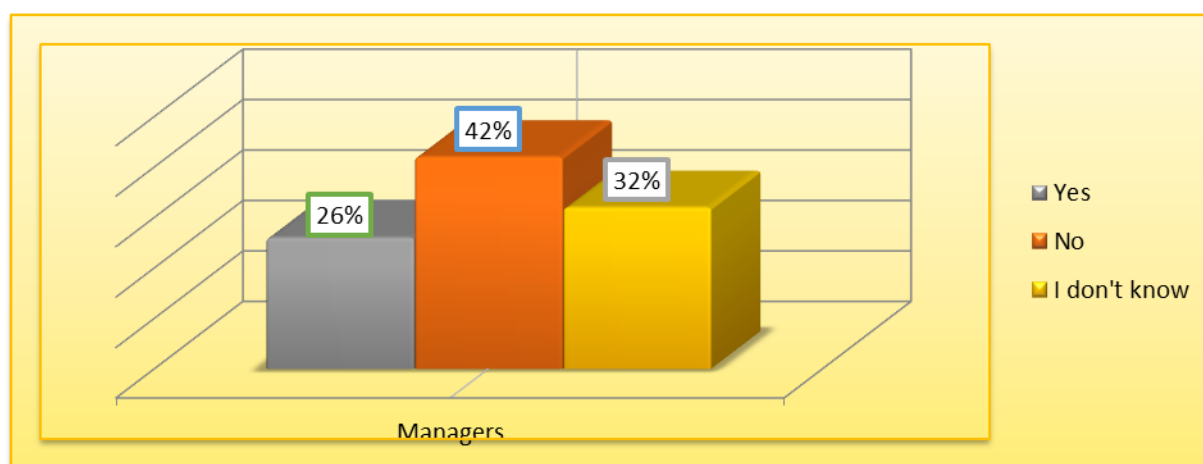


Figure 7. Graphical representation of responses regarding ways to optimize/improve the leader's activity for efficient management of the sports entity.

3. Conclusions

In conclusion, we present some ways that can contribute to optimizing/improving the leader's activity for efficient management of the sports entity. These include:

- identifying the benefits of managerial leadership for influencing subordinates;
- determining the dynamics of leadership roles in the context of organizational growth;
- determining the main elements and directing factors for achieving institutional effectiveness;
- managing the organizational culture centered on value management, as a function of managerial leadership;
- establishing and developing trust, as a function of leadership;

- developing employees' personal responsibility, as a function of managerial leadership;
- optimizing communication, as a function of managerial leadership;
- optimizing the creative and innovative potential of staff, as a function of leadership;
- optimizing the management of human resources involved in implementing organizational changes;
- determining the importance of managerial leadership in building and managing teams;
- determining the potential of managerial leadership and social technologies for optimization;
- knowing and consolidating the qualities and properties that define the potential of a leader through professional development;
- adopting team-based management, change, and competitive advantage;
- forming managerial competence as the potential of a leader of the sports organization;
- determining behavioral models of group members and certain team interaction scenarios;
- optimizing the use of group potential;
- establishing the team's potential in the context of managerial leadership;
- establishing the value and characteristics necessary for effective leadership of the sports entity;
- evaluating leadership based on performance indicators.

Bibliography

- [1] Nazarov V.L. Professional training of sports school managers in the supplementary education system: monograph / V.L. Nazarov, D.A. Obozhina. Ekaterinburg: Editura LLC Casa “Azhur””, 2014. 132 p.
- [2] Zubarev Yu.A. Preparation of managers for the sphere of physical culture and sports: monograph / Yu.A. Zubarev. Volgograd: "Print", 2003.
- [3] Zuev V. N. Management and managers of the internal sphere of physics sports culture: manual. indemnity / V.N. Zuev. M .: Physical culture, 2006.
- [4] Kosova Yu.A. Current state of the branch of physical culture and sports and ways of reform / YA Kosova // Transport activities in Russia: Economy, management, transport. 2009.
- [5] Pereverzin I.I. Management of a sports organization: manual. allowance. 3rd Edition, Rev. and add. / I. I. Pereverzin. M .: Physical culture and sports, 2006.
- [6] Pochinkin A.V. Management in the field of physical culture and sports: study. allowance. Second edition, additional and revised. / A.V. Pochinkin. M .: Sov. sport, 2010.
- [7] Samsonov I.I. Management of a sports school (aspect regulation): study-method. allowance / I. I. Samsonov, T. V. Golovina, G.V. Povalyaeva. Omsk: SibGUFK, 2010.
- [8] Sherin V. S. Model of managerial competence training activities of a specialist in physical culture and sports / V.S.Sherin // Vestn. Tomsk. state un-that. 2011.