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## Aspects regarding efficiency at work in certain Sport organizations

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**Abstract.** When we refer at the work efficiency it is impossible to don't have in mind all of the aspects which can make people to be better, to have the pleasure of being at the work place, to be motivate enough in order to gain all the specific objectives of the Sport organizations. Also, behind all of those things, the strategy should be made for managers and employees too in order to increase the efficiency in both directions.

**Keywords:** motivation, work efficiency, sport, management, administration, employees

### Introduction

It is not easy to motivate the people who work in a sport organization. Firstly, you need to find out what could make them work efficiently. Financial reward, a method accessible to those who have sufficient financial resources, is not suitable in all situations and cannot always be used because that would decrease the profit rate and lead to attrition (Nelson & Economy, 2005; Girginov, 2008; Butenkp et al., 2004; Marcu & Buhaș, 2011).

Encouragement and praises coming from managers may have a significant contribution in stimulating the desire of employees to develop a positive behavior towards work and in achieving outstanding results in their work (Maslow, 1943; Page, 2010, Zaharia, 2008).

On the other hand, negative motivation used in its various forms (threats, rebuke, reprimand, salary reduction, disciplinary dismissal, dismissal, etc.) is not desired in any situation, in accordance with the rules, regulations or laws accepted by the parties who signed an employment contract, because it often causes more harm than good. It can create an unpleasant environment that leads mostly to increased hostility and resentment (Dănăiață et al., 2002; Derek & Hall, 2009; Herzberg et al., 1993).

Undesirable behavior of employees in the presence of the manager (the head) is masked, hidden and manifested itself only in informal groups (unofficial). Managers rely on the fact that this kind of undesirable behavior will disappear by itself and they choose to eliminate it by ignoring it until it fades out (Heckhausen & Heckhausen, 2010; Herzberg et al., 1993; Johns, 1999). "The policy of an organization plays very important role in promoting patterns of thinking and in generating attitudes capable to provide

appropriate motivational support for the development and implementation of a particular strategy” (Marcu & Buhaș, 2014).

### **Research methods**

The choice of research methods and techniques has been made according to the studied issue, with the established objectives and hypotheses, endeavor which has allowed us to get to know the studied phenomena in relation with up to date theories, practices and realities. In consequence, the following methods and techniques have been chosen:

- Study of specialized literature
- Questionnaires

After establishing the research strategy, the author decided to carry out the study on a number of 60 managers and 140 employees from differed sports organizations. Due to some of the participants' reserves and due to the mistakes occurred in filling in the questionnaires, we have managed to gather a number of 51 correctly filled in questionnaires from managers and 127 from employees.

The question forms were mixed (random and directed) because of the following reasons:

- sports organizations of various sizes and statuses were taken into consideration;
- from each type, the investigated subjects were selected first of all according to their availability to answer the questionnaire.

The participants were subjected to analysis based on the following criteria:

– geographical area (in the case of managers, 23% from the total of subjects are from Oradea, 21% from Cluj-Napoca, about 20% from Timișoara and Bistrița and 8% from Arad. In the case of employees, from Oradea 26% were enrolled in research, from Bistrița 21%, from Timișoara 20%, Cluj-Napoca 18% and from Arad 15%);

– the size of the organization (12% of participants among both managers and employees are part of small sports organizations. Among 27% of managers and 20% of employees belong to medium size sports clubs, 61% of managers and 68% of employees are part of larger sport organizations);

– the position within the organization (29% of managers are directors, 23% are vice presidents, 12% are presidents; 12% deputy directors; moreover, 12% are counselors; 6% financial officers and 6% administrators. From the employees group: teacher-coach 38%, coaches 24%, organizers of competitions 8% and 5% head of departments and reviewers. In addition, a small percentage (4%) are reviewers, secretaries and clerks. There is a category of 8% represented by other staff (caretakers, drivers);

– study level (53% of the managers have a bachelor's degree, 29% of them have a postgraduate diploma and 18% are doctors. The majority of employees (52%) have a bachelor's degree, 23% have a postgraduate diploma and 27% only graduated from high school);

– the age of the subjects (a percentage of 47% of managers are between 46-55 years old, 24% are between 36-45 years old and 24% are between 56-65 years old. Among employees, 31% are up to 35 years old and between 46-55 years old, 22% are between 36 and 45 years old and the remaining 16% are over 56 years old);

- gender (88% of managers and 80% of employees are men).

### **Results**

From the interpretation of the answers given by managers, we find that work productivity, according to the participants, could increase by ensuring appropriate remuneration (35%) or if the work is carried out under permanent supervision of managers (65%). We can also conclude that the penalties at work do not motivate

employees so there is no increase in work efficiency. The answers also confirm the above mentioned hypothesis according to which employees change their behavior in the presence of their leader, most of the managers choosing this type of answer (Figure 1).

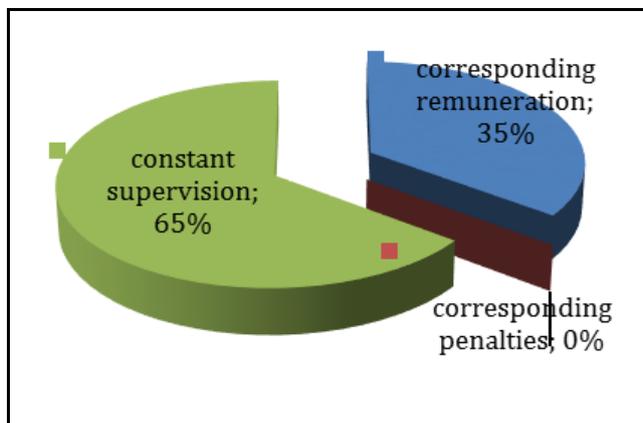


Figure 1. Manager's opinion about increasing work productivity

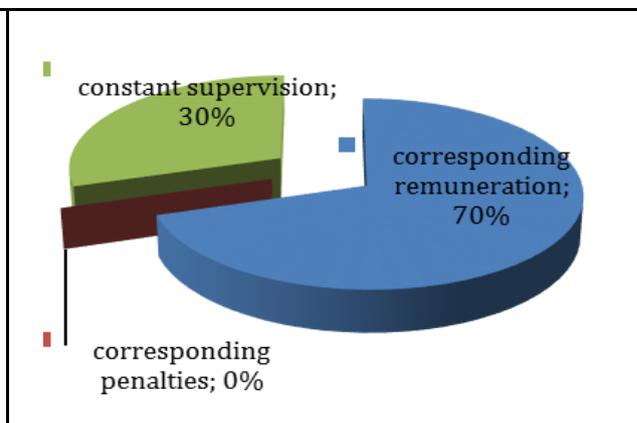


Figure 2. Employees opinion about increasing work productivity

In the employees' opinion (Figure 2), except for the variables related to penalties that none of the respondents agreed to, the percentages allocated for the other two possibilities of answer are almost opposite compared to the managers' answers. 70% of employees believe that a corresponding remuneration would increase labor productivity. Only 30% of respondents believe that the work performed in the presence and under the supervision of their superiors may have beneficial effects on labor productivity.

The answers can be seen, in contrast, in Figure 3 which shows the opinions of the people who answered the questionnaire.

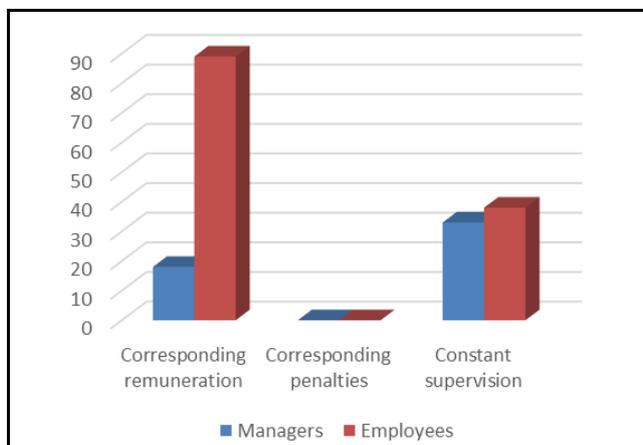


Figure 3. The opinions on the increasing work productivity

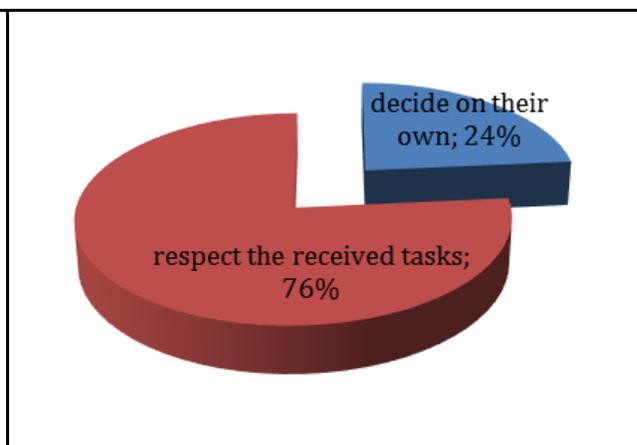


Figure 4. The managers' opinions regarding the employees' work efficiency

However, according to the managers' feedback, the efficiency of the activity can be increased when the employees comply with the received tasks, 76% of managers agreeing with this hypothesis. On the other hand, 24% of them believe that employees are more efficient in activity when they decide on their own about the way of completing the tasks (Figure 4).

**Discussions**

"Sports, through its organization and manifestation forms, through its built specific infrastructure, has become an inseparable part of society in general, the differences being

of quantitative and qualitative nature and whose value is generated by the involvement degree of each actor as part of the society (of the whole)” (Ilieș et al., 2012).

The employees’ involvement in the decision making process is considered a technique of motivating them. When employees are allowed to have an opinion in determining their activity strategies and the direction of the organization, they develop a certain feeling of involvement (including through the creation of specific committees and through the participation in the decision making process that these committees require), a motivation that represents the basis of the privatization process called “Mebo Method”. In an organization, the employee’s feeling of involvement and usefulness will certainly lead to an increase in motivation (Nelson & Economy, 2005; Dănăiață et al., 2002; Watt, 2003).

The encouragement of involvement must not be seen as a case in which managers must give up their positions. While they encourage the involvement of their subordinates by listening to them carefully, by helping them and giving them the impression that they can decide on their own, managers must not derive from the prerogatives of making the decision. The right employees will understand correctly this situation and will respect their superiors (Ilieș et al., 2002; Katzell & Thompson, 1990).

A well-known method that continues to extend from a practical point of view is Ouchi’s “Z Theory” and the resort to the so called quality circles. The quality circles are groups formed by employees that act as volunteers and meet in order to find a solution related to the quality of a product. This form of participation is directed towards two advantages: an increase in the employees’ motivation and solutions found for the organization’s problems (Dănăiață et al., 2002; Arnold & Feldman, 1986).

“Diversity in complexity of the phenomenon of sports, the multitude of adjacent and subordinate relations, binds the researcher to a constant search and adequacy of the investigation resources and the approach in systemic conception facilitates and gives the demarche consistency and coherence” (Marcu & Buhaș, 2011).

### Conclusions

The constant presence of managers at the workplace ensures a significant increase in productivity, which suggests a lack in the employees’ responsible attitude as they must continuously be monitored in the activities that they develop.

On the other side, a corresponding remuneration constitutes a major factor from the employees’ point of view, as they can be motivated through a real appreciation of their work.

Respecting the tasks received from the management can determine a higher efficiency at work, as compared to allowing the employees to personally decide on their own.

Nevertheless, increasing the degree of involvement of employees in the decision making process and also in the tasks distribution constitutes an important motivational aspect that has a direct impact on the degree of achievement of the institutional but also individual objectives.

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