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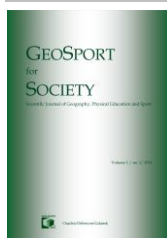
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# Snow cover in support of development of winter tourism activities in Muntele Băișorii resort

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**Abstract.** The paper presents the characteristics of snow cover in Muntele Băișorii resort expressed on the basis of analyzing the data from meteorological observation from Băișoara station during 1961-2007 and processed on the basis of classic methodology used in climatological studies. Analyzing the values of the main parameters characterizing the snow cover was found that it enables and promotes winter tourism activities, that is why we have proposed new types of winter tourist activities such as ski touring, which would help diversify and increase the tourist flow in the resort.

**Keywords:** snow cover, parameters, touristic activities, winter, Muntele Băișorii, ski

## Introduction

Climatic resort Băișoara is part of the Romanian resorts with high tourism potential given by the natural relief (elevation, slopes, slope length), climate (cool, not very wet summers, winters with long and stable snow season, tonic and stimulating bio-climate favourable for hiking and useful in the treatment of psychiatric disorders such as neurosis, overwork, mild depression etc) and also by the ten protected areas in the immediate vicinity, but insufficiently exploited (in the resort there are only two ski slopes, nine hotels and guesthouses, many private pensions which are not included in the tourist circuit, and the access road is poorly maintained). Skiing is an important part of winter mountain tourism, the natural environment represents the base for practicing it and depends essentially on the characteristics of snow cover (Higham, 2005).

Practicing skiing in the simple or organized form through activities such as ski lifts, ski schools, infrastructure development (accommodation, restaurants, parking etc) and various leisure opportunities lead to a spectacular development of mountain areal (Bull,

2005; Dehoorne et al., 2010; Ilieș, 2008; Ilieș et al., 2008, 2014).

Located in Muntele Mare in Western Carpathians at about 60 km from Cluj-Napoca, at an altitude between 1,200 to 1,400 m, in a picturesque landscape of pine forests, the resort Băișoara is open to the north where the Peak Muntele Băișorii rises (1268 m) and closed on the other cardinal directions by higher peaks of 100-500 m: Babana Peak (1504 m) to the west, Șovarului peak (1310 m) and Pietrele Mărunte (1731 m) to the east (Figure 1).

Băișoara Commune is integrated into the administrative boundaries of Cluj county (Figure 1), at its south-western extremity, where it is connected to the mountain unit Muntele Mare with Transylvanian Depression through Iara Depression. From an administrative point of view, Băișoara commune is at the limit between Cluj and Alba counties, at an altitude of 600 m. It is a tourist resort in continuous formation due to the existing tourism potential and the large number of tourists who choose the commune as a holiday destination, especially in the cold season. The commune consists of the following villages: Frășinet, Moara de Pădure, Muntele Băișorii, Muntele Bocului, Muntele Cacovei, Muntele Filii, Muntele Săcelului, Săcel and abuts on with communes Ocoliș and Poșaga in Alba county and communes Valea Ierii, Savadisla, Ciurila and Iara from Cluj County (Figure 1).



Figure 1. Geographical position of Băișoara Commune

### The spatial development of sports facilities in Băișoara Commune

From a geographic point of view Băișoara commune is placed at the level of Apuseni Mountains, Gilău – Muntele Mare group, in the eastern part of Muntele Mare and north-east of Munții Gilaului, respectively. The group Gilău – Muntele Mare represents the second highest division of the Apuseni Mountains, located about north - east of them. They are made of crystalline schist and granite intrusions, to the south-west they have

Cretaceous sediments (on reduced surface), where the valleys deepened visibly. This unit is characterized by many round peaks and flat surfaces, from which versants with steep slopes descend towards the valleys (Pop, 2000).

Muntele Mare Peak has the highest altitude (1826 m) in Gilău – Muntele Mare group being located in Valea Ierii commune (Figure 2). From a hydrographic point of view, Băișoara commune is situated in Valea Arieșului basin, on the middle course of Iara river.



Figure 2. Cartographic landmarks of Băișoara commune

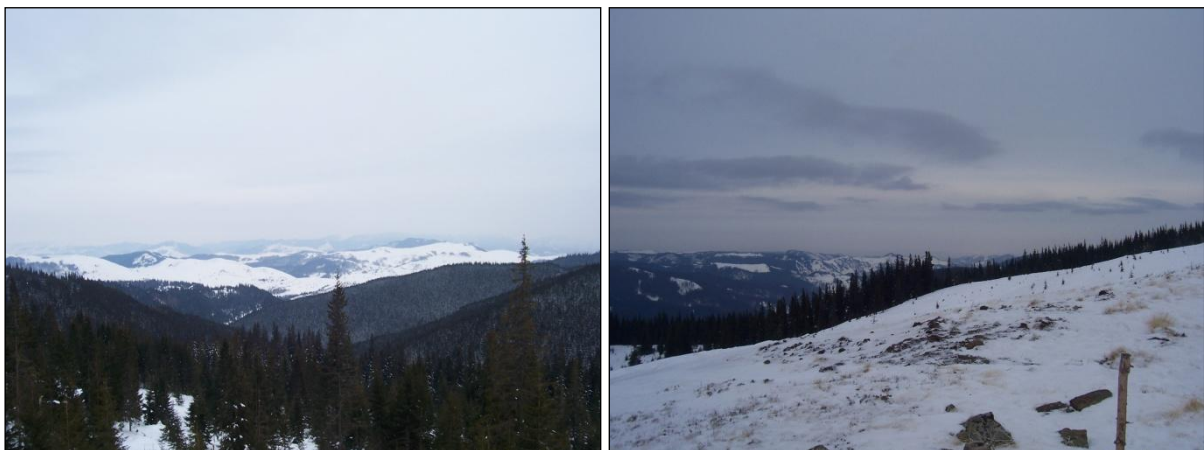


Figure 3. Landscape from Buscat Mountain

The resort's relief is diversified by numerous rivers (Figure 2) radially arranged that are deepening in their own channel and present a landscape of deep valleys separated by large, round, sprawling meadows interfluvials, allowing some great panoramic views onto

Transylvanian Plain, Turda Gorge, and when the atmospheric stability conditions allow, with clear skies and high transparency one can admire the Eastern Carpathians (Călimani, Gurghiu, Harghita, Rodna, Maramures, Tibles), Southern Carpathians (Retezat, Parâng, Şureanu) and exceptionally even the High Tatras (Figure 3).

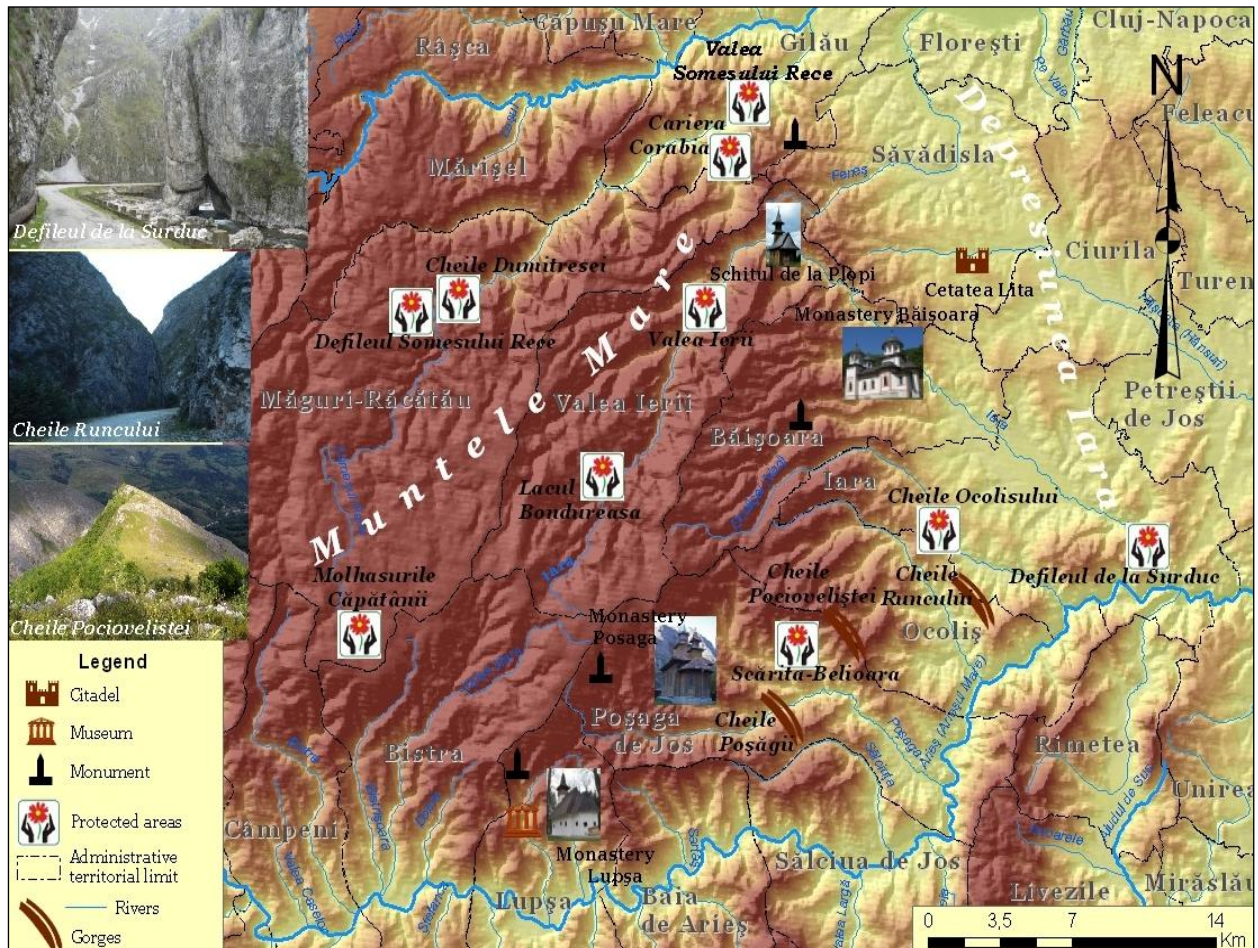


Figure 4. The tourist attractions and surroundings of Băișoara resort

Also in the resort surroundings there are ten protected areas (Figure 4): Geo-botanical reservation Scărița-Belioara with the hay field Șesul Craiului situated on a limestone plateau at over 1300 m altitude and forest on the mountain Scărița, which houses many species of rare plants and animals with slopes, scree, sharp ridges, grottos and caves on the Belioara valley; Someșul Rece Defile located in the Măguri-Răcățâu commune, which is deep, savage, with numerous rocks covered with debris trails; Surduc Defile formed on the Ierii valley on territory of the village of the same name characterized by the alternation of steep and high walls that the forest manages to climb overcoming gravity and by numerous twists and turns of the river forced to cut its way through solid rock; Dumitresei Gorge are carved by the homonym river in Măguri-Răcățâu commune have steep, wild slopes through which water imposed itself flowing tumultuously in waterfalls; Ocolişului Gorge is located in Iara commune on the River Ocoliş, 3-4 hours' drive from the resort Băișoara is characterized by the wilderness of the valley with steep, wooded, spurred slopes which rise lofty, with steep scree, the tourists being forced to go through them by jumping down from a rock to another without any road or trail; Ierii Valley lying on the direction of access to Băișoara resort has a very picturesque view given by a succession of narrow and broad sectors with spruce forests and rocky slopes; Bondureasa Lake is located 3 hours drive from the Băișoara resort on Ierii

valley near its spring, in a small depression like an amphitheatre, populated at the base with deciduous trees and closed to the summit by the rock walls with ridges drowned in screes on which are popping here and there isolated birch and spruce; Căpățanii Swamps are a kind of bogs which are accommodating species of plants on a wooded plateau at 1600 m in Măguri-Răcătău commune, at 6 hours' walk from Băișoara resort; Someșului Rece Valley drains Gilău commune and it attracts by its wide meadows and scattered hamlets on the slopes; Corabia Quarry is located in Gilău commune and it attracts by its very old metamorphic rocks, easy accessible by road and then 15 minutes on the footpath (Mititean, Kadar, 1996) (Figure 4).

In Muntele Mare Here are included other touristic objectives that are accessible from Băișoara resort: Poșăgii Gorge, Runcului Gorge, Pociovaliștei Gorge, Lita fortress, Ethnographic Museum from Lupșa, Băișoara, Lupșa, Poșaga monasteries, Ploli hermitage, monuments dedicated to heroes from Lupșa, Băișoara, Poșaga, Someșu Rece etc.

Also, the tonic and stimulating bio-climate (Figure 5) characteristic to small and medium mountains with thermal comfort in summer months and early autumn, especially at noon, with cold and moderately wet air baths during winter, but less stressful, cool, moderately moist and dynamic during summer with high nebulosity in the summer days afternoon due to diurnal thermal convection so that the longest period of sunshine is in the morning hours and is with frequently covered sky during winter days with significant negative air ionization favouring the practice of mountain climate-therapy, winter sports and tourism in general.



Figure 5. Tonic and stimulating bio-climate characteristic to Băișoara resort  
(source: Teodoreanu, Gaceu, 2013, processing after "Balneal resorts" Map, Geographic Atlas, pl. VIII-7, 1977)

Access to the resort is made by European road E60 (Oradea–Huedin–Cluj-Napoca) from the west, E81 (Alba Iulia–Turda–Cluj-Napoca) from the south and north, and E576

(Baia Mare–Dej–Cluj-Napoca) also from north up to Cluj-Napoca, where it continues on the county road DJ 107 M (Someșul Rece–Ierii Valley–Băișoara) to Băișoara, from where a modernized main road detaches (but poorly maintained today) which climbs 10 km to the Muntele Băișorii village and then another 8 km to the resort. Being situated at 1200 m altitude the resort is not crossed by any railway, rail access is allowed only to Cluj-Napoca, where it continues on the path mentioned, Cluj-Napoca city is important for air transport, its airport facilitates access to all Romanian and foreign tourists to all the northwest of the country.



Figure 6. Ski slope arranged in Muntele Băișorii resort (Source: after orthophotomap)

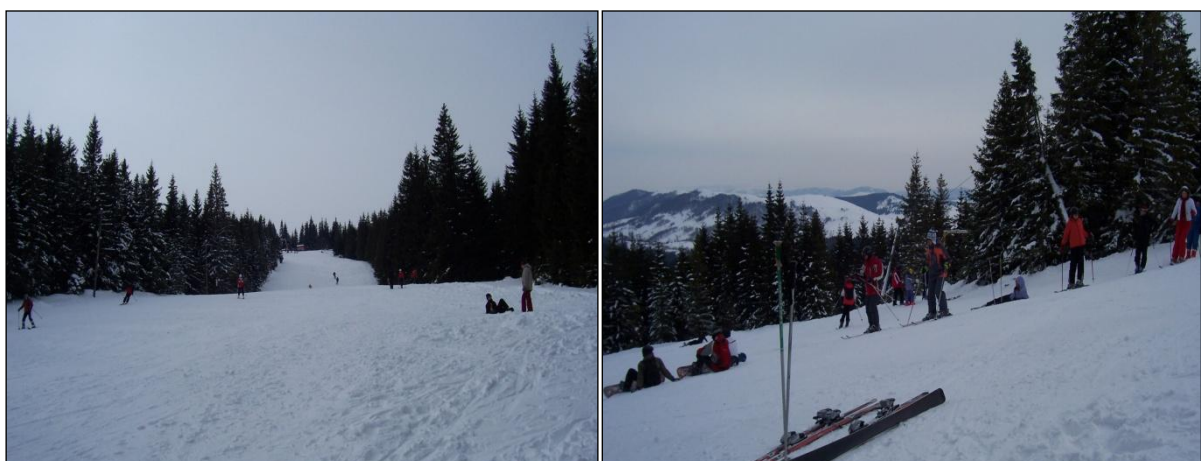


Figure 7. Images with the ski slopes from Muntele Băișorii resort

Muntele Băișorii resort offers the tourists several ski slopes (Figures 6, 7). One of the ski slopes is mainly used for beginners, it is 250 m long and about 20 m wide. This track is facing south it has beginners lift installation and night lighting.



The big ski slope is used mostly by tourists. It has northern orientation, which leads to better retention of snow, has a length of 1300 m, a width of approximately 20 m and 247 m difference in level. The slope is serviced by a ski lift (Ganea, 2006).

On Buscat Mountain 1676 m were arranged several ski slopes (Figure 8). The easiest ski slope is marked with blue and has a length of 1300 m. The slope of medium difficulty, marked in red has a length of 900 m. The highest degree of difficulty is marked in black and has a length of 800 m. The slopes are serviced by a chairlift which has a capacity of 1500 people per hour (Figure 9) and a baby lift<sup>1</sup>.

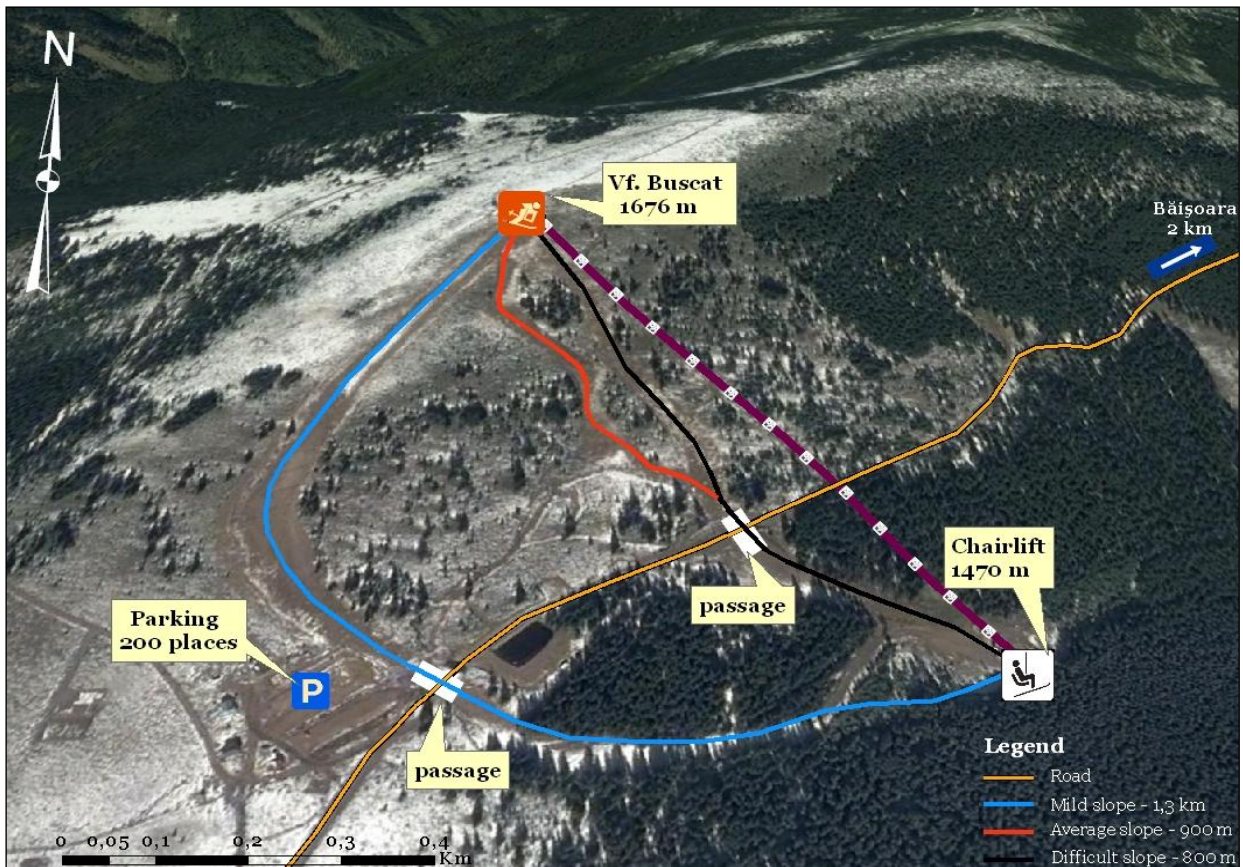


Figure 8. Ski slopes on Buscat Mountain (source: after orthophotomap)

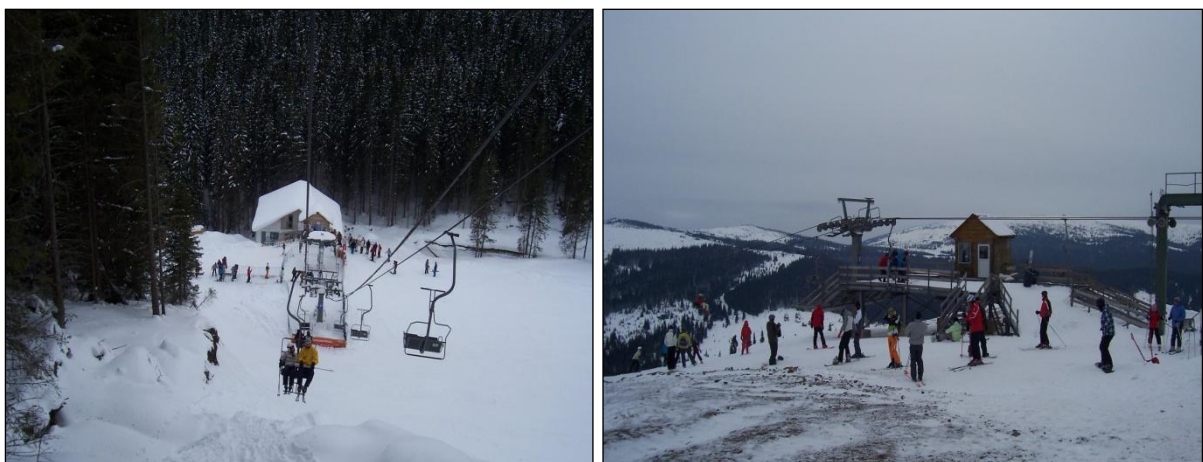


Figure 9. Transport on ski lift on Buscat Mountain

<sup>1</sup> <http://buscat.ro/winter/zona-de-ski/telescaun.html>

“The arrangement of Romania’s relief in almost equal proportions under the form of mountains, hills and plains inevitably attracts a wide variety of natural tourist resources. All these are reflected in the diversity of relief and, implicitly, in the landscape diversity as well, in the climatic-tourist potential, upon the variety of hydro-mineral and lake fund, of hydrographic network and especially of the biogeographic fund formed of extremely rich and diversified vegetation and fauna.

The tourist resorts in Romania have experienced quantitative and qualitative changes, especially after 1990. After a period of maximum development specific to the 70’s, when their number was over 130, in 2006, by applying a new law referring to the qualitative aspect, their number decreased considerably to 47 resorts of national interest and 49 of local interest” (Ilieş et al., 2014).

### **Data and method**

To perform this work were used topographic map at the scale 1: 100,000, orthophotoplans, digital terrain model (DEM), tourist maps existent at that moment as well as the snow weather data regarding the snow cover for the period 1961-2007 from Băișoara station. The meteorological station is located at an altitude of 1360 m on a flat, open area, so it is very valuable. These data were processed on the basis of standard methodology used in climatologic practice and presented numerous papers of this kind (Bogdan & Niculescu, 1999; Erhan, 1999; Gaceu, 2002 etc) Although it is an important climatic resort, especially for tourists from Cluj, but not limited to it, Băișoara has not taken advantage yet of a detailed analysis regarding the annual and seasonal climatic and touristic potential. However, there are two studies showing climatic conditions in Bihor Mountains, Vlădeasa, Muntele Mare and Gilău in support of tourism activities (Bogdan & Iliescu, 1971, 1999) and a book (Gaceu, 2012) which is an analysis of climate and climatic risks in Bihor Mountains and Vlădeasa, where is also included Băișoara station, without presenting its potential, the degree of favourability and tourist attraction of the resort.

In order to carry out the paper we made use of specialty literature, personal observations, preliminary research documentation were made on the terrain, to perform an overview image of the tourism heritage and its qualitative state. We identified and photographed the amenities and winter landscape of the resort and surrounding area. Finally, solutions were proposed for arranging slopes for cross-country ski and ski touring in order to improve and promote the quality of the tourist resort Băișoara.

### **Results and discussions**

The formation and maintenance of snow is possible only if three conditions are met, namely the existence of negative temperature in air and soil, snow that should generate a sufficient amount of snow and the predominant atmosphere of calmness. Snowfall appears as a result from the interaction between cold polar and arctic air masses generated by Eastern European, Scandinavian, Greenlandic and sometimes Siberian anticyclones, with warm tropical air pushed up to our country’s latitude of European cyclones with normal or retrograde development (Bogdan & Niculescu, 1999).

The most important parameters of the snow characteristics are:

- The earliest and the latest snow cover;
- The maximum possible duration of snow cover;
- Average date of appearance of the first constant snow cover and disappearance of the constant snow cover;
- Average duration of constant snow cover;
- Decadal average and maximum thickness of constant snow cover;

- Number of days with snow-covered ground;
- The risk period of snow cover;
- Average duration of first and last snow cover;
- Possible average duration of snow cover.

1. Extreme dates of appearances and possible maximum duration of snow cover in Băișoara resort

The first and last snow cover occur due to exceptional weather situations determined by non-periodic climate variability, which is why most times the snow covers cannot resist on the ground being melted by the first rays of the sun that occur after scattering the clouds or the advections of hot air. The first snow cover appeared in Băișoara in the period under review (1961-2007) on September 6th and last snow was registered on June 10, so in the resort is theoretically possible to exist snow up to 270 days per year.

2. The average dates of appearance and the possible average duration of snow cover in Băișoara resort

The average dates of appearance of the first and last snow cover highlight the period when the resort is full of snow, respectively the possible average duration of snow cover is of course shorter than that mentioned in the previous paragraph.

The first snow appears on average around October 27 and the last on 18 May, the average possible duration with snow cover is of 204 days compared with 161 days, that is the average period length without snow cover.

3. The average dates of appearance and disappearance and average duration of constant snow cover in Băișoara resort

The average duration of constant snow cover is the most important climatic parameter of snow cover in order to carry out tourism activities specific to winter as it is maintained continuously at that time and it indicates the best period to organize trips, holidays or sports events. Snow cover is stable due to the high altitude of the resort (1200-1400 m) which determines a decrease of air temperature, and because of high albedo and snow insulating capacity and comes with a delay of almost two months compared to the first snow cover ever appeared in Băișoara and 5 days later than the average date of appearance of snow in this resort, November 2, respectively. Last stable layer of snow disappears in Băișoara resort on 1 May, so more than one month and one week earlier compared to the latest snow cover ever produced and about two weeks compared to the average time to produce snow. So Băișoara climatic resort enjoys a long stable layer of snow for 180 days, giving it a significant potential suitability for winter sports tourism.

4. Decadal average and maximum thickness of snow cover in Băișoara resort.

The thickness of the snow during a winter varies greatly depending on the amount of solid and liquid precipitation, the period of frost, wind speed, insolation intensity, and less variable factors such as heat and Earth's gravity.

In Băișoara resort the decadal maximum thickness of snow reached 100 cm in March and frequently exceeded 80 cm in December, January and February, but the average thickness was much smaller, and the minimum necessary for carrying out winter tourism activities, that is 20 cm is recorded from December to February, so for three months. For skiing it is needed a thicker layer of snow, at least 30 cm and it is recorded on average in Băișoara only in January and the first decade of February, i.e. during a continuous interval of just five weeks, which is why it is necessary to use the snow cannons.

5. The number of days with ground covered by snow in Băișoara resort.

It is different from the possible average duration with snow cover and show that snow is not maintained continuously over a period of time (month, season) because it can

be blown by the wind, can be melted by warm air advection or a moist mass of air that generates liquid precipitation. Most days with ground covered of snow in Băișoara resort recorded in January and February (30 days or 27 days on average), followed by months of December and March with 24 days each. The months November (10 days), October, September and May (one day) these have few days with snow and being located in extra season its presence make it difficult to develop tourist activities during autumn and spring and it could catch the tourists unprepared.

#### 6. The risk interval for winter tourism activities in the climatic resort Băișoara.

The risk interval for winter tourism activities in the resort Băișoara is the period of the season when the snow cover could fall, but for various reasons it does not accumulate and it is comprised in fall between the extreme date of the earliest snow cover and the average date of the first snow, 50 days respectively, and in spring between the average date of the last snow cover and the date of the latest snow cover at the end of the cold season, that is 34 days. It also has the nature of risk and during the winter season (given by the average duration of stable snow layer) if it is caused by heavy snow accompanied by the snowstorms that are making routes, trails and slopes inaccessible, or is deposited in layers thick, unstable on hillsides where it can cause avalanches.

#### 7. Proposal of facilities for practicing winter sports in Muntele Băișorii resort.

Negative influences of modern lifestyle on the organism, makes it necessary to practice physical exercise as a means of prevention and compensation, relaxation and leisure, capable of protecting the human being against these negative phenomena (Pop, 2014). Engaging in physical activity helps to improve the functions and structure of various organs and systems of the human body (Kirițescu, 1964; Albu, 1999; Dragnea, 2000; Drăgan, 1977, 2002).

Specific arrangements for practicing winter sports existing in Muntele Băișorii resort are not diversified. With relief configuration, issues related to snow cover it should be mentioned the possibility of developing the resort for practicing ski touring.

Literature presents different physiological aspects arising from practicing ski touring (Cassirame et al., 2014; Haselbacher et al., 2014; Bosch et al., 2011; Eisenman et al., 1989).

In recent years ski touring and ski mountaineering have had a spectacular development (Volken et al., 2007). More and more people have realized that they can spend time in nature, climbing the mountains in winter practicing ski touring enjoying the powder snow and escaping from daily stress (Branigan & Jenns, 2014).

For practicing ski touring one needs special skis, bindings and boots that allow free movement of the heel (Figure 10).

The first slope for ski touring proposed for Băișoara resort is listed on the map with the number 1 (Figure 11) and it has a length of about 20 km and north-west orientation. The first proposed route begins at the foot of Muntele Buscat, at an altitude of 1600 m and it reaches an altitude of 1826 m at the top of Muntele Mare Peak (third highest peak in the Apuseni Mountains). It is a track with high difficulty level is not due to the difference of 200 m, but due to its length. It passes at the foot of the Creasta Stâncoasă Peak of 1727 m in altitude and Pietrele Mărunte Peak of 1735 m, and the panorama they offer is unforgettable. For planning it is necessary to clear some portions of forests where the minimum width does not allow safe passage.

The second ski proposal (Figure 11) has a common portion with the current slope from Muntele Băișorii resort. Firstly it should be intervened by lengthening the ski slope. Thus it is necessary to clear the top portion of the existing slope up to the highest point from Buscat Peak. Currently the ski slope is 1300 m, and after extending it will have approximately 4000 m. The trail of the route number 2 starts at an altitude of 1676 m from Buscat Mountain Peak

to connect with the ski slope from Muntele Băișorii resort at an altitude of 1400 m. It is a medium difficulty ski slope due to the difference in level of about 300 m.



Figure 10. Ski touring equipment  
(source: <http://www.feedthehabit.comgear-reviewsdynafit-titan-tf-x-alpine-touring-ski>)



Figure 11. Proposal of arrangement of ski touring slopes (source: Google Earth after processing)

Another route easier for beginners and children is proposed for Muntele Cacova (Figures 12, 13) having a length of about 5000 m. The altitude from which starts the ski touring slope is 1140 m and goes up to 1240 m atop of Muntele Cacova Peak. The trail may continue up to Dealul Vadului Peak at an altitude of 1075 m. From the point where the trail starts it can be arranged a parking for those wishing to cover this ski touring route. From Muntele Cacova Peak one can admire the highest altitudes in the Apuseni Mountains, and during atmospheric stability conditions with clear sky one can see Cheile Turzii, Munții Rodnei, Maramureșului, Țibleșului, Retezat, Parâng etc.

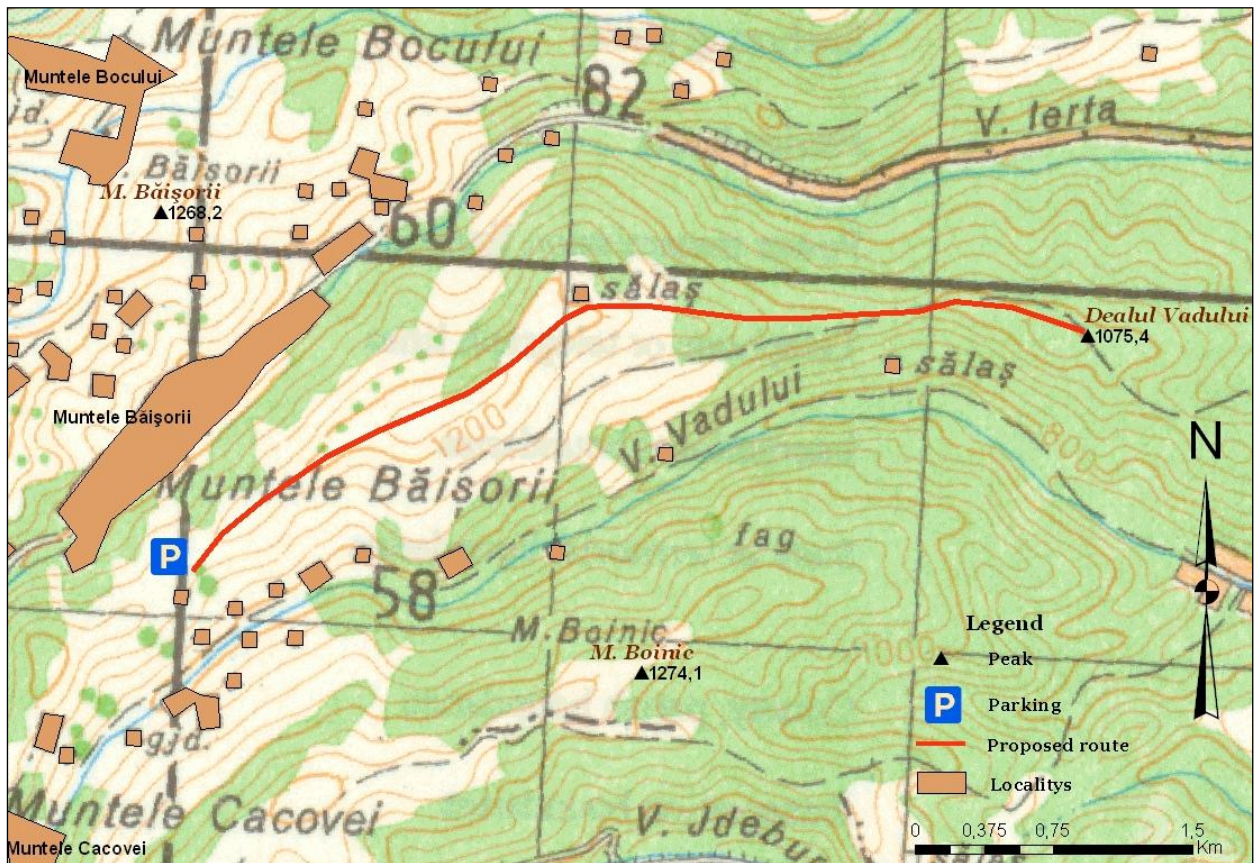


Figure 12. Proposal for landscaping the ski touring slope (processed after topographic map 1: 100,000)

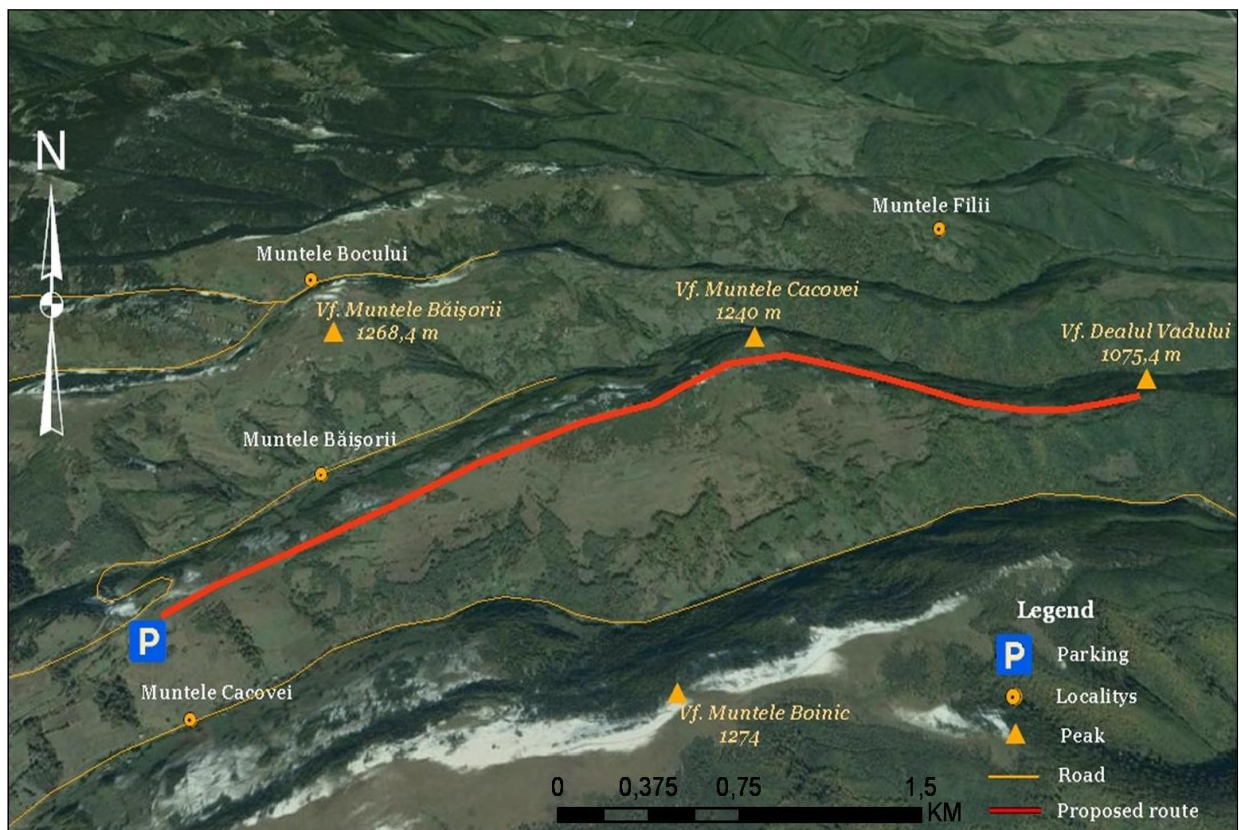


Figure 13. Proposal for landscaping the ski touring slope (processed after orthophotomap)

## Conclusions

As a result of the study the following conclusions are made:

a) Băișoara climate resort features a significant tourism potential given by the natural environment highlighted by numerous routes (75 out of which 11 are marked) and touristic objectives from the surrounding area and the 10 protected areas, by the stimulating bio-climate that enables and promotes the practice of mountain climatotherapy, winter sports and tourism in general.

b) The constant snow cover totals 180 days per year and the average thickness required (minimum 20 cm) and sufficient (minimum 30 cm) for practicing winter sports, skiing respectively covers a period of three months (between December and February) five weeks respectively (January and first decade of February). In order to extend the period favourable for practicing skiing, snow cannons should be introduced and the interval with thinner snow cover can be used for practicing ski touring. In this regard three proposals for trails were made. They have different difficulty levels and are addressed to all levels of training. It was proposed a trail with high difficulty due to its length, which can be used by trained people and one with medium difficulty. For children and beginners a less difficult route was proposed.

c) The most favourable months for practicing winter sports are January and February (30 and 27 days on average of ground covered of snow), followed by December and March (with an average of 24 days of ground covered of snow).

d) During spring and autumn there is a risk of snow formation in out of season on an interval of 30 days and 50 days respectively which may take by surprise the tourists who are not prepared for those conditions on the routes and during the season there is the risk that snow cover may block access ways, especially when there is blizzard.

e) It is also needed an infrastructure improvement and diversification by maintenance of the access road to the resort by arranging new ski slopes for ski touring and construction of hotels and guesthouses to European standards, currently only Skyland, Montana and Andreea pensions and Muntele Băișorii cottage being classified 4 and 3 daisies respectively, but they have a reduced total capacity of accommodation.

It is a basic problem that in the course of the 3<sup>rd</sup> five-year plan, the city of Debrecen fell behind similar large cities of the country as far as sports-related developments are concerned." (MTS, 1971, p. 15).

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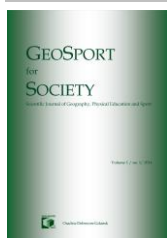
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## Aspects regarding efficiency at work in certain Sport organizations

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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).

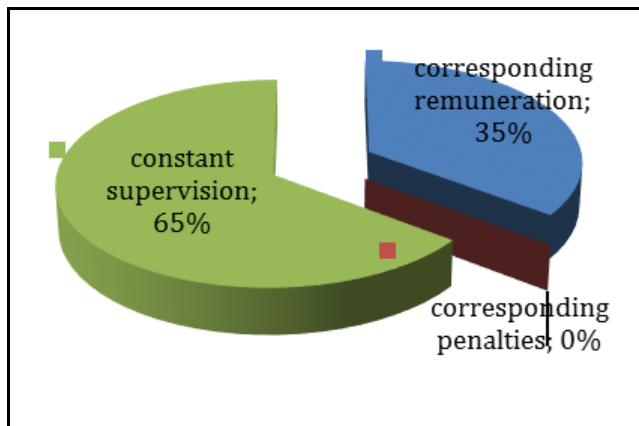


Figure 1. Manager's opinion about increasing work productivity

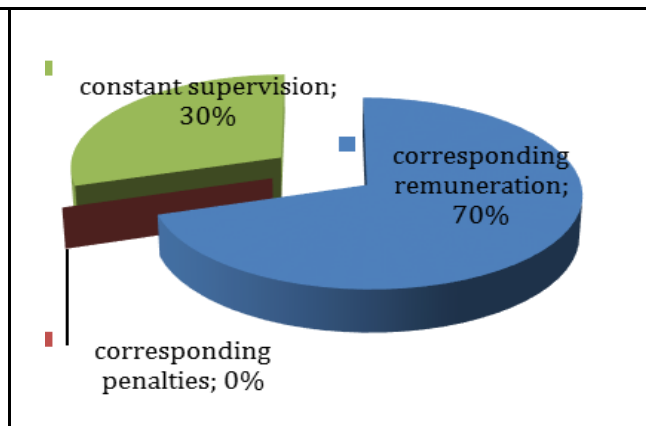


Figure 2. Employees opinion about increasing work productivity

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.

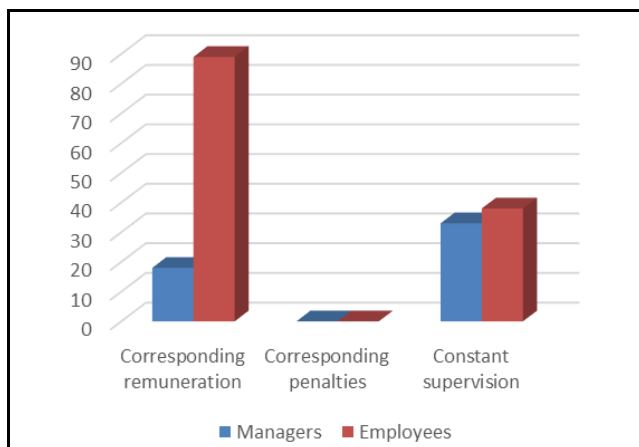


Figure 3. The opinions on the increasing work productivity

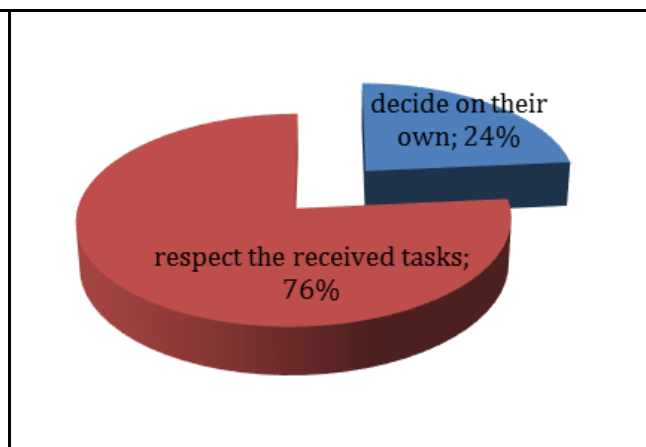


Figure 4. The managers' opinions regarding the employees' work efficiency

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.

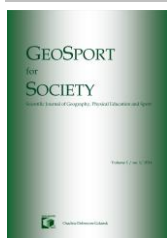
Respecting the tasks received from the management can determine a higher efficiency at work, as compared to allowing the employees to personally decide on their own.

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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# Sports Management. From Institutionalism to Research

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**Abstract.** Throughout the entire period of the 20<sup>th</sup> century, management has developed both as a concept and as a general spread in all fields of activity. In the present, regardless of the area of activity, we cannot speak about forecasting, development and institutional research without including the science of management. It penetrated also sports in all its forms of manifestation. In the literature, sports management implies, in addition to many other areas, also the concept of institutional theory. This theory is an integral part of both organizational and management theory. Institutional theory and institutionalism are focused mainly on research related to internal institutional changes, activities within organizations, but also related to the way in which institutions are managed. Research in sports field adds value to institutional theory, offering explanations to certain issues in the area and interesting approaches regarding the link between institutionalism and research.

**Keywords:** sports management, institutionalism, institutional theory

## Introduction

In the early 19<sup>th</sup> century, in the United States of America are being outlined the first ideas of institutionalism doctrine. The founder of American institutionalism is Thorstein Veblen (1857-1929). Meanwhile, the institutionalism has become a commonplace, not only in literature but also in public discourse (Alicică, 2002). In practice, we cannot synthesize the concept of institutionalism without the idea of institution. The main object of institutional research is to analyze different institutional types. We must highlight the differences between institutional theories and theories of institutions, specifying that they cannot exist in their singularity. They can only exist together. "To know why a certain institution exists, there must be known not only the results of the central institution, but also the consequences of alternative institutional arrangements that could be made instead" (Diermeir & Krehbiel, 2001).

For a long time, we can identify the idea of institutional theory in the literature related to organizational and management theory. At the same time, institutional theory has become an important theory in the literature regarding sports management (Kikulis, 2000). "The connection between institutions (regarding contextual constraints) and results (as consequences of collective choice) is behavior. Institutions differ because they can encourage different types of behavior, but at the same time, they may impose constraints

on that behavior. In this respect, the behavior within an institution determines whether institutions are oriented towards results or if they matter "(Kikulis, 2000)."Institutions' analysis is realized in the literature by institutional theory-the theory that seeks to understand the relationship between institutions, behavior and results" (Kikulis, 2000).

Institution - "is the term which evolutionary economists (institutionalists) use to describe ordinary, common behaviors of people in society and to describe the ideas and values that are associated to these regularities" (Hodgson et al., 1994).

The modern approaches of institutional theory focus on institutional transformations (Dacin et al., 2002). Walton Hamilton stated that people "see with ideas as well as they see with their eyes ... (and) they meet events with a wisdom that they already possess, and this wisdom belongs to the past and is the product of a past experience" (Hamilton, 1932).

Within this entire context, the most important activity of institutional theory is "why and with what consequences do organizations present specific arrangements that defy rational traditional explanations" (Greenwood et al., 2008).

Research on institutional theory has highlighted a number of systemic components: education system, government agencies and departments and urban reforms. Lately, institutional theory overlaps more and more and begins to be applied also in sports."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 society (of the whole)" (Ilieş et al., 2014). It offers a lot of expertise elements that can result in the development of fundamental rules regarding institutional theory. Sports field may be used in order to widen the area of focus for institutional theory, so it can offer solutions to specific sports` problems. "Under such circumstances, the sport movement, diversified as type and form, generates local, regional or worldwide activities which through the manifestation manner and location produce benefits and development for the human society" (Ilieş et al., 2014).

### **Conceptual approaches**

In the broad sense of the term, institutional theory develops, within it, the concept of *institution*. This, in Hughes` theory, represents "an establishment of relative permanence" (Hughes, 1936). Meanwhile, the concept of institution has been highly debated, being shaped in different definitions and explanations. Selznick captured very well the idea, stressing out that the institution is "an organization inoculated with value" (Selznick, 1957). We cannot always associate institutions with an organizational form. Sometimes they manifest in the form of ideas, practices and ways of activity, prevailing ideology and not organizational structures (e.g. the institution of marriage). These methods of institutional organization are supported by generally accepted social mechanisms. These aspects must not lead us to believe that anything can represent an institution. It can be described as "a social repetitive behavior supported by normative systems and cognitive processes that give value to social exchange and allow the generation of self-repetitive social order (or self-reproductive)" (Greenwood et al., 2008).

Greenwood states that institutional theory presents several determinant elements (Greenwood et al., 2008). The first element highlights the fact that over the organizations is being exerted an influence directly by the activity of own organization. Domain connoisseurs justly say that organizations are an open system, being directly influenced by the external environment. Institutional theory assimilated this idea, trying to determine the way in which the organizational environment has an impact on the organization's activities. The activity within the organization is centered towards maximizing the profit,

but one can note that some organizations are moving in directions that do not lead always to maximized profits. This points out the second element, namely the fact that any type of organization (especially those with unclear technologies) is affected by institutional pressure. Using the concept of unclear technology, Greenwood explains by invoking Scott (Greenwood et al., 2008) that certain institutional environments speculate and use better technologies (banks), and others are directly influenced in their activity by dominant institutions (public education system). However, if we take into account the current economic crisis, we can see that the activity of all organizations is directly determined and influenced by dominant institutions (Greenwood et al., 2008).

The existence of institutions in organizational field highlights another element, which is that organizations become isomorphic with their own domain, thus justifying their existence, which ensures their survival. Often, organizations practice policies through which they can justify their activity and legitimacy, in full convergence with own environment and institutional framework (Tolbert & Zucker, 1983). The assimilation of indicative practices does not generate internal changes within the organization. This approach highlights another element: "where the institutional environment is buffered with the core technology, practices adopted in order to maintain legitimacy may not be in accordance with those for achieving efficiency and the environmental conformity may be lost" (Meyer & Roean, 1977). The last element emphasizes that a practice is seen as crucial for justifying institutional activity, being strengthened by a dominant institution. In this context, the practice turns itself into an institution. Institutional practices generally have a wide range of assimilation and are resistant to various forms of change.

Institutional theory, as we have shown before, develops some concepts and ideas: institutional policies, legitimacy, institutional change and organizational fields.

Organizations and institutional theories have and should be applicative also in sports. The fact that organizations are determined by their own institutional functioning opened the research towards the field of sports management (Greenwood et al., 2008).

### **Institutional policies in sport organizations**

Organizational activity is determined by a system of values, being different because of the content's structure and in terms of approached institutional policies. In what regards the content, the organization can be addressed by its component sub-systems: administrative or infrastructure (sports facilities). "A sport facility will be understood as a facility that, in the given period, either played an important role in the competitive sports scene of the city, making it possible for the local sports clubs to join regional and national championships, or provided a venue for the practice of several branches of sports" (Kozma, 2014). There are various sources that determine a particular interest in institutional policies, which will be the basis for future actions. These policies have the ability to distribute organizational resources, namely by their diversity (Fligstein, 1996). "Institutional inadequacies are sources which generate the most important political conflicts in our society; through these policies the institutional structure of society is transformed" (Friedland & Alford, 1991).

To explain seizures, changes and activity within an organization, most specialists use the concept of institutional policy. They argue that managers and leaders tend to lead an organization based on their own policy (pre-established), thereby changing the old management policy (Kraatz & Moore, 2002). These issues are to be found also in the management of sports organizations, noting an increase in specialists' interest, reflected in the literature. "Leaders who are able to help employees to achieve their own goals will never have trouble motivating them. The achievement of own objectives is how they are



constantly motivated. All the things managers must do are to find connections between employees' personal goals and the needs of the organization" (Dragoş, 2014).

To assess institutional policies, O'Brien and Slack studied how they are manifested in the British Rugby Association (O'Brien & Scott, 2003). Authors analyzed how institutional logic is changing. Slack and O'Brien identified different ways of approaching institutional policies compared to the initial model (O'Brien & Slack, 2004).

Institutional policies are volatile and determined by many factors, most often not being reflected as they have been designed, when they reach consumers. It is well known the research done by Southall and collaborators on American Basketball Championship, which reflects a big difference between the trade policy presented by media and the original institutional policy (Southall et al., 2008).

### **Sports' organizations institutional legitimacy**

Institutionalization represents the activity through which "social processes, obligations and duties usually assume the status of rule within social thought and action" (Meyer & Rowan, 1977, 341). To build an institution, everyone involved should provide a consensus (Porac et al., 1995), but the consensus is given by mutual agreement on well-defined policies that they will operate with (DiMaggio & Powel, 1983; Suchman, 1995).

In this way, institutionalization is achieved through a proper process of construction, at the same time with the attainment of legitimacy. At the same time, there will be assumed legitimacy and policies which will strengthen the institutionalization process. Therefore, it is also made a structure of certain practices that will materialize the way of action for the organization. We can say that institutional legitimacy, by establishing homogeneity and a generally accepted structure by consumers and society in general, strengthens the institutional process. "Legitimacy is a problem within the construction of social reality. It implies the building of a social object according to cultural beliefs, norms and values that are supposed to be shared by others in a given situation, and perhaps, more widely, by social actors in a wider community. Through this process of construction is done the right thing ... is a collective process... is possible and depends on the presence of an implicit social public, which is supposed to accept comprehensive frame work of beliefs, norms and values, and therefore accepts the construction of legitimacy" (Johnson et al., 2006). The legitimacy of an organization refers to the level of support that is given to an organization, justifying its existence, operation and jurisdiction, eliminating non-viable alternatives (Meyer & Scott, 1983). Unfortunately, studies regarding institutionalization and legitimacy of sports organizations are very few.

### **Institutional change**

In the institutional domain, specialists addresses also issues related to institutional strategies (Lawrence, 1999), or institutional changes (Haveman & Rao, 1997). In theory, the activity is organized according to the way in which organizations manage to obtain legitimacy. Lawrence (1999) defines this mechanism institutional strategy, which includes strategic actions as a very important component. Those who control and implement institutional policies are the managers.

"Managers have indirect contact with athletes, engaging less in the training process, but being responsible for the entire management sector that involves performance" (Dragoş, 2014). They have sufficient resources to establish common strategies and organize the institution in order to be functional. Institutional activity also focuses on its impact on the competitor environment (Lawrence & Suddaby, 2006). In the theory of

institutional change there are few literary approaches which can complement the science of sports management. Kikulis (2000) is among the few authors who address institutional changes within sport organizations.

### **Organizational fields**

Authors such as DiMaggio and Powell (1983) express in their works considerations regarding the fact that organizational area is an important component to be analyzed, helping us to understand why organizations react differently to institutional expectations (Greenwood&Meyer, 2008). In this context, it is important to investigate the organizational environment. DiMaggio and Powell (1983) present organizational area as being "those organizations that jointly form a recognizable area of institutional life: key suppliers, resource and product consumers, regulatory agencies and other organizations that produce similar services or products." This approach expands the limits of analysis, including a number of variables that productively interact between them. All variables must follow the rules and laws of institutional functioning. In this theoretical framework, O'Brien and Slack (2004) analyzed the organizational field of the English Federation of Rugby, being along with other authors, exponents for studies and research in the field.

### **Conclusions**

Specialists use, in an argued way, the institutional theory to explain and emphasize the sports phenomena. A synthesis of the facts presented regarding the link between institutional theory and sport highlights the idea that sport is directly influenced by institutional pressure.

Various directions can be outlined with reference to the link between institutional theory and sport. One of them assumes that research in the field of sport would not need studies regarding inter-organizational bound. A large number of researches in the field of sport do not contribute in a fundamental way to the development of institutional theory, nor bring revolutionary ideas other than those of specialized theory. This does not imply giving up a study into how organizations interact in sport. This does not imply that we must give up investigating the way how organizations interact in sports. Another direction is generated by institutional practice search. Thus, studies and research in the field of sport should consider, besides organizational activity and changing actions, also the source that generates these changes. Specialists, in their research in the field of sports, should focus more on the quantitative aspect of their studies. The quantitative approach complements and completes the qualitative component which is mainly used in sports. Because of the lack of research, an important direction is the field of institutional change. Works in the field should generate issues regarding changes within the system, and also regarding causes that produce these changes. There are also other ways to use organizational theory, which facilitate research in sports and could explain unsolved issues in the field.

Sport is an area of science that can complement institutional theory as it implies the existence of enough data that can be used in research.

Lately, institutionalism and its theory became representative within organizational sciences (Greenwood et al., 2008). Research results in the field of sports related to institutional theory can generate a set of rules. Sports organizations and sports management activity operate on the basis of a generally accepted logic. Sport cannot be discordant in relation with current activities of the company, being a part of it. Sports area implies both an institutional component and a technical one, which leads to increase in performance. Institutional theory is a science that complements and enriches the knowledge about sport activity and sports organizations. Sport is part of that field within

which influences are generated by the own institutional environment and less by the technical one (Scott, 1991). Sport is an area with an accelerated dynamics, where researchers can study in a deepened way sports activity, as always some branches of sports or sports activities come to the forefront, while others diminish their importance.

Sports management is an area that greatly benefits from the research. Most numerous studies in sports related to institutional theory are based on the idea that investigated organizations are legitimate and stable. This approach may be the starting point to create the link between institutionalism and research.

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