

METHODS AND STRATEGIES FOR HUMAN RESOURCE MANAGEMENT IN THE ECONOMIC EFFICIENCY OF SPORTS ACTIVITIES

(Summary)

KEY WORDS

- *Human Resources in Sport*
- *Human resource management*
- *organization of sports structures*
- *sports organization*
- *national system of physical education and sport*
- *Economic efficiency of sports activities*

Aforementioned PhD thesis approaches a very topical issue, both from theoretical and especially practical one, that concerning the analysis of human resource management strategies in sports, general speaking and particularly in Romania and the way how these strategies contribute in order to streamline this activity. It is undeniable that in recent decades, human resources for sporting activities have been the subject of numerous treaties, books, articles, and monographs, theoretical and practical studies.

The way how the theoretical concerns of human resources in sport evolved in recent decades, the ways and management strategies and their efficiency are towards the internal environment (national) regional and global one. Therefore *the theme of this paper approaches in great detail both theoretical and practical one of the sensitive sides of human resources: more precisely, the ways and strategies of their proper management which results into more efficient sports activities*. From this point of view, *the paper highlights the organization as an actor of globalization together with the theoretical bases but also with its practice*. In terms of developed strategies, human resources management of sport organizations contributes to social and economic development. *There are also discussed and analyzed issues regarding not only the organization of sports activity structure but also the future challenges in sports organizations*. Central axis of the present research is the principle according to which human resources of the sports organizations regardless of their field are performance and talent generating and they have a positive impact not only on the efficiency of this activity, but also on economic and social environment.

Sports activity in its diversity and complexity has gained importance, such as human resource management in this field has emerged as a managerial activity adapted to its specificity. *Above-mentioned thesis has proposed as its central objective the study of human resource management strategies and their role in improving sporting activities, the clarification of theoretical concepts surrounding this issue and the practical implications of sports clubs and national federations*. In order to facilitate the research approach, the main objective was broken down into specific

objectives as it follows: the investigation of the theoretical foundations of human resource management, organizational system in sport organizations, ethics in sports as a result of socializing, the structure of physical education and sport system, human resource management strategies in sport as well as economic efficiency of sport organizations.

In the context of the sports activities internationalization human resources have become a key role, being considered a "strategic partner" that can decisively influence the organizations development and expansion strategy both at a central and branch level.

Regarding the human resources role and importance of within sport organizations, human resource specialists' opinions embrace the idea of amplification of the human dimension and its integration at the organizational level. However, there are points of view according to which the trend of human resources activities decentralization diminishes significantly the role of human resources in the sports organizations.

Human resources management plays a strategic role in the organizations in which HR activities are decentralized ***HR function has made some progress in areas such as human resource development, career management and employee motivation.*** The presence of the responsible people for human resources management in sport organizations board is the most important proof of their involvement in strategic decision-making process.

Sport activities' globalization has led not only to the enhance of the role of human resource functions in the organization, but it also caused an increased attention to developing strategies for integrating resources in the organization's overall strategy to enable training managers to international athletes. Thus, a role increasingly important should be given to human resource development activities and to create and develop sport career development directed towards performance.

The direction of my research thesis was targeted on five key areas: theoretical foundations for human resources management of sport organization; the structure and function of the national physical education and sport in Romania, human resources in the national system of physical education and sport in Romania and their management strategies; economic efficiency of human resources of the sport organizations and management strategy of human, material and financial resources in Dolj's Sports Directorate, in order to increase economic and social efficiency of sports activities (case study).

In the first Chapter, entitled THEORETICAL BASES OF HUMAN RESOURCES MANAGEMENT OF THE SPORTS ORGANIZATIONS, I've made a thoroughly theoretical and methodological analysis of human resources management with direct reference to sport organizations. It was here where it was made clear that it is essential for the success of any organization, the qualification of the general

manager and of that responsible for human resources to carry out the recruitment, selection and promotion of human resources. Furthermore, it was stated that the human resources function includes all activities aimed at human factors and has as its purposes one system's conceiving, design, optimal use, maintenance and human social development. Moreover, in sport activity human resources are present in any learning process, in the practice of physical exercise in all sport and competitions that aim at performance.

From this analysis it is very clear the role of the head in charge (director) of HR in sports organizations to identify current and future issues, realizing that change is a critical issue with major implications on the corporate organization on human resources and the economic efficiency.

In this context, the content and objectives of human resource management of sport organizations are analyzed; the nature of activities and specialists types in human resources management from sport activities, the organization and administration of activities in human resource management from the sport' field as a system.

The analysis of the theoretical foundations of human resources management was the main direction of the present research in all its parts.

In the second chapter I discussed in a new way "THE STRUCTURE AND FUNCTION OF THE PHYSICAL EDUCATION AND SPORT SYSTEM IN ROMANIA.

In this chapter the thesis examines physical education and sport as a scientific discipline, from the theoretical point of view, on the one hand and as a social activity, on the other side. Here are highlighted the concepts of physical education and sports, physical activities and sport theory, tasks and problems of physical education and sport. In this chapter I also paid special attention to the organization of the national system of physical education and sport in Romania: and the present legislation context, the system concept of sport and physical education principles of organization and its components (physical education and school and university sport, sport for all, performance sports, etc.) are also presented. The activity of other bodies having an important role in organizing and leading of national system of physical education and sport are also presented and analyzed.

In the second part of this chapter the sports structures in Romania are analyzed, their trends, the way they practically transformed and work up today. At the end of this chapter some significant legal and economic aspects in the creation and operation of sports structures are presented. All this demonstrates that the organization and operation of physical education and sport in Romania is an objective necessity imposed by the developments in this field, a challenge that professionals must take into account and need to accept, to perfect, being a dynamic concept allowing Romanian physical education and sport to participate in social and economic developing with benefits for the Romanian society.

Chapter III entitled "HUMAN RESOURCES IN THE NATIONAL PHYSICAL EDUCATION AND SPORT AND THEIR MANAGEMENT STRATEGIES, addresses in great details issues in developing a new way of human resource management strategies in sports. Here are comprehensively presented issues related to: human resource planning approach in sports, human resources diagnosis, human resources in sport - an essential factor in the development and success of the competitive sports organizations, the analysis of managers and promoters of sports activities and exercise, participants in sport.

Here are identified the following aspects of the problem. *One* of them is *the diversity and professionalism of the sport participants in Romania* and I analyzed in detail the main categories of participants in physical education and sports activities with all the functions and contributions to the smooth conduct of sports activities. This diversity of the participants in sport activities in Romania ensure the efficiency of this field as well as sport performance towards which the activity of sport manager is directed to. *The selection and training process of the personnel in leadership positions in sport organizations* is a major aspect of this chapter, where the activity of the sport representative leading to the efficiency of the activity is presented, showing his talent is responsible to the work directed by the efficiency of sports, putting his talent, implementing all methods and using skills for the smooth sports activities and in order to achieve the desired performance of the sport organization.

Another aspect of this chapter is that regarding *human resources selection in sport*, process that is performed by different methods and selection means by which human resources managers choose the staff they need, i.e. that which corresponds to the organizational structures of sports activity and physical education. We have also examined here some aspects of the training management of human resources and sports career development and also the harmonization process of sport laws regarding the human resources in UE. We concluded this aspect of the third chapter on integrating aspects of human resources in sport, also presenting the social effects of this process.

Ethics in sports activities as a result of the sport socialization is an aspect of this chapter and it wants to highlight the field of sport activities as a fair play competition that values self respect, game respect and motivation. This element highlights the fact that leadership and responsibility sports action is the game, competition, practice as well as intrinsic and extrinsic motivation for the game respect.

Reality has shown that sports organization's objectives are the starting point of any strategy and any forecasts in the sport. Establishing the correct strategy provides the necessary resources, efficiency and prosperity of sports organization and of its members.

Finally, Chapter IV, entitled ECONOMIC EFFICENCY OF HUMAN RESOURCES OF SPORTS ORGANIZATIONS is an important part of the paper as it

explores the relationship between sport on the background of globalization, which appears as a key feature of current development processes and structures of any kind. When it comes to sports marketing we consider two distinct issues: the economy impact in sport and sport impact into the economy, the interpenetration of economics and sports has proved beneficial for its development and the intensification of economic activities related to sport has led to the creation and development of a sport industry that has influenced states economy.

A decisive role in sports organizations is played by their funding for training, recruitment and selection of human resources. So sport organizations activities create income (their own, amounts given to central and local government and other sources), but they also make material and human costs for carrying out social performance.

The efficiency of human resources manager activities is made by: the human resources department heads of sports need to be professionals, developing and improving the management of human resources, as well as by sports marketing development.

From a theoretical point of view ***the paper tries to quantify the effectiveness of human resource management*** in sport on the premise that the system of physical education and sport is an open system, interacting with other systems and responding to a number of factors generated by the relationship or contact with other systems (leadership factors, political factors, demographic, technical, legal, economic, socio-cultural and ecological) factors.

In quantifying the effectiveness of human resource management I used concepts that are to be found in cyber, because ***sports, under its systemic aspect, uses methods of leadership and decision systems in accordance with the regularities of organization and operating systems.*** Through economic cybernetics one can obtain solutions to streamline the allocation and use of human, material and financial system of the sport in its relationship with socio-economic environment and hence its systems. The paper developed the ***block method of the cybernetic system of sport*** where all influence factors are highlighted (inputs and regulators) that represent the reverse connection of the sports system.

I also highlighted through math formulae sport performance and mass aspect, the relationship between effects and efforts, meaning the effectiveness of each sports organization level. By charting the components of the effort increase are pointed out, the correlation between efficiency and effort, the separation of the efficiency and effort upon effects as well as efficiency impact upon an effect already achieved

Relations established in the work can be laid at the bases of some calculations made to determine the impact of human resource management on the development of physical education and sport in Romania.

In Chapter V of the PhD thesis "HUMAN RESOURCES, FINANCIAL AND MATERIAL MANAGEMENT STRATEGY, WITHIN THE DIRECTORATE OF SPORTS Dolj County, TO INCREASE THE EFFICIENCY OF ECONOMIC AND SOCIAL SPORTS ACTIVITY " (case study) a comprehensive analysis of the strategic human, material and financial resources of Dolj County is made. Here I presented the administrative leadership of Dolj County and its adjustment to EU requirements, sport main structures of Dolj County, and issues regarding the resources of Sports Division of Dolj within the general policy of Romanian sports

At the end of this chapter an analysis of the modernization strategy of sport organizations management by The Sports Division of Dolj County, in its present form (goals, purposes, strategic objectives) as well as the established projects and the strategic plan to implement the strategy are made.

The paper ends with a final set of conclusions which show its originality, personal contribution and its theoretical and practical nature. I have used for creating this paper a national and international bibliography, supplemented by a direct documentary at Sports Division of Dolj County, providing useful work and information for physical education and sport field.