

THE ROLE OF STAFF MOTIVATION EMPLOYED IN ACHIEVING THE PERFORMANCE OF SPORTS ORGANIZATION

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Abstract: In order to be successful in an increasingly competitive environment, each sports organization has to face the challenges that are harder to accurately predict them, which leads management to become more and more concerned with performance. Thus, competition stimulates sports organizations to improve the quality of services which they offer, to achieve and develop the customers' satisfaction, to increase the speed and flexibility of responding to customers, and last but not least to innovate constantly in order to provide new services. Achieving these new standards is the responsibility of the sports manager. Within the sports entity activity, the true meaning of the actions and the behavior of the employees can not be identified without knowing the reasons they have generated. A performance management system within the sports organization consists of all the processes used to identify, encourage, measure, evaluate, improve and compensate the performance of its employees. Thus, the performance indicators of the employed staff will define the required knowledge, capacities, practical skills and attitudes necessary for it.

Keywords: *performance, factors of stimulating the performance, sports organization.*

Introduction

Over the last few years gradual change has been replaced by rapid change, but managers now have to face new challenges due to a changing environment and increasingly uncertain, which intensifies the competition for new performance standards that the managerial team must achieve. In the sports organization, a management system of performance based on competencies allows communication of the values specific to the sporting entity, to all members, and clarification of what it expects from its employees [3]. Such a system allows for less development of employees who do not always understand the competencies they need to acquire or develop in order to achieve the objectives proposed by the sports entity as a whole. Considering the many choices that the sports consumer has, at present, it is not enough for a sports organization to be only better guided. Continuous performance is the goal of any sports organization because only through performance they have the opportunity to grow and progress [1, 2].

The aim of research is the reflection of the role motivated by the staff employed in the sports organization for achieving its performance in a constantly changing competitive environment.

The research hypothesis is that the performances of sports entity, including the staff results are proportional to the motivation of the specific organization employees.

Methodology of research: *literature analysis; observation, sociological questionnaire* (its content was formulated in accordance with the aim of the research and the set out objectives.) The structure and content of the questionnaire followed a logical scheme, including both general and specific questions. Before applying to the respondent categories, the questionnaire was validated through an instrumental research (pilot survey).

The sociological questionnaire was carried out on a group of 127 persons (67 teachers from the specialized faculties and departments of the profile university, 32 sports managers and 28 coaches). The sample configuration about the subjects' gender is shown in Figure 1.

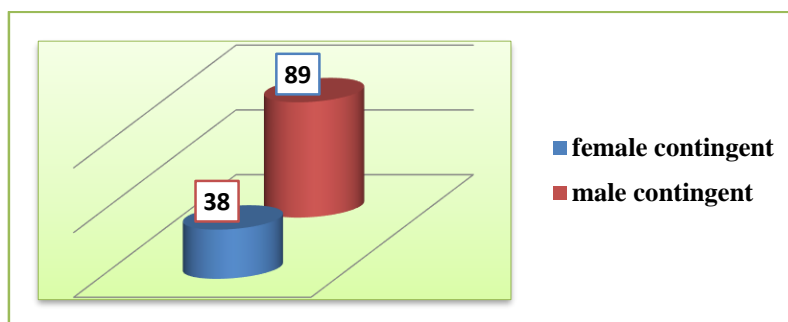


Figure 1. Sample configuration about subjects' gender

Results of research and their graphical reflection

Regarding the answers to the question "Do you consider that your individual performance can contribute to achieving institutional performance?" (Figure 2) it can be seen from Figure 2 that most respondents gave positive answers, which confirms that the institutional performance is the sum of the results achieved in a particular field, inclusive and by its employees.

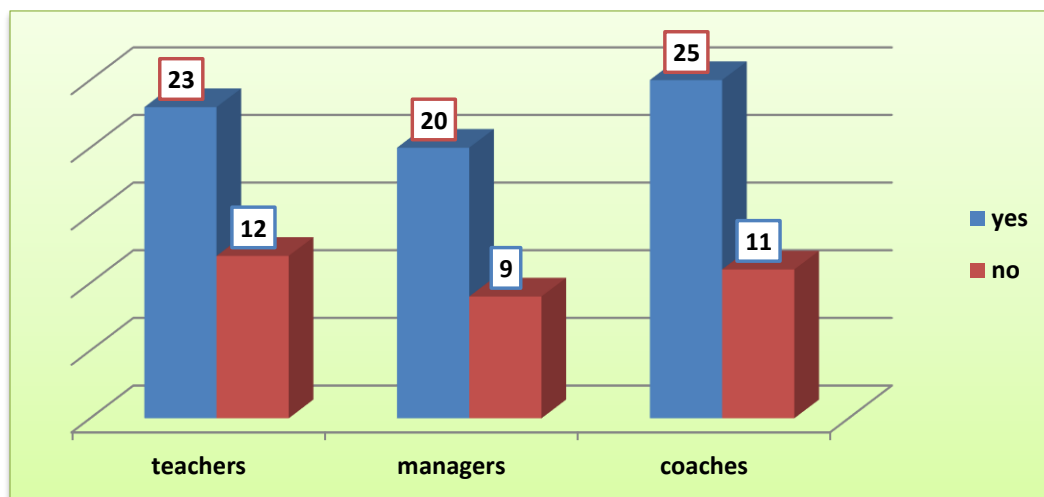


Figure 2. Responses regarding individual performance versus the institutional one

Performance, on the other hand, also means the behaviour, because through it are actually obtained, the results - the product of the physical and cerebral effort made to perform the tasks. In this context, when managing the performance of individuals in an organization, both results and behaviours must be considered. This was also successfully noted by the categories of respondents involved in the survey when they were asked to indicate whether to achieve the institutional performance a significant role have both the results and behaviours manifested by the employees in the process of their work (Figure 3).

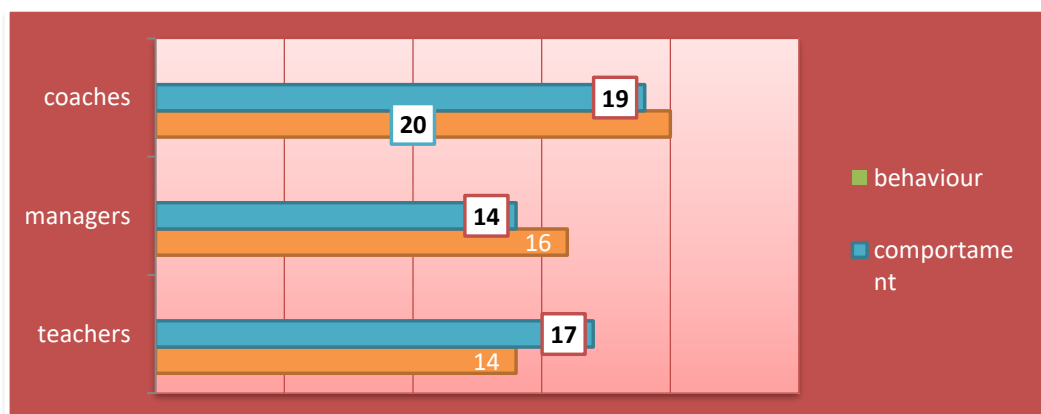


Figure 3. Responses regarding results and behaviour

At the same time, respondents claimed that the relevance of the criteria is a very important factor in measuring the performance. Thus, measurement criteria are relevant when aiming the most important aspects of a job. They may be deducted from the job description of each employee of the sports entity and shall cover the following types [4, 6]:

- ✓ Performance objectives;
- ✓ Performance standards or current objectives;

✓ Performance competencies.

Performance objectives are the quantifiable results to be achieved and can be measured in terms like: sales volume, volume of finished goods, number of new contracts, etc. These are generally established by mutual agreement between manager and subordinate and cover the main responsibilities of the post holder or the most important aspects of a post. These objectives derive from the strategy and general objectives of

the sports organization. Also in the category of objectives are various projects to be finalized up to a specified date and related to the purpose of the respective post. It is very important when setting these goals, to take into account all the important aspects of the respective post [6].

Performance standards (current objectives) are defined as an indication of the conditions that must be met in order for an activity to be considered well done. Performance standards are used when it is not possible to set targets determined over a period of time [7, 8].

Performance competencies. Competencies are the knowledge, skills and attitudes that an employee needs to fulfil the job responsibilities in a satisfactory manner. Examples include customer orientation, teamwork, initiative, leadership, technical knowledge, etc. The Performance over the years is judged through these competencies. Alternatively, employees could be evaluated and rewarded by acquiring the new competencies needed to perform in a new position.

Performance management is defined as a strategic and integrated approach for ensuring lasting success in the work of organizations, by improving the performance of people working in them, and by developing the capabilities of teams

and individuals. A performance management system within the sports organization consists of all the processes used to identify, encourage, measure, evaluate, improve and compensate the performance of its employees.

Performance indicators are defined for required knowledge, practical capacities / skills and necessary attitudes.

Performance indicators for knowledge are developed for the specific competence as a whole and must contain only the knowledge necessary to carry out the work described in the work tasks [8, 9].

Performance indicators for practical skills contain qualitative information on standards, procedures, standards and are associated to each specific competence.

Performance indicators for attitudes are developed for the specific competence as a whole and contain qualitative standards on how a person performs the activities described in the work tasks.

An important role in achieving the individual performance of human resources also has *the motivation of the employees*, as stated by more than 80% of the respondents (Figure 4).

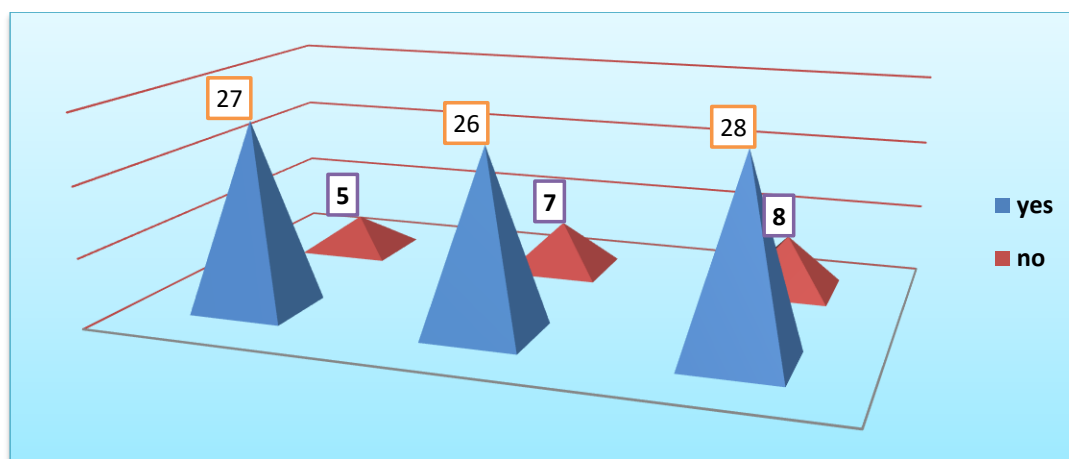


Figure 4. Responses to the role of staff motivation in achieving institutional performance

Individual motivation is greatest when the subordinate is aware of his own competence and works within a structure that calls for and values his abilities. Motivation is the sum of forces, internal and external energies initiating and directing the behaviour towards a determined goal that, once achieved, will determine the fulfilment of a need. There is a mutual conditioning relationship between motivation and performance. The manager of the sports organization whose the main goal is to develop the institution that he / she

is leading must continually evaluate the gratification and motivation of his employees.

Motivating an individual's work means the certainty that he will obtain, by doing a work under the circumstances, elements that will meet his own needs at a certain moment.

There are two categories of factors (Figure 5) that determine the motivation of the sports organization's employee in order to achieve performance.

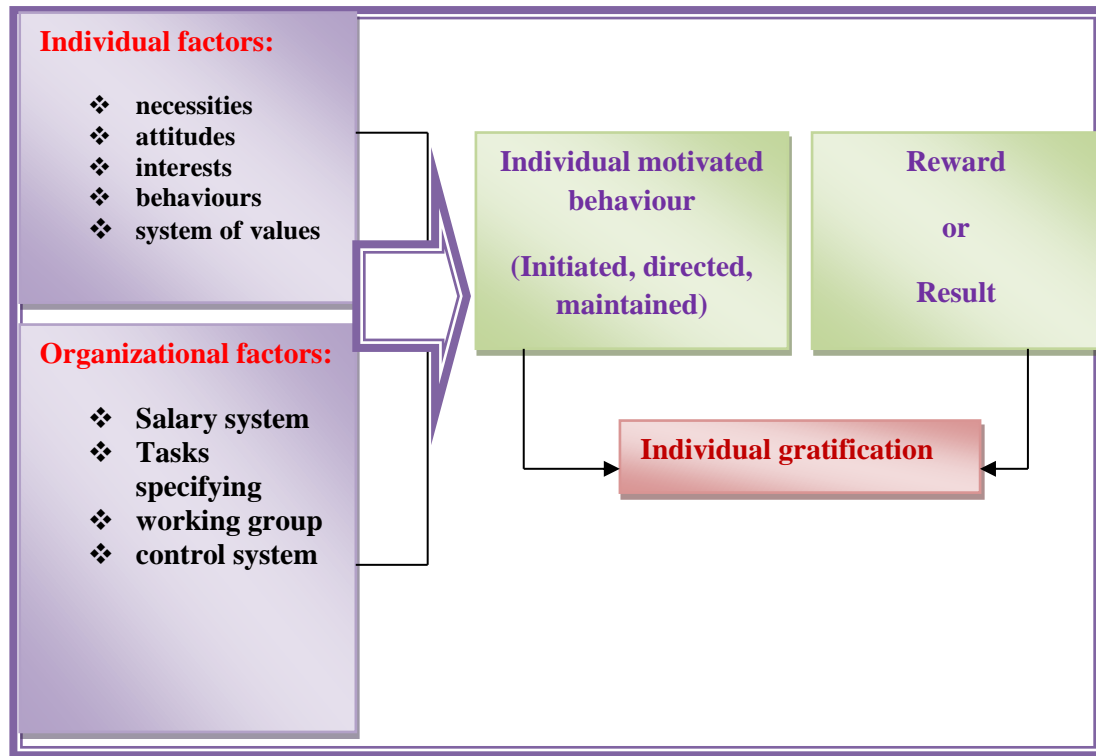


Figure 5. The general model of motivation by Adriana Prodan

Interests focus attention in order to achieve what is advantageous or useful for the employee. In order to increase motivation, managers can hire or advance the employees according to their interests. If the manager can determine the interests, then they will need to be integrated in defining the position to ensure the employee's continuous motivation. Managers are increasingly concerned about motivation in their work, particularly if employees want recognition and involvement in meeting their needs.

Regarding the performance of sports organizations, we can highlight a number of equally important aspects, such as the performance of human resources and which are also in a close connection [6, 7].

Thus, the performance of the sports entity involves combining and coordinating human, material, technological and financial resources in order to achieve its goals. Organizations, by their nature, are complex and difficult to lead.

The first necessary condition for improving and achieving the excellence in business is to develop and implement a system for measuring the organization performance. For this reason, any sports entity must implement a performance measurement system, because both the success and the continuity of an organization depend on its performance. Performance measurement is necessary because through it, the sporting organizations have the ability to determine the extent to which the objectives have been achieved, to assess their performance and to develop future initiatives in order to improve their performance [5, 8]. Performance measurement and, therefore, organizational performance has become a topic of increased interest both among the theoreticians and practitioners, especially since the end of 1980s.

Other relevant questions in the questionnaire applied to the categories of respondents are shown in Table 1.

Table 1. The content of the question

No.crt.	The content of the question
1	Do you know what motivation means through learning and coaching?
2	Do you think that "motivation" is the key to success?
3	Would the learning process make more efficient the insertion of motivation and coaching elements into the managerial program?
4	Do you think that motivation and professional performance are closely

	related to the employee's satisfaction?
5	Do you think it is necessary to give more weight to practical and methodical training through motivation, learning and coaching?

Concluding, we can point out that an effective process of measuring the performance of a sports organization requires the consideration of two key aspects: performance indicators (the institutional and the hired ones) and the system of measuring performance implemented at the institutional level. The lacks of traditional measures based only on financial indicators has led to the development of performance measurement systems that include both financial and non-financial indicators. Hoque has identified the following advantages of an effective system for measuring the organizational performance:

- ✓ Improving the decision-making process. It is impossible to identify the best decisions without having a good understanding of the organization performance. Using a multidimensional performance measurement system improves the decisional support at all levels of the organization;
- ✓ Supporting the strategic plan. The ability to measure performance and progress provides a goal for the process of developing strategic plans and of the goals. An effective performance measurement system must focus on the links between all levels of the organization, starting from the top, because in this way the decision making and the resulting actions will be in line with the strategy;
- ✓ Improving communication. Engaging in setting the goals and reporting the results improves the degree of stakeholders' understanding regarding strategies and decisions while providing a common language that encourages communication between departments.
- ✓ In the achievement of the individual performance of human resources an important role has the motivation of the employees.
- ✓ The results of research have shown that there is a relationship of mutual conditioning between motivation and performance.
- ✓ In order to develop the institution he/she is leading, the sports organization manager must continually assess the satisfaction and motivation of the employees with whom he/she works. Motivating the work of an employee means the certainty that he/she will obtain, by performing a work in given

conditions, results that will satisfy his or her own needs at the given professional stage.

In the context of the current economic and financial crisis, it is of critical importance to know successful factors and how it can be measured. Performance indicators have the role of providing information on the quality of the processes carried out within an organization, thus providing support for achieving the objectives on time and within a predefined budget. It is necessary the full understanding and their proper use in order to fulfil this role.

Moreover, we can observe that international studies and research confirm the link between motivation, attitude and self-confidence on the one hand, and achievements, results and career choice on the other hand. The motivation to learn is not only important for achieving good results, but it is also necessary, if the employed human resources have to choose vital careers for the competitiveness of the institution as a whole of the national economy.

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