SPORTS ORGANIZATIONS MANAGEMENT IMPROVEMENT: A SURVEY ANALYSIS

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***Abstract**: Sport organizations exist to perform tasks that can only be executed through cooperative effort, and sport management is responsible for the performance and success of these organizations.* **The main of the paper is to analyze several issues of management sports organizations in order to asses their quality management. In this respect a questionnaire has been desingned for performing a survey analysis through a statistical approach.** *Investigation was conducted over a period of 3 months, and have been questioned a number of managers and coaches of football, all while pursuing an activity in football clubs in the counties of Timis and Arad, the level of training for children and juniors. The results suggest that there is a significant interest for the improvement of management across teams of children and under 21 clubs, emphasis on players' participation and rewarding performance. Furthermore, we can state that in the sports clubs there is established a vision and a mission as well as the objectives of the club's general refers to both sporting performance, and financial performance.*

Keywords: management, performance, sport organizations, football

JEL classification: L 25, L 83

1. General background

The field of sport management exists as a response to the ever-growing consumer demand for sport products and services, which totals billions annually around the world (Covell et al., 2007).

As it was expected, the development sports phenomenon over the past few decades has influenced a variety of facets of social, cultural, and economic aspects (Snyder and Spreitzer, 1989). Multiplication sports organizations both in the sphere profit sector, but also non-profit organizations, it is a proof of the increase in demand for the products and services sporting events, and this has led diversification and improve their quality, with direct effects on the welfare.

The state monopoly on the production of products and services in the field sports activities has resulted in the appearance of the economies pluralism or joint financing and supplying these services, i.e. welfare restructuring. This new approach is based on collective assumption that the welfare is provided both by the governmental institutions, as well as those of the market economy (profit-oriented organizations) and the non profit organizations and informal groups (family, friends, neighbors). Interpreting this situation in the process of achieving collective welfare, government organizations and sports organizations can play at a time a central role in the system well-being, this fact depending on the roles and assume: the supplier directly for the services and the coordinator of the entire system.

In as regards the coordinating role of the state, it is justified because financial support on

the production of goods and services in the form of grants, allowances or contracts, through other sectors. However, this should be understood as action, both for the control of use of funds, but also to facilitate and stimulate the services may be provided by other sectors.
By diversification of forms of manifestation of the sport, a central location in this respect transcoding l sports appearance of free time, has increased and the area of adresabilitate and, by default, the increased number of those directly concerned both the production of goods and services sports, but also of consumers their products (Popa, 2006).
Sport of free time has become the largest source of revenue for sports organizations, irrespective of the sector which he/she belongs, whether public, private for profit or non-profit organizations. Increasing interest for sport has led to an increase in income values. Previously unseen as regards market sales from the scope of the consumption of sport, professionals and researchers estimating a substantial increase in the revenue from sport (Brindescu, 2009). If until thirty years ago, sports industry's success is due to the particular sport performance and high-performance, things are quite different now, when the leisure sport gaining more and more land in favor of the latter, both quantitatively, referring us to the number of people involved, but their quality and, as regards improve the quality of products, goods and services offered.
Competition is one of the prime factors underlying increase of the quality of goods and services provided by sports organizations, this reason attracting a growing number of "consumer" in its favor.
Sports industry has won over the past decades of more carefully, which has led to management professionalization sports entities (Molcut and Sarb, 2014). In leading sports organizations, over time, have been in use for a series of methods which have been diversified and have evolved with the development of science and technology. These methods are processes or means used to achieve the objectives.
Even if the methods of management are most often taken from the scope of the business organizations, they are adapted to sports organizations in such a way that the attaining to result from their application (Chelladurai, 1985).
Having regard this overview and leaning against us on the results of research carried out by the Committee for the Development of sport (CDDS) to the Council of Europe, we can say that sports phenomenon that socio-cultural, and sports organizations for profit and non-profit organizations contained in it, they have a decisive economic impact on local and regional development.
Economic aspects covered by sports industry are among the most diverse, starting with the labor market, public expenditure carried out with a view to ensuring infrastructure for sports-related costs private, both coming from organizations, but also of the natural persons, of voluntary work, a family expenses made for leisure travel, of the market of goods sports and of the market of goods and services sporting events (Encuţescu, 2007). By increasing the flow generated economic sports phenomenon can create the effect of economic and social well-being of citizens concerned, as consumers of sport.
The consumers concerned sports industry represents categories of persons highly, which can be both direct participants, as well as indirect. Direct Participants are those who practice sports in various forms, for various reasons, there are those who consume most often products and services sports organizations discounting sport most often in his leisure time.
However, those indirect are not less important, they represent that category of people who attend sporting events, either on the stadiums, either through broadcast media (radio, TV, internet).
In order to identify how a heightened degree of consumers of sport it is necessary to take into account the following basic elements (Ahlert and Meyer, 2002):

- Geographical element: his residence (urban, rural areas), the place of birth, other

places in which they have resided;
- The new demographic: age, sex, occupation, level of education, family status, the level of income;
- The element obisnuintelor behavior: attitudes, social representations, motivation, the level of involvement, your personality, culture, lifestyles, behavioral style.

After the identification of prospective consumer's products and services sports organizations, it is necessary to know those elements which are likely to increase economic impact of sports organizations which may have an effect on economic development in the communities in which they operate. According to Andreff and Weber (1993) the impact can be of two kinds:

- Direct impact: that starts with the degree of satisfaction created by practicing sports and participation in sporting events;
- Indirect impact: which is based on creating economic and social flows and by connections department carried out.

2. Data and methodology

The main of the study is to analyze those aspects of management sports organizations, soccer clubs, and based on them can be observed their quality management. On the basis of the data collected will be able to take measures as may be necessary in the future increase of professionalizing their management, and it may cause strengthen their position in the services market in the field sport.

According to the statements referred to above, the following specific objectives are of interest:

- Evaluation of youthful sector size of the soccer clubs, and form a correct perception external environment in which they operate;
- Analysis of management of the soccer clubs where there are teams of children and under 21 clubs;
- Making proposals for the improvement of the management of the soccer clubs in order to increase their results;
- Analysis management tools used by the managers sports organizations;
- Analyze the way in which customers perceive the process of management of sports organizations;
- Analysis customer satisfaction with regard to the quality services sports organizations.

The soccer clubs are important providing services in the field of sports and leisure of the sport of performance; from this idea, it is necessary to know if they are interested in increasing the degree of inward processing in terms of the mode of driving them.

By inward processing shall be understood, in particular, make a scientific management based on principles, standards, and rules laid down and proven both on the theory and practice of management this type of organization, this condition being essential as regards organizational performance.

Given the topics dealt with in the evidence of the sentence, we attempt to examine the following assumptions:

1. Interest for the performance of a strategic management in sports clubs is reduced;
2. Organizational structures designed in sports clubs are simple mainly on the type of structures hierarchically-linear, specific small organizations;
3. Management in a football club is centralized;
4. Methods of motivation of employees and athletes in the soccer clubs have based principally on positive motivation;
5. The control function of management is essential in the sports organizations

and is commonly used to assess achievements.
For reason of the choice of investigation by questionnaire was that questions or images contained in the questionnaire have the function of stimuli triggers behaviors oral or non-oral and this "help standardisation interviews, increasing consistency questions and answers". It is demonstrated that investigation undertaken has a character quantitatively, although they have been included in the questionnaire and certain questions that respondents have failed to respond freely, with no pre-codified answers.
Investigation was conducted over a period of 3 months, during which time they have been questioned a number of 30 managers and coaches of football, all while pursuing an activity in football clubs in the counties of Timis and Arad, the level of training for children and juniors. The questionnaire used in the investigation carried out has a complex structure and the data have been examined with the use of SPSS 19 statistical software[13].
Within the framework of this research have been used two categories of variables: variables responder's profile characteristics (category in which they have been included: responder's position in the club, length of service in the club and the education level of respondent) and, respectively, the variable profile of the club sports category to which they belong: The profile football club, structure type sports and year of setting up football club).

3. Results

Analysis of the data is a complex process and systematically which, by means of statisticos and mathematical techniques, it proposes to extract from the database formed by all the necessary information. Univariate analysis data contains a combination of techniques of statistical analysis which take into account only one variable.
The purpose of the univariate inferentiale analysis is to compare data distribution observed at the level of a sample with a theoretical distribution for testing significance of test results obtained. For inferentiale univariate analysis is carried out may be used a series of statistical tests. Selecting appropriate statistical test must be made on the basis of the level of measurement of variables entered in the analysis (nominal, ordinal, interval or ratio). For the variables can be used nominal test binomial or univariate χ^2 test. In the case of the variables is used ordinale test Kolmogorov-Smirnov , and for the variables measured at level range or report Z test shall be used or the test t.
As a result of simple observations carried out in the sports clubs, we have stated the preliminary conclusion that the interest for the performance of a strategic management is reduced. Starting from this assumption, we have formulated the following hypothesis research: "*In the sports clubs, is not established a vision and a mission*" (H_1). The next step should be formulated null hypothesis (H_0): "*observed differences between frequencies variable categories are not statistically significant*. In order to check H_0, we have identified necessary variable in the database, we have determined the level of measurement of the window, and we've chosen according to statistical test. Subject to variable analysis is "The answer that reflects to the greatest extent the situation in the club in which run" (Q1). This is a nominal multiple variable with three options of the response, of which respondent may choose a single variant. Thus, relevant statistical test in this case, it is univariate χ^2 test. Table 1 contains the value calculated by χ^2 the number of degrees of freedom and the level value of significance p in the case of H_0.

[13] Due to space reason, the questionnaire is not provided in the paper but is available upon request from the authors.

Table 1: The results for testing hypothesis H_1

The indicators	His calculated value of χ^2	Number of degrees of freedom	The value for the degree of significance p
The value of indicators	14,062	2	0 7001

Source: authors' calculation

According to the data in the above table, the value calculated is χ^2 of 14,062, the number of degrees of freedom is equal to 2, and the level of significance p has a value of 0.001. After comparing the significance level value with the value of 0.05, it results that H_0 is rejected. Thus, frequencies observed differences between categories variable are significant statistically. This result is guaranteed with a probability of 95 %. To formulate a conclusion of the research hypothesis, it should be a careful analysis of absolute frequencies observed in table 2 where are included absolute frequencies observed theoretical frequencies and theoretical residual values.

Table 2: The results statistical processing in the case of H_1

Response Variants	Absolute frequencies observed	Theoretical absolute frequencies	Residual Values
There is established a vision and a mission	32	21.7	10.3
There is defined a mission of club and it is transmitted to all members	25	21.7	3.3
There is no established the vision and no club mission	8	21.7	-13,7
Total	**65**		

Source: authors' calculation

In the above table it can be seen that the highest absolute frequency observed is recorded by answer option "There is established a vision and a mission" (32 people). This result obtained lead to the rejection of the research hypothesis. In conclusion, we can say that in the sports clubs there is established a vision and a mission (a strategic intention was defined in a broader sense).

After these same observations made in the sports clubs, we have formulated the following research hypothesis: H_2:" *the time horizon for which shall be defined targets is one year maximum days* ". H_0 is: "*observed differences between frequencies variable categories are not statistically significant"*. The variable included in the analysis is "the period of time for which shall state their objectives in the club" (Q2). To verify this hypothesis, it was necessary to recode the variable. Initially this variable was having six categories (code 1 - these shall be established for periods of 3-5 years; code 2 - extremely frequent changes in ambient air is not to permit the establishment of objectives for long periods of time, 3-5 years; code 3 - the time horizon for which targets are set is by a maximum of 1 year; code 4 - these shall be established on up to 1 year as well as to every sports competition; code 5 - these shall be established for both periods of 3-5 years as well as for shorter periods of time and code 6 - none of the situations above). Categories " extremely frequent changes in ambient air is not to permit the establishment of objectives for long periods of time, 3-5 years ", " the time horizon for which targets are set is up to 1 year " and " These shall be established on up to 1 year, as well as to every sports competition " have been grouped together in a single category ("the time horizon for which targets are set is a maximum 1 year"). So, after having been carried out recodificarea resulted in four categories: code 1 - these shall be established for periods of 3-5 years; code 2 - the time horizon for which

targets are set is by a maximum of 1 year; code 3 - these shall be established for both periods of 3-5 years as well as for shorter periods of time and code 4 - none of the situations above. This variable is a nominal multihotomical, statistical tool and χ^2 univariate test is selected. In table 3 are included the value calculated by χ^2 the number of degrees of freedom and the value for the degree of significance.

Table 3: The result for testing hypothesis H_2

The indicators	His calculated value of χ^2	Number of degrees of freedom	The value for the degree of significance p
The value of indicators	32,292	3	0.000

Source: authors' calculation

By analysing data from the above table, we can see that his calculated value of χ^2 32,292 is the number of degrees of freedom is equal to 3, and the level of significance p has a value of 0.000. Therefore, we compared the value for the degree of significance p to a value of 0.05. H_0 is rejected, a result is guaranteed with a probability of 95 %. Different frequencies observed between categories variable are significant statistically. For the purposes of formulating conclusion referring to the hypothesis of the research, we have analyzed absolute frequencies observed in table 4. In this table are included absolute frequencies observed absolute frequencies and theoretical residual values.

Table 4: The results statistical processing in the case hypothesis H_2

Response Variants	Absolute frequencies observed	Theoretical absolute frequencies	Residual Values
These shall be established for periods of 3-5 years	15	16.3	-1.3
The time horizon for which targets are set is a maximum 1 year	34	16.3	17.8
These shall be established for both periods of 3-5 years, as well as for shorter periods of time	14	16.3	-2.3
None of the above situations	2	16.3	-14.3

Source: authors' calculation

In table 4 it could be observed that the highest absolute frequency observed is recorded by answer option "the time horizon for which targets are set is up to 1 year" (34 people). Observed differences between categories frequencies variable being significant from the point of view, the hypothesis of statistical research shall be accepted. In this way, we can say that the time horizon for which shall be defined targets is one year maximum days.
The third research hypothesis is H_3:" *general objectives of the club refers to both sporting performance, as well as the financial ones*". Starting from the hypothesis of research we have the following hypothesis H_0:"*observed differences between frequencies variable categories are not statistically significant*. Variable analysis is subject to the general objectives of the club" (Q3). This is a nominal multihotomical variable with four options of the response, of which respondent may choose only one. Thus, relevant statistical tool in this case, it is univariate χ^2 test. Table 5 contains the value calculated by χ^2 the number of degrees of freedom and the value for the degree of significance.

Table 5: The result for testing hypothesis H_3

The indicators	His calculated value of χ^2	Number of degrees of freedom	The value for the degree of significance p
The value of indicators	47,431	3	0.000

Source: authors' calculation

In the above table, we can see that the calculated value is χ^2 47,431, the number of degrees of freedom is equal to 3, and the level of significance p has a value of 0.000. Therefore, I compared the value for the degree of significance p to a value of 0.05. H_0 is rejected, this result is guaranteed with a probability of 95 %. Different frequencies observed between categories variable are significant statistically. In table 6 below are included absolute frequencies observed absolute frequencies and theoretical residual values. In this table, you can notice that the largest absolute frequency observed is recorded by answer option "general objectives of the club relate both to sport performance and financial" (35 people). For the other answer option have obtained the following absolute frequencies observed: 24 respondents stated that the objectives of the club's general concerns only the sport performance, a respondent considers the objectives of the club's general concerns only the financial performance and 5 respondents said they would not objectives are set at the level of club. Observed differences between categories frequencies variable be significant statistically, the research hypothesis is true. In conclusion, we can say that the objectives of the club's general refers to both sporting performance, and financial performance.

Table 6: The results statistical processing in the case of H_3

Response Variants	Absolute frequencies observed	Theoretical absolute frequencies	Residual Values
General objectives of the club only relates to sport performance	24	16.3	7.8
General objectives of the club only relates to financial performance	1	16.3	-15,3
General objectives of the club relate both to sport performance, as well as financial	35	16.3	With 22.54
Do not objectives are set at the level of Club	5	16.3	-11,3

Source: authors' calculation

The fourth hypothesis research reference assumes that the soccer clubs are strongly centralized, i.e. main decisions shall be taken by employers or managers of peak. Thus, we believe that in sports clubs is not practiced collective management. This is not necessarily must be labelled as a negative one because not all organizations and in all situations participation of employees its merits decisions is beneficial. So, I have formulated hypothesis H_4:"*decisions to be taken in the club are frequently generated by employers will or shareholders*". On the basis of this hypothesis we formulated research H_0:"*observed differences between frequencies variable categories are not statistically significant*. Variable analysis is subject to the way in which decisions are taken frequently in the club" (Q8). One is the variable nominal multihotomical with five answer options, of which respondent may choose a single case. In this case, the instrument is suitable statistical univariate χ^2 test. Table 7 below contains the result of the test this hypothesis.

Table 7: The result for testing hypothesis H_4

The indicators	His calculated value of χ^2	Number of degrees of freedom	The value for the degree of significance p
The value of indicators	20,750	3	0.000

Source: authors' calculation

According to the data from the table, his calculated value of χ^2 20,750 is the number of degrees of freedom is equal to 3, and the level of significance p has a value of 0.000. After it has been compared the value for the degree of significance with standard value of 0.05, we state the conclusion that H_0 is rejected. This result is guaranteed with a probability of 95 %. Thus, frequencies observed differences between categories variable are significant statistically. To formulate a conclusion of the research hypothesis H_4, it should be a careful analysis of absolute frequencies presented in table 8. In this table are included absolute frequencies observed absolute frequencies and theoretical residual values.

Table 8: The results statistical processing in the case hypothesis H_4

Response Variants	Absolute frequencies observed	Theoretical absolute frequencies	Residual Values
Decisions to be taken in the club are frequently formulated after they have been thoroughly analyzed and evaluated decision-making more options	25	16.0	9.0
Decisions to be taken in the club are frequently generated by managers on the basis of experience	9	16.0	-7,0
Decisions to be taken in the club's are frequently generated by employers will or shareholders	25	16.0	9.0
Decisions to be taken in the club are frequently based on analyzes and studies concerning the internal context and the environment	5	16.0	-11,0

Source: authors' calculation

In the table 8 above we notice that there are two options for response ("decisions to be taken in the club are frequently formulated after they have been thoroughly analyzed and evaluated several variants decision-making" and "decisions to be taken in the club are frequently generated by employers will or shareholders") which have recorded the same frequency absolute appearance (25 persons). Observed differences between categories frequencies variable be significant statistically, we can affirm that the decisions to be taken in the sports clubs are frequently generated by employers will or shareholders but, in equal measure, and made after they have been thoroughly analyzed and evaluated several variants decision-making.

By the fifth hypothesis research we attemtped to determine type of way motivation predominantly in sports clubs. To this end we have formulated hypothesis: H_5:"*The most effective way of pharmacy athletes is represented by individual targets clear and the granting of rewards linked to the level of the relevant* " (positive motivation). In this case, H_0 is: "*observed differences between frequencies variable categories are not statistically significant*". The variable which has been analyzed is "the most effective way of pharmacy

athletes" (Q9). One is the variable nominal multihotomical with three options of the response, of which respondent may choose a single variant. The appropriate statistical test is χ^2 univariat. In table 9 below are included the value calculated by χ^2 the number of degrees of freedom and the value for the degree of significance.

Table 9: The result for testing hypothesis H_5

The indicators	His calculated value of χ^2	Number of degrees of freedom	The value for the degree of significance p
The value of indicators	26,571	2	0.000

Source: authors' calculation

By analyzing the data, we can see that his calculated value of χ^2 26,571 is the number of degrees of freedom is equal to 2, and the level of significance p has a value of 0.000. By comparing the value for the degree of significance with standard value of 0.05, we lead to the conclusion that H_0 is rejected (result guaranteed with a probability of 95 %). Observed differences between categories frequencies variable are significant statistically. Table 10 below reports absolute frequencies observed absolute frequencies and theoretical residual values.

Table 10: The results statistical processing in the case of hypothesis H_5

Response Variants	Absolute frequencies observed	Theoretical absolute frequencies	Residual Values
Individual targets clear and the granting of rewards linked to the level of the relevant	39	21.0	18.0
S tabilirea clear individual targets and the application of penalties or disciplinary materials linked with their not being realizable level	6	21.0	-15,0
Granting both of rewards, and the application of sanctions linked to the level of individual objectives established	18	21.0	-3.0

Source: authors' calculation

In the above table it should be noticed that even the largest absolute frequency observed is recorded by answer option "targets clear individual and the granting of rewards linked to the level of the relevant" (39 people). For the other options of the response were obtained the following absolute frequencies observed: 18 respondents stated that the most effective way of pharmacy athletes shall be represented by the granting of rewards, and the application of sanctions linked to the level of individual objectives laid down (motivation joint venture) , and 6 respondents have mentioned that individual targets and the implementation of clear materials or disciplinary sanctions was linked to the level can no longer honor their motivation negative) is the most effective way of pharmacy at athletes. Observed differences between categories frequencies variable being significant from the point of view, the hypothesis of statistical research is validated. In conclusion, we can say that the most effective way of pharmacy athletes is represented by individual targets clear and the granting of rewards linked to the level of the relevant (the reasons for the positive).

4. Conclusions

The tool used for a better knowledge of the degree of inward processing management teams of children and under 21 clubs football clubs' was the questionnaire, the investigation as indicated for a period of 3 months, during which time they have been questioned a number of 25 managers and coaches of football. They exercise their activity in football clubs in the counties of Timis and Arad, the level of training for children and juniors.

Primary result loose after the interpretation of responses shows that there is a significant interest for the improvement of management across teams of children and under 21 clubs, emphasis on players' participation and rewarding performance.

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