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The most important key-performance indicators at BC Timișoara management

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Abstract

This article explores the management of objectives at BC Timisoara, motivation and performance analysis. The aim of this paper is to analyze the most important key factors involved in a basketball team performance. The basketball team analyzed is BC Timisoara, a well established club in this city of Western Romania. The article combines information gathered from BC Timisoara's manager and management theories relevant to the topic. Goal setting is affected by financial and human resource factors as well control and regulation functions. Finally motivation plays a key role in players performance.

Key words: *performance, key factors, motivation.*

Rezumat

Acest articol explorează gestionarea obiectivelor clubului BC Timișoara, motivarea și analiza performanței. Scopul lucrării este analizarea celor mai importanți factori-cheie implicați în performanța echipei. Echipa de baschet analizată este BC Timișoara, un club bine constituit în acest oraș din vestul României. În acest articol sunt combinate informațiile provenite de la managerul clubului cu teoriile managementului relevante acestui subiect. Stabilirea obiectivelor este afectată financiar de factorii resurselor umane, precum și de funcțiile de control și regulament. În cele din urmă motivația joacă un rol cheie în performanța jucătorilor.

Cuvinte cheie: *performanța, factori-cheie, motivația.*

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Introduction

In today's environment sports performance is not only viewed from a purely sportive point of view but also assessed through economic rationality (1). Seeing sports from an economic perspective involves considering numerous aspects related to performance. Goal setting and motivation are two major aspects that interlink and commonly affect performance outcomes.

Motivation is considered to be a collection of reasons that initiate and sustain a particular behavior in order to achieve specific goals (2). It is also an important factor in enabling synergy within group dynamics and collective self-actualization (3). Goal setting is a critical function for motivation because it enables the use of appropriate resources to achieve the desired outcome (4).

Aim of the study

The aim of this paper is to analyze the two important concences(goal setting and motivation in basketball team BC TIMISOARA). A major dependency on setting the targets, selecting the coaching team and players is based on the financial factor represented by the allocated budget.

Objectives

From October 2013 to May 2014 the objective of this team was to qualify in the play-off of the National Championship - amongst the first eight teams and accede in the final four of Romania's Cup. Alongside these performance objectives, a major emphasis was placed on encouraging the development of the young generation of players, who were brought up by the club and can become the baseline for future successes.

There are a number of factors that need to be taken into consideration related to accomplishing these objectives. The main factors are the budget of directly competing teams, the value of the team and its homogeneity, the experience in the field, health problems and accidents that arise during the season.

In terms of aspirations, the desire is for the organization to become number one on a national level in short term, from an organizational point of view and results in competitions: national championship, Romanian cup, European cups.

BC Timisoara became a real national brand, being the second on a national level after CSU Asesoft Ploiesti, in a ranking of results obtained in all competitions.

The control-regulation function encompasses all actions of operative and postoperative evaluation of the organisations results. Amongst these we can mention the organisational structure, its employees, identifying gaps in goals, norms and standards alignments. This is followed by an analysis of the causes of these outcomes and adoption of measures to combat any deviations from the objectives, thus ensuring the dynamic equilibrium of the organisation. This function represents the final outcome of the work inputted.

The main scope of this function is ensuring the organisations objectives will be fulfilled in light of the internal and external factors in which it functions. This function entails two main groups of activities of control and regulation, strongly interrelated. Regulation involves controlling the evolution of the organisation as a system and its component sub-systems. Control seeks to adopt measures to regulate activity towards goal achievement.

Methodes and material

The main activities of the control-regulation function are:

- Operative and postoperative evaluation of the company's achievements, its organisational chains and each employee in part.
- Comparison of objectives-achievements, norms, tasks assigned, initially established standards and evidencing deviations.
- Identifying the causes that generated deviations
- Adopting measures of regulation, putting corrections in place and adapt the organisation to the new conditions of the environment

Efficiency requires a continuous evaluation-control process, not limited to periods of plan or program closure (month, period). An efficient evaluation is made during the periods when objectives are in place, with stronger emphasis on strategic points and in critical periods, decisive for the competitiveness of results.

Also, the evaluation-control function has to have a preventive character mainly and pre-detect deviations or correct the ones that happened

already. In modern companies, control evaluation of the type ascertaining has disappeared, being replaced by an evaluation focused on analysing the cause-effect relationship, with an active control, synthesised in effective managerial decisions and actions.

Market economy requests a reevaluation of control evaluation factors, and requires more flexibility and adaptability, without losing rigor. A major emphasis has to be placed on efficiency, effects of decisions and management actions of the economic agent.

This function closes the management cycle, the content and its efficacy sensitively, conditioning the overall quality of the leading process and especially the efficiency of the work deployed by employees on short, medium and long term.

Control

The actual control activity involves three phases to evaluate:

- establishing the performance standards and objectives
- analysing results in comparison with standards
- correcting performance that does not match with objectives, modifying standards that are unsatisfactory or the action of valuing the advantage of opportunities that were discovered

In modern concepts, motivation expresses the level of aspirations, perseverance, capacity of sacrifice for overcoming obstacles, with the purpose of reaching desired organizational targets.

Contemporary theory of motivation takes into consideration creating a situation where the individual can satisfy and fulfil individual objectives through executing tasks and activities that lead towards organizational goal fulfilment.

The modern theories of motivational satisfaction are concentrated around identifying internal factors, needs that determine individuals to work and take action. Primary needs are, generally, of physiological nature, and therefore innate. Examples are: hunger, thirst, rest, breath, sex etc.

Secondary needs are of socio-psychological nature. Examples are: accomplishment, esteem, affection, power, belonging etc.

Whilst the primary needs are determined genetically, the secondary ones are usually depicted, learned through experience.

Maslow inferred that the great diversity of human needs can be classified in five fundamental categories (5):

1. Physiological needs, essential for survival (food, water, air, sleep, home, sex)
2. Safety and security needs, protection against physical and environmental threats and confidence that physiological needs will be fulfilled and ensured in the future. Buying an insurance policy or seeking and finding a job with good perspectives for pensioning are manifestations of security needs.
3. Social needs also called affiliation needs; include a feeling of belonging of an accepted existence by others, social interaction and receiving affection and support of others.
4. Self-esteem needs: self-respect, accomplishment, competency, respect and recognition of others
5. Self-determination needs, desires and potential or permanent needs of growth, development as multilateral personality.

Through this hierarchy, Maslow believed and thought that inferior level needs require fulfilment because this affects behaviour before upper level needs can have an effect on motivation. This means that an individual will be motivated to satisfy imminent or urgent needs first.

Goal setting, as a motivation function, is a key determinant of performance through four mechanisms (4) which are:

-Directive function: Attention and effort towards goal relevant activities.

-Energizing function: High goals lead to higher effort than low goals.

-Persistence: Difficult goals involve faster and more intense work for a shorter time period.

-Action: Action as a result of cognition and motivation.

According to BC Timisoara's manager, one of the biggest problems of Romanian basketball is the lack of valuable Romanian players.

After discussing this inside the club, to solve this situation, the manager proposed creating a basketball school based on age groups, which in the near future could be the source of necessary talents, for the youth team of the club as well as the senior team.

For this, starting this summer, the basketball academy of BC Timisoara will be launched in Timisoara, which has as purpose selecting and

training youngsters who have the qualities and aptitudes necessary for practicing this sport.

The strong part of the club is team unity, the good atmosphere in the organization, the good relationships on the administrative side, the technical and the players.

This is actually the chemistry that an organization needs to reach its objectives. However, another challenge can be the wrong choice of some players, who even though are selected because of an impressive CV and value proven in time, don't manage to integrate and accommodate with the rest of the group.

The perceptions of each individual are different regarding what compensation means and its value.

Rewards are of management interest, are two types: intrinsic and extrinsic. Intrinsic comes from the essence of things and extrinsic from outside.

Intrinsic rewards are obtained or come from work itself, from its essence and its nature.

Examples are: self-actualization feelings, provocation, self-esteem, the feeling that work deployed is important.

Extrinsic rewards are obtained not from work itself, its nature and essence, but are generated by the organizations and given by them.

Examples: salaries, promotion, status, a big separated office and nicely furnished, extra advantages: paid vacations, car companies at your disposal, an expense account, insurance etc.

BC Timisoara's manager approaches motivation through theory of equitability – sustains that individuals determine the reports between the reward received and effort paid subjectively and compare this proportion with the one fulfilled by others that have similar duties.

The impact of equitability theory over the management manifests itself, if people perceive their rewards are not equitable, in a way that leads towards putting less effort.

A relative perception of equitability has to be shown because the individual always compared itself with the others from the organization or from other organizations that undertake similar duties.

It has to be clarified, for example, that the pay of a colleague is higher because of higher and richer experience that benefitted others as well and contributed towards the well-being of the organization.

Some organizations try to overcome the problem of inequitable rewards through the projection of opaque policies, a confidential salary system.

Unfortunately this policy is not only difficult to fulfill, but in the majority of cases determines tensions even higher than in the beginning, even if in reality no inequity would exist, but suspicions would appear and affect behavior.

It is interesting that this system generates two steps of tensions: first tension step is the one in which individuals struggle to find out which is the pay of their colleagues. The second step of tension appears; why some earn more than them.

Therefore, their behavior is influenced more than in the case of a transparent system.

Through the confidential salary system, the organization loses the positive motivational influence of the salary increase perspective through promotion, as it was shown by the expectancy theory.

If during the season the club does not reach the desired results and the situation can't be solved on the moment, the manager considers resignation as one viable option.

If the team reaches the objectives, the merits are directed towards them directly, and if they can't be reached, the manager considers itself responsible for not managing the situation correctly during the season.

In this case, resignation is considered, leaving space to someone from within the club that is capable to find the solutions for recovery and objective attainment.

Conclusion

In conclusion, we can observe that setting specific objectives involves numerous factors in the case of sports clubs like BC Timisoara. Goal setting is affected by financial and human resource factors as well as control and regulation functions. Furthermore, we have identified that motivation plays a key role in player's determination to commit to the set objectives. The reward system and human needs also play an important role in reaching desired goals. Challenges and failure are part of the management process and prevention proves to be vital in order to overcome any potential difficulties.

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