

## Comparative study on the opinions of managers of sport organizations in Timis and Arad Counties regarding aspects of sports management and marketing

MICLĂU Oana<sup>1</sup>, NAGEL Adrian<sup>2</sup>

### Abstract

*The aim of this research* was to find out the opinion of managers of sport organizations that could offer a perspective regarding the design and implementation of a new social entity that gets involved in sport and sports industry.

*Materials and methods:* as a method we used a questionnaire with 16 closed-ended questions; in the case of 2 questions the respondents could fill out their own answers. The questions were related to the structure and management of sport organization and are centered on the fundamental concepts of management, human resources management, financial resources management and marketing. The research regarded the sport organizations in Timiș and Arad Counties. 25 managers from Timiș County and 23 from Arad County responded to the questionnaire.

*Results:* By analyzing the answers given to the questions we were able to form clear opinions regarding choices for the future of private, public or state sport organizations. The answers to our questionnaire made possible the comparison between the managing opinions in sport organizations from Timiș and Arad counties. Therefore, we were able to observe their tendencies and their offer towards initiation or towards performance in different sport branches for children, and towards the maintenance, therapy and rehabilitation for adults.

*Conclusions:* following our analysis of the questions regarding fundamental characteristics of sport organizations' management, human resources management, financial resources management and marketing, we observed that there are major differences between the visions of different managers of sport organizations in Timiș and Arad Counties.

**Key words:** *management, sports for all, recovery, sports organisation*

### Rezumat

*Scopul lucrării* este acela de a afla opiniile manageriale din cadrul organizațiilor sportive, care ne oferă o perspectivă în privința proiectării și realizării unei entități sociale, ce se implică în sport și în industria acestuia.

*Material și metodă:* ca metodă am folosit un chestionar cu 16 întrebări închise, iar la 2 dintre acestea respondenții au putut completa cu propriile răspunsuri. Întrebările din chestionar sunt legate de organizarea și conducerea organizațiilor sportive și se axează pe noțiuni fundamentale din management, managementul resurselor umane, managementul resurselor financiare și marketing. Cercetarea a vizat organizațiile sportive din județele Timiș și Arad la care au răspuns un număr de 25 de manageri din județul Timiș și 23 din județul Arad.

*Rezultate:* Prin analiza răspunsurilor la întrebările din chestionar s-au format opinii clare în privința alegerilor pentru viitor, la tot ce înseamnă organizație sportivă privată, publică sau de stat. Răspunsurile la întrebările din chestionarul utilizat, au făcut posibilă compararea opiniilor manageriale din cadrul organizațiilor sportive, din județele Timiș și Arad, observând astfel tendințele și oferta acestora, fie spre inițierea sau performanța în diferite ramuri sportive a copiilor, a adulților în activități de întreținere, terapie și recuperare sau a sportului pentru toți.

*Concluzii:* În urma analizei efectuate la categoriile de întrebări axate pe caracteristici fundamentale ale managementului organizațiilor sportive, managementul resurselor umane, managementul resurselor financiare și marketing s-au constatat diferențe majore între viziunile managerilor de organizații sportive din județul Timiș și județul Arad.

**Cuvinte cheie:** *management, sportul pentru toți, recuperare, organizații sportive*

<sup>1</sup> Student at Physical Education and Sports Faculty, West University of Timisoara, e-mail: (oana\_miclau@yahoo.com)

<sup>2</sup> Associate Professor, Physical Education and Sports Faculty, West University of Timisoara

## Introduction

The management is considered a scientific discipline, which includes an ensemble that comprises of principle, concepts and theories regarding the leadership of any organization and activity type. On this line, the management is a social and practical activity based on the leading process of human, informational, material resources of any organization, having the purpose to achieve the proposed aims and also to obtain a higher efficiency [1].

The organizations are an integral and universal part of the sport activities industry, which requires that the people who want to work in this domain to have knowledge about the organizational theories. This it will help the future sports people to better understand the organizations they will develop and their activity. Finally, in order to be a good manager you one must have organizational knowledge and skills. We can say that, for most people, organizations are an important part of their lives. Through "organization we understand two or more people engaged in a common effort in order to produce services and assets"[2].

What results from the evaluation of the applied questionnaire is the fact that managerial opinions within sports organizations, provide insight into the design and realization of a social entity that engages both in sport and in industry. The answers given by the respondents could define goals that could lead to a clear structuring of the activities and that could identify the mechanisms used to achieve certain targets set by the sport organizations [3].

Starting from the planning stage, the funding sources of the organization must be identified. These can be: personal capital, bank loans, financial aids or donations.

Human resource is the most important asset in any type of organization. In the last years, technology has had a major contribution to efficiency, however people are still those who define the purpose, due to their qualification level: highly qualified, qualified, medium qualified or unqualified.

The number of employees, but especially the qualification level and the main way of recruiting them are decisive in the first steps of the organization. Afterwards, during the ongoing activities, employees should benefit from motivation represented by: a good salary or labor codes.

Organizational development can be achieved through investments, advertising, and network or service development, thus establishing good future practices and financial trends.

Elements and points of interest, which are specific to the organization, can provide the opportunity for sport training under the guidance of a coach, the

promotion of friendship relations and social life, appealing arrangements and why not, the organization of high level competitions.

The marketing targets in sport organizations can be achieved through calling on external financial support, through increasing the number of coaches and athletes, the performance levels, and through obtaining good results in high-level competitions.

Another section that the respondents considered important in the organization was represented by the target groups, especially children for initiation in sporting branches or for future performance, and adults practicing sports for recuperation and recovery.

## Aim and work hypothesis

A sport organization as an entity sets one or more targets that could also be viewed as purposes to accomplish.

These targets are essential for the development of the organization and should be inoculated both to the employees and to internal and external beneficiaries. In this manner they will understand the purpose and set targets that the organization identifies itself with, and will lead the implementation of action programs that will help in reaching the set objectives.

The sport organization management precisely determines the steps which have to be taken starting with dates and the play state, at the beginning of the project, until the goals are achieved.

The questionnaire applied in the present study is destined to determine the opinion managers from two different counties have on the fundamental features of sport organization management, human resources and marketing.

The study will use a questionnaire applied to organization managers in Timis and Arad County. Data will be synthesized after finishing the research. We believe that after a thorough observation of the given answers, clear opinions will be formed on the future choices that will be made in both private and public sport organizations.

The results obtained in this study, will give the opportunity to compare the managerial opinions in different sport organizations located in Timis and Arad County, determining their tendencies of development towards initiation or performance, and towards offering sporting activities for children – sport games, or for adults – recovery therapies and maintenance sports activities.

Are there similarities related to human resources management, financial resources management, and marketing, or are the different characteristics typical for each county? This question represents the work hypothesis of this study.

## Materials and methods

The research methods were: the investigation method, the observation method, the statistical-mathematical method and the graphic representation method.

The questionnaire comprises of a logical and psychological sequence of questions developed by following the research hypothesis, which will determine the questioned person to express a verbal or non-verbal behavior that will be observed and written down. [4]

The questionnaire was used as a tool when applying the survey research method. Questions formulated in the survey were elaborated by authors and published online on the [www.isondaje.ro](http://www.isondaje.ro) website, in order for them to be available to as many people as possible. The questionnaire was developed online on [www.isondaje.ro](http://www.isondaje.ro) [5]. It included 16 closed-end questions. Two of the questions gave the respondents the possibility to fill-out their own answers.

The questionnaire is related to the structure and leadership of sports organizations and focused on fundamental concepts of management, human resource management, financial resource management and marketing.

This was an observational study, and the research was carried out through visits to different sport organizations. Their managers were among the respondents, and through the answers they gave to the questionnaire we were able to monitor the activity of each organization included in the study. In order to calculate the answers to the questionnaire we used the statistical-mathematical method.

The graphical representation method has been used after obtaining the final statistical results. It was used to highlight the percentages obtained for each question and each answer, but also to show details about the respondents. This method aimed at a more clear representation of the data that could facilitate the understanding of our results.

## Location, subjects and research stages

This study was carried out in two different locations – Timis and Arad Counties. The research included sport organizations and aimed at comparing the two counties in regard to sport managers' vision on different strategies.

All respondents were managers from sport organizations in both Timis County and Arad County. Each organization was oriented towards a different area in the sports field. 25 respondents represented Timis County, out of which 5 were female and 20 were male. Each of them belonged to a different organization.

We had 23 respondents from Arad County, representing 23 different sport organizations. Out of them 7 were female and 16 were male.

Based on the analysis of the results obtained from the questionnaire, we managed to draw our conclusions and formulate proposals.

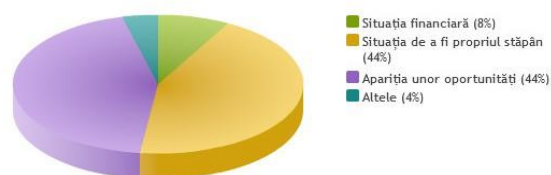
## Results and discussions

Based on the answers given to the questionnaire we were able to statistically analyze the data and obtain a certain percentage for each question. In the following pages we will present the most significant results and their interpretation.

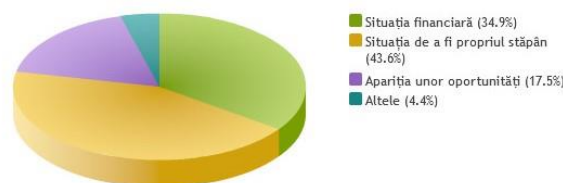
The present paper presents only the most relevant questions from the applied questionnaire.

### 1. What determined you to become a manager?

The desire of being in charge of one's own business is defining for both counties, when arguing why they became managers - with a percentage of 44% in Timis and 43,6% in Arad. In Timiș, the determination is given by the opportunities emergence, in a percentage of 44% (Figure 1), and in Arad county, the financial situation has a percentage of 34,9%. (Figure 2). The respondents mention other reasons: fulfilling a dream and the passion for sports.



**Figure 1.** What determined the respondents to become managers in Timis County



**Figure 2.** What determined the respondents to become managers in Arad County

2. For the question – „what is the number of employees?” the respondents gave similar answers. Similar proportions are observed in both counties at the level of small and large organizations, with

the exception of the average organization category, with 10-30 employees, where there is a difference of 10.1% (Figure 4) in favor of Arad county.

Regarding small organizations with a maximum of 10 employees we observed that they represent 72% in Timis County (Figure 3) in comparison with only 60.9% in Arad County. Regarding the medium-sized organization, with 10 to 30 employees, the percentage is higher in Arad County – 26.1%, in comparison with Timis County – 16%. For large organizations, with a number of 30-60 employees, the percentage is almost equal, which explains the reason why the employer wants lower costs in Timis County in comparison to Arad County.

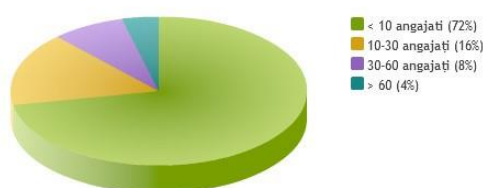


Figure 3. Number of employees in Timis county

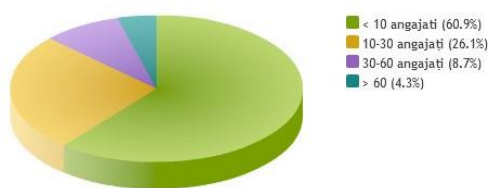


Figure 4. Number of employees in Arad county

3. What are the main sources of funding for your organization?

In Timis county it was observed that 35.5% represents funding from sponsors (Figure 5), in comparison with Arad County where only 33.4% from the financial assets come from sponsors (Figure 6). Regarding the donations, Arad County has a higher donation rate with 27.6%, compared to Timis with only 11.8%.

The major difference appears at the level of inherent capital with a percentage of 44.1% in Timis and only 27.6% in the county of Arad. There were also other financing opportunities for both counties but with insignificant differences among the two.

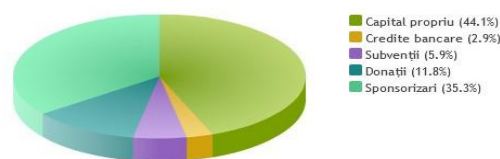


Figure 5. Financial resources - Timis

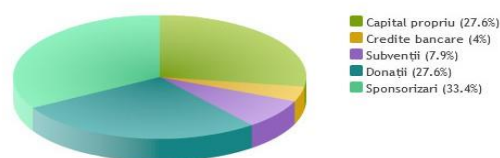


Figure 6. Financial resources - Arad

4. What means do you propose for the development of your organization?

Service development is a priority for both counties - 32% (Figure 7) in Timis County and 41.9% (Figure 8) in Arad County. The major difference appears at the level of the network development - 24% Timis and only 9.3% Arad. A 10% difference also appears at the level of investments as a development mean, with 32.6% in Arad county and only 22% in Timis County. Advertising is noted, with close percentages in both Timis (22%) and Arad (16.3%).

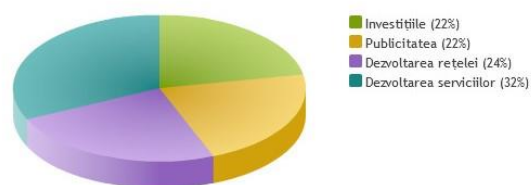


Figure 7. Development means - Timis

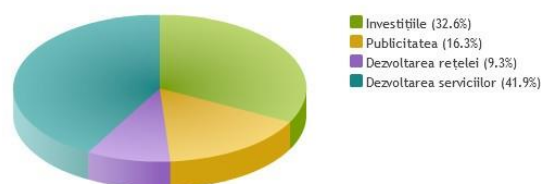


Figure 8. Development means - Arad

5. What are your marketing goals?

In Timis County, the emphasis is on increasing the number of athletes and coaches - 36% (Figure 9), while in Arad the interest manifested towards this problem was not so high - 15.9% (Figure 10). The priority in Arad County was attracting external financial support for improving the facilities in 38.6% of the cases. In Timis only 18% of the respondents were interested in external financial support.

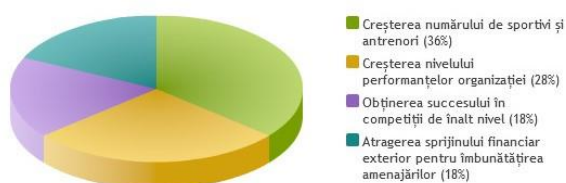


Figure 9. Marketing objectives - Timis

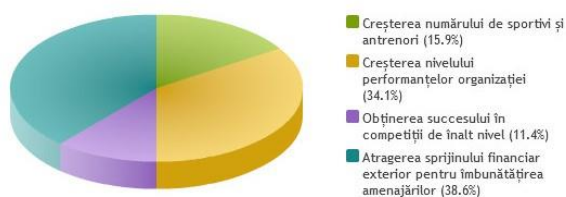


Figure 10. Marketing objectives - Arad

6. What does your organization's target group mainly focus on?

Even if the results are close, in Timiș County the target group was represented by children interested in performance in sports—36.8% (Figure 11). In Arad the target group was also represented by children but the ones interested in the initiation in different sporting branches, 47% (Figure 12). We noticed a higher interest manifested by organizations in Timis (12.2%) for developing programs that included rehabilitation therapies in comparison to those in Arad, where none of the questioned organizations manifested an interest in this area.

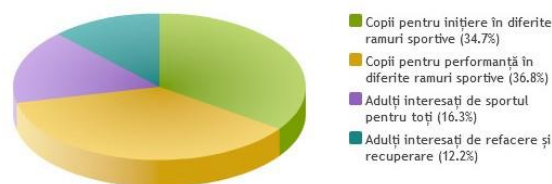


Figure 11. Target group Timis

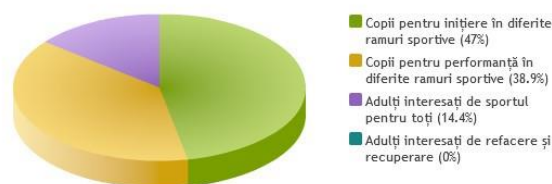


Figure 12. Target group - Arad

7. What are the elements and points of interest specific to your organization?

Providing opportunities for sports training under the guidance of coaches and the chance of increasing results is the specific element and point of attraction, scored highest in both Timiș 35.3% (Figure 13) and Arad 43% (Figure 14). The lowest percentage, both in Timiș and Arad, is registered by the level of attractive facilities, Timiș 11.8% and Arad 7.2%. The other two specific elements and points of attraction record close proportions between the two counties.

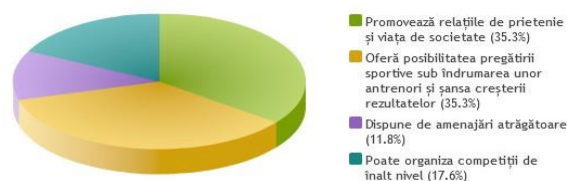


Figure 13. Elements and points of interest - Timis

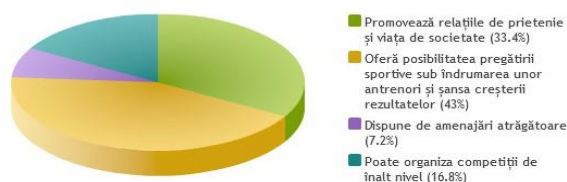


Figure 14. Elements and points of interest - Arad

### Conclusions and proposals

Based on the analysis of the questionnaire applied during this research study, we came up the following conclusions.

Among the remarkable resemblances we mention the following:

- The desire to be the leader of your own organization;
- A number of less than 10 employees;
- Recruitment methods: own effort and ads;
- Prefers qualified employees;
- Existence of acceptable working conditions;
- The existence of an organizational culture;
- The main source of funding is sponsorship;
- Propose service development;
- Importance of advertising;
- Providing high-quality conditions;
- Both offer the possibility of training under the guidance of coaches and the chance to increase results;
- Attractive arrangements are not specific to organizations;
- Promote friendship and social life;
- Both give you the chance to play for fun and recreation;
- Both encourage the development of self-confidence;
- Emphasis on promoting within social networks;
- Low interest in radio promotion;
- Media as a source of information.

As a result of the research, a number of differences were observed between the organizations from the two counties:

- In Timis, managers are aged under 38 years and in Arad over 48 years of age;
- Higher concern for integrity in Arad County;
- Preference in Timis County for unskilled employees, as well;
- Revenues are higher in Timis;
- In Arad - the existence of good leaders;
- Higher inherent capital in Timis;
- Network development is important in Timis;
- Investment development - more important in Arad;
- Increasing the number of athletes and coaches in Timis;
- Attracting foreign financial support in Arad;
- Orientation on the target group in Timis and on performance in Arad;
- The lack of interest in the recuperation and recovery of adults in Arad County;

- The lack of importance of employees' thanks in Arad County;
- Greater importance in Arad in meeting the needs of the client;
- In Timis there is more emphasis on attraction than on victory;
- In Arad more emphasis on individual personality;
- Greater emphasis in Arad on TV promotion;
- The managers from Arad County consider the social information more important;
- Increased importance in Timis on information from knowledge and friends.

In conclusion there were major differences between the visions of sports organizations managers in both counties.

Based on the conclusions drawn from the research, we selected a few proposals:

- The orientation towards the use of qualified and experienced employees in the specific field of the organization;
- A more precise mission, so that there are clearer specializations in the specific fields of activity;
- The possibility of a specialization from the faculty's banks regarding sports management and marketing;
- Guided mainly by own sources of funding, and financing from external sources should come from non-reimbursable funds;
- Sponsoring as a source of funding should represent much lower proportions, this being an insecure source that could raise problems in the functionality of an organization;
- More attractive legislation for both sponsors and organizations that benefit from sponsorship;
- Development of investments with endowments according to the latest requirements and offering high quality;
- Managers should consult official sources of when trying to improve their knowledge for developments.

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