MANAGEMENT


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PLANNING THE FUNCTIONAL POSITIONS WITHIN THE SPORTS ENTITY: MODEL AND ANALYSIS

Abstract. The human resources are the only ones resources able to produce and reproduce all the other resources available to a sports organization, although the material and financial ones are important. The jobs’ analysis is the process that determines the tasks, the activities specific to a position and the type of persons recommended for its occupation, involving a common effort by the specialist in human resources, hierarchical chief and employee, being necessary to provide us exact information regarding the job and to justify the staff decisions. The productivity in all sports organizations is influenced by how they interact and combine the human resources in order to use the other resources of the management system. Factors such as preparation, age, job experience and the level of formal education play a role in establishing the person compatibility with a certain organization. The process of assurance of human resources suitable for a sports structure is an engaging process and slightly subjective. In order to assure the human resources that cover both managerial positions, as well as the execution ones, the managers follow the next sequentially steps: recruitment; selection; training and improvement; evaluation. There is a reciprocal interdependence between the management and execution positions established by the nature of relations that exists between the decision centers of the sports organization and its effective centers.

Keywords: planning, human resources, job, sports organization.

Introduction. Among all the existing resources in the organization, human resources occupy a special place according to their importance. The superior
capitalization of human resources implies the recognition of their particularities. Human resources are unique in terms of their potential for growth and development as well as their ability to know and overcome their own limitations, to meet new challenges and demands, current and future ones. "People are the active resources of the organization, because their potential, experience, creativity and development actively contribute to increasing the efficiency of the organization. Without the actual presence of human it is simply impossible for an organization to achieve its goals" [1, 13].

Today, the topic of human resources is highly publicized and is of particular interest to managers in all fields, including physical education and sports. The importance of human resource planning is given by the fact that this activity ensures the more efficient use of available staff and reduces the negative impact that changes in human resources have within the organization, in particular sports organizations. In fact, planning should precede all other staff activities. No new employment or dismissal can be initiated without the knowledge of the number of staff needed to ensure the efficient conduct of activities [3, 10].

Labor mobility is also a consequence of the international labor division. The size of the mobile workforce is not very large in relation to the total world workforce. The phenomenon is very active in Europe (about 6 million foreign workers), in the USA (5 million foreign workers), being closely followed by the Middle East. In the structure of the labor force there was a shift towards the tertiary sector, of services, but in terms of time there were: an increase in numerical terms of part-time jobs, temporary work (on embankment). In sports this is common during the preparation periods of major competitions in which the preparations for organization and arrangement are made shortly before, and the number of human factors involved is influenced by the economic factor, the financing of the object and the value of the event (European competition, World Cup or Olympic Games) [3, 10].

As there are frequent changes in the knowledge content of the position, we can appreciate that in the future, the redesign of positions will see a shift from explicit analysis of positions to implicit analysis, from informal to formal ways, from low
staff involvement to involvement increased, from job simplification to job enrichment [5, 6].

Sport is a good way to adapt the application to demand in terms of labor. The increase of the number of sports practitioners, sports participants (sports consumers - non-sportsmen), the entry of the economy in sport and its commercialization, the development of the leisure industry are factors that determined a development of the workforce in sport.

*The athlete*, who is the main subject generating performance, is defined with a large number of attributes, some of which are the characteristics for achieving it. It can develop only if certain conditions are met both in terms of the interdependent correlation of the acquisition of quality and skills and environmental, social, material and pedagogical determinants [9].

*Team* is the basic psychological unit of the sports activity, on its cohesion and capacity depending both the performance and the satisfaction of the athletes and the supporters. The composition, organization and management of the teams are ensured by specialists with a high professional attitude. The good development of these processes largely depends on the quality, efficiency and social value of the goals achieved [8].

Sports management consists in coordinating a sports organization / activity of actions, processes, situations, problems and contingent aspects, resulting from the management of existing financial, material, human and informational resources, in order to achieve the proposed organizational objectives for different operational intervals [4, 6, 12].

In the managerial activity of the sports teams and of the athletes, the aim is, finally, to obtain the sports performances. These performances, regardless of the sports branch, are monitored at all levels, from parents to administrators, from principal to government forums, giving the essence, purpose, satisfaction, generating sports policy [4, 5].

*The aim of the research* is to identify the most correct ways of planning human resources, following the analysis of functional positions, including vacancies at the
level of a sports organization, in order to contribute to the improvement of existing results.

Job analysis is the process by which essential information related to a particular job is obtained and processed. The job analysis studies both the job and its characteristics, as well as the knowledge, experience, skills required of the holder [7, 10, 13].

The socio-professional perspective of the national system of physical education and sports is very wide: teachers, coaches, doctors, engineers, economists, military, civil servants, etc. [6].

All these categories respond to two types of influences:

a) the educational-formative influences of the national system of physical education and sports that directly or indirectly sustained their professional and social development, by categories of specialists;

b) the influences that all these categories transmit to the national system of physical education and sports, depending on the specialty, profession, the context of the professional status and the deontological code specific to each category.

In order to study the demand for human resources, the forecast management is based on conclusions that appear following the analysis of the positions.

Analysis of the positions is the procedure that determines the tasks, specific activities of a job and the type of people recommended for its occupation [7, 10]. It includes the elements reflected in Figure 1.

In order to analyze the functional positions in the sports organization monitored by us, we went through the following steps:

– using the information to determine the type of data to be collected and the techniques to be used for this purpose;

– collecting the information provided from the organization chart of the sports organization, the process diagram and the job descriptions (this fact showed us how the job in question relates to the other positions within the sports entity);

– the process diagram allowed us a more detailed understanding of the workflow in relation to that provided by the organization chart;
– the job description, (as appropriate) can be a good starting point in the action taken to ensure an updated description;
– we selected representative positions from the organization chart of the sports entity to analyze them;
– the actual analysis of the job and obtaining data on its component activities, execution of works, working conditions, professional skills and qualifications, including human ones;
– the analysis was reviewed together with the participants, which provided us with information on the nature and operation of the position;
– elaboration of a job description and specifications, as a concrete result of the job analysis. We have made two lists: one that includes tasks, competencies and responsibilities and another that specifies the professional and human requirements that the job holder must meet.

Fig. 1. Elements specific to the position analysis

Following the analysis of the existing positions at the level of the sports entity, we developed the human resources planning model. Basically, human resources planning contain a set of activities that can be grouped as reflected in Figure 2.

To obtain information for the job analysis we used research methods:
– questionnaire in which we asked the engaged human resources to answer it with the tasks set according to job descriptions, competencies and responsibilities related to the job;
– direct observation used together with the interview (by applying this method the employee was observed during a complete work cycle).

**Fig. 2. A possible model of human resource planning**

**Organization of research and interpretation of data obtained.** This study was conducted in terms of applying the sociological questionnaire, the categories of respondents (managers, coaches, employees of the human resources department), the interpretation of statistical data being focused mainly on conducting an extensive research program to determine the need for knowledge and proper planning of functional positions at organizational level. The quantitative study was conducted at the State University of Physical Education and Sports in Moldova, as well as in randomly selected sports organizations (sports high schools, sports schools, sports federations, sports clubs in Chisinau), on samples whose sizes are presented in Table 1.

**Table 1**

<table>
<thead>
<tr>
<th>Category of Respondents</th>
<th>Sample size</th>
<th>Age categories (years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>25</td>
<td>35-51</td>
</tr>
<tr>
<td>Coaches</td>
<td>44</td>
<td>33-57</td>
</tr>
<tr>
<td>HRD employees</td>
<td>51</td>
<td>27-49</td>
</tr>
</tbody>
</table>

Next, we reflect from the questionnaire applied to the categories of respondents the most significant questions on the subject of our research.
On the question "Do you know how to identify the available personnel within a sports organization?" the categories of respondents gave positive answers in a percentage of 67%, and 33% do not know the respective way of accumulating data (Figure 3).

![Figure 3](image)

**Fig. 3. The answers regarding the identification of the available personnel**

In this context we can mention that the identification of the available personnel is done through an inventory of the existing human resources in the sports organization. The necessary information can be obtained using a large number of sources such as: personnel files, recruitment and selection forms, records regarding the forms of training and professional training followed, staff remuneration documents [7, 10]. All this can be summarized in a personnel file whose content includes the following chapters reflected in Table 2.

**Table 2**

<table>
<thead>
<tr>
<th>Personal data</th>
<th>Job</th>
<th>Qualifications</th>
<th>Current employment</th>
<th>Career history</th>
<th>Remuneration and benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>name, surname, date of birth, address, telephone, civil status, date of employment</td>
<td>department, section</td>
<td>studies, scientific titles obtained, qualification courses, advanced training</td>
<td>name and codification of position, degree, date of appointment</td>
<td>positions held, date of appointment to position</td>
<td>working conditions, basic salary, bonuses, rights for holiday</td>
</tr>
</tbody>
</table>
The above data analysis provides information on: available human resources, potential losses on existing human resources due to their misuse, potential changes on existing human resources due to internal promotions, the effects of absenteeism and changing working conditions, other sources of labor supply within the organization [2]. We suggest, in this sense, to make a diagnosis of the availability of human resources at the level of each organizational subdivision, in order to allow the rapid taking of measures in ensuring the flexibility of human resources.

On the question "Can you mention the basic indicator of the analysis of available personnel at the level of a sports organization?" respondents gave significant negative answers (69%) compared to affirmative ones (31%) Figure 4.

![Bar chart](chart.png)  
Fig. 4. Answers regarding the basic indicator of the analysis of available personnel

Particularly important is the identification of staff losses, broken down by various causes: desire for career advancement, salary level, domicile, interpersonal relationships at work, dismissals, retirement, poor health, death. The basic indicator of the analysis of available personnel is the personnel mobility, calculated as the ratio between the number of staff leaving the organization and the average number of workers during the analysis period. Stability is the opposite phenomenon of staff turnover and is an important condition for the full and efficient use of human resources [3, 7, 10].
We can conclude that after analyzing the human resources employed, it can be established whether there is a full concordance between the number of existing people and the needs of the organization. It should be noted that the inventory of human resources follows mainly the following aspects:

– number and structure of human resources by age, seniority, gender, etc.;
– professional competence of available personnel;
– employee mobility.

Regarding the question "Do you think it is important to study the characteristics of the labor market in the human resources planning process?" the categories of respondents gave positive answers in a significant percentage, respectively of 78% (Figure 5).

In addition to the inventory of human resources, the planning activity will analyze on the one hand the characteristics of the labor market and on the other hand the financial aspects of staff use. Factors such as unemployment rate, competition between organizations to attract workforce of a certain qualification, the number of graduates, demographic change, and some legislative measures can have a significant impact on the sports organization. The elaboration of a realistic and efficient plan, oriented on the fulfillment of the strategic objectives, will take into account all these interdependencies.
References: