

## PHYSICAL EDUCATION AND SPORTS

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### **THE SPORTS ORGANISATION PERFORMANCE AND TRAINING BY MEANS OF MANAGEMENT CONCEPTS**

Any important managerial action can be evaluated both from the point of view of success in terms of achieving immediate goals, and in terms of the effect on the sports organization's ability to approach change. Such actions contribute either to the accumulation of the main organizational values needed in the future or to their degradation. The involvement of human resources in the search for change creates a new way of life and, moreover, develops the ability of employees to produce more change, and consequently to be more productive.

The rationale for organizing training and development programs is to meet the needs of an organization (Веснин В.П., 1998).

The analysis of training needs at organizational level has a great advantage in the sense that it ensures the connection of training and development actions to the change strategy depending on the mission of the institution, which is a basic condition for success (Prodan A., Budevici-Puiu A., 2010).

It follows that a thorough knowledge of the connection between the strategic change plan and the training program to be implemented will have the effect of motivating sports managers to support a staff development activity focused, of course, on the motivation of their individual development. In order to carry out this analysis, we applied the sociological questionnaire of some categories of respondents, totaling a number of 90 (sports managers, coaches and employees of sports organizations). The set of questions applied is reflected in Table 1.

The purpose of this analysis was mainly to find important data on the assessment of training needs at the level of a sports organization, the application of managerial

principles focused on change and which can create many opportunities for development, participation and influence, with many people involved in the search for better and faster ideas with feedback that extends inside and outside it.

Regarding the question “Do you know what the analysis of training needs entails?”, The categories of respondents mostly gave negative answers, which means the need to carry out training and development actions, as organizational strategies. In general, the analysis at the organizational level involves: identifying the objectives of the sports organization, the resources that can be trained for the training activity, including environmental constraints (legislation, political, economic and social) (Drucker P., 2007).

*Table 1*

**Results of the sociological survey on the assessment of training needs**

No. crt.	Applied questions	Categories of respondents		
		Sports managers (n =45)	Coaches (n =30)	Employees (n =15)
1	Do you know what the analysis of training needs entails?	10 %	7 %	3 %
	Yes	35 %	22 %	11 %
	Not	5 %	4 %	3 %
	Difficult to answer			
2	Do you know the purpose of such an investigation at the organizational level?	8 %	6 %	3 %
	Yes	26 %	19 %	9 %
	Not	16 %	8 %	5 %
	Difficult to answer			
3	Do you know the stages of the analysis of training needs at the individual level?	17 %	11 %	6 %
	Yes	23 %	15 %	9 %
	Not	10 %	7 %	2 %
	Difficult to answer			
4	What is the role of managers in motivating staff in change-focused organizations and by implementing training programs?	31 %	22 %	12 %
		14 %	8 %	4 %

*Table continuation 1*

	Maximum Minimum Unimportant	5 %	3 %	1 %
5	Do you think that teamwork will contribute to streamlining the activity of the sports organization	38 %	26 %	14 %
	Yes	8 %	6 %	2 %
	Not	4 %	1 %	1 %
	Difficult to answer			

Also, the answers obtained to the question "Do you know the purpose of such an investigation at the organizational level" were negative, namely sports managers - 26%, 19% - coaches, 9% - employees, which shows that respondents do not know that these investigations they can have the effect of discovering the objectives of sports organizations through training programs, being, at the same time, evaluated the openness to such courses, which could generate efficient results following the acquisition of the acquired knowledge.

Regarding the stages of the analysis of training needs at individual level, the categories of respondents answered, mostly, negatively: managers - 23%, coaches - 15%, employees - 9%. This reflects a clear staging situation of the training process, especially at the individual level, which must include an assessment of the individual's performance, compared to the standard one, of the individual behaviors necessary to achieve certain objectives and, finally, a general assessment of individual performance in accordance with the strategies of the sports organization.

Regarding the answers obtained after questioning the subjects in establishing the role of managers in motivating staff in organizations focused on change and by applying training programs, it is observed that they know the importance of managers (coaches), mobilization and motivation of individuals (employees, athletes) in order to achieve collective goals. This involves defining and communicating tasks, working in a team, grouping human resources, allocating them according to obligations and, finally, ensuring a beneficial treatment to carry out the activity in good conditions and quality. Also, the role of managers is essential in stimulating change focused on

innovation, professionalism on the part of employees, in the direction of permanent streamlining of their skills through training programs.

The answers of the respondents to the question "Do you think that teamwork will contribute to streamlining the activity of the sports organization" are generally positive (managers - 38%, coaches - 26%, employees - 14%) and their activity at the organizational level must interact constantly, being needed effective collaboration skills, a capacity that can increase employees through training programs, reforming, thus changing the old existing structures.

The analysis and evaluation of the training needs at organizational level implies the identification of the differences between what the sports institution expects and what happens inside it. This is, in fact, a diagnosis of current problems (differences between desired and current performance), potential problems involved in the process of organizational change (new performance factors, new methods of improving performance), individual development preferences (preferences of human resources, managers regarding their own development, as well as the development of their employees) of the target audience (staff in the organization that will be included in the training and development programs).

In conclusion, we can mention that the analysis of the training and development needs of sports organizations by applying managerial principles focused on change is of particular importance, as it can be a continuous process, whose fundamental objective is to respond to specific organizational needs, which the sports institution goes through and which can be materialized in training programs. Sports organizations that address change are open dynamic systems with many opportunities for participation and influence, with many people involved in the search for innovative ideas. Organizations, through change, seek to streamline the performance of the team (employees, athletes), by focusing on the outcome in institutional development.

#### References:

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