

MOTIVATION OF EMPLOYEES IN SPORTS ORGANIZATIONS

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***Abstract:** In today's society, it is important to know the reward management system because these systems can attract, retain, motivate valuable employees. These management systems are based on an employee reward strategy that must not be missing from the agenda of a sports organization, but also from the human resources plan of the sports organization. Its rewards management will be done through the motivation and reward management system that will enable the ambition of the existing human resource in sports organizations.*

***Key words:** society, management, reward, sports organizations.*

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1. Introduction

That's why we can define motivation as the inner desire to make an effort. The motivation is that state of the psychological system that describes the individual's desire for a certain behavior. This desire is important for the performance of the individual in the sports organization. Motivation can distinguish the behavior of two people with similar abilities, so each person will dose their effort according to the inner desire for the activity. The desire to manage the effort intentionally, with a certain intensity and persistence can bring performance to sports organizations. That is why we need to know the factors that act within each individual. The strategy of the organization must be based on these motivating factors so that we can understand the behaviors of individuals in the workplace (what expectations they have, why they need to do quality work, etc.) and what rewards we can approach to meet the needs of employees. If we do not know these needs of each individual, he cannot engage in solving projects and problems that have emerged at the organization level.

Reward Management refers to those types of rewards that are made available to employees in your organization. In most cases, financial rewards match the wishes of employees in the vast majority of cases, being a critical part of the reward management. The role of intrinsic, financial, non-financial, extrinsic rewards of individuals is first analyzed. A compensation plan may be established which includes the salary structure and benefits, job design, recognition and involvement of volunteers, all these aspects must be found in the rewards management plan.

The origin of the term motivation derives from the Latin word "movere", which means "to move, to act, to progress". Motivation refers to the psychological processes that cause the incitement, targeting and persistence of voluntary actions towards objectives to be achieved. If a manager wants to motivate his employees to successfully achieve the organization's goals, he must understand these psychological processes, because motivation is a fundamental concept in the organization's management. In usual terms, the statement of reasons refers to the "why" of an action, that is, the cause or reason for that action. The cause can be a desire, an energy, an envy or a pulsion. Satisfying needs is achieved in a specific priority specific to each individual. The term motivation has been used since the Middle Ages, especially in the seventeenth and eighteenth centuries, when Descartes considered that certain actions of the individual were determined by internal and external forces over which the man had no control. Subsequently, in 1908, the theory of motivation developed, claiming that there are five pairs of human instincts that underlie the motivation: shirking - self-assertion, revulsion - reproduction, curiosity - lack of personality, combativity - self-

depreciation, acquisition - construction. These instincts are innate and can be modified and humanized to some extent through education and the appropriation of cultural norms. This conception of motivation recalls Freud's thought, which divided instincts into two categories: life instincts or bonding instincts, which refer to sexual behavior, and death instincts, which explain aggressive behavior. I'm sorry. The statement of reasons refers to all internal or external factors which enthusiasm and cause the individual to take certain actions. It is the process by which the individual determines his own action or induces others to perform an activity in order to achieve personal or organizational goals.

2. Motivation of employees in sports organizations

Employees are one of the most important assets or resources of an organization because they contribute to its growth and success.

Nowadays, sports organizations use a strategic approach to human resources as an effective method of managing them in order to achieve an effective operation. The efficiency of the organization can be characterized by the objectives it has, the resources it uses and the way its processes are managed so that it achieves the desired results.

Today's organizations work in a dynamic environment; therefore, organizations need to manage their resources strategically in order to be able to withstand constant competition. Human resources strategies are essential for adapting to a changing environment and achieving the organization's objectives; also.

Dessler stressed that the human resources strategy is important for hiring the right people at the right time and in the right position, and helps avoid the organization's inefficiency.

At similar overall motivational intensities, behavior at work will be differentiated according to the weight of intrinsic factors versus extrinsic factors in determining the overall motivational index. The motivation and satisfaction of the work of a person is not only conditioned by productive work carried out in a given job, but also by the work and extra-professional factors that influence the person's everyday life. Work motivation and satisfaction should be understood as components of the whole motivational structure and the general state of personality satisfaction. Increasing cohesion within an organization has the effect of positively influencing the motivation of its members. This growth can be simplified by all employees participating in various joint actions: company-sponsored parties, meals, etc. Organizations must discover ways of communicating with employees so that they know their needs, skills, values, professional aspirations, career development. And leaders need to learn to pass on the messages and goals of the organization to their employees so that they can be understood. Increasing the involvement in the decision-making process, but also the employee's feeling that his work contributes to the success of the sports organization, is an important goal of institutional management, but also a way of success. In this context, management finds a way to motivate employees to increase their satisfaction level. It can be highlighted in various ways: remuneration, certain material benefits, appreciation, better working conditions, etc.

A number of studies have highlighted the importance of motivating employees so that satisfaction is directed to ensuring emotional balance, well-being, enjoyment of the workplace, so as to increase labor productivity and thus achieve performance parameters.

The human resource has recently evolved on the organizational priority scale. Thus, there has been a shift from the mere notion of capital to that of psychological capital that must be motivated to manifest itself positively. Organizing awards for quantifiable results, special initiatives, positive feedback are simple, handy and very effective ways to motivate. A

satisfied and motivated employee cares about the work they do. In this sense, the prize is another motivating factor very important in the life of a sports organization.

It is important for an employee to see that his merits are recognized even if this does not involve a financial reward. Appreciation has a positive effect on employees: they trust themselves and are more motivated, which is essential in any organization. Analyzing the existing situation nowadays where society is constantly changing and adapting to everything that means novelty and technology, employee motivation is a sensitive phenomenon to address. This sensitivity is given by the organization's awareness and awareness of what it means the importance of motivation and employee involvement. Companies that have employee motivation and engagement systems have an effective progress that brings added value through a flow of creativity and originality in the organization. The employee is the main pillar in an organization and he must be modeled and motivated in order to get more involved in achieving the objectives. Involvement will bring quantifiable performance and achievements to the organization. For these reasons, the best investment of a company is in the human resource because it will bring added value to the organization. The motivation process must exist at every organization and managers will coordinate motivation strategies to make the organization perform as high as possible.

People are characterized by the kinds of aspirations they have, but also by what motivates them and this must be monitored by the manager. Consideration of this issue is somewhat subjective because the motivation process differs from one employee to another. Basically, motivation can be defined as all the incentives that make people act to achieve the set goals. According to the Explanatory Dictionary of the Romanian Language, the motivation represents all the reasons or motives (conscious or not) that cause someone to perform a certain action or tend towards certain purposes.

Recognition of performance and reward are different from one employee to another, they must be approached equally and fairly so as not to produce discrepancies in employee behavior. It is recommended that the organization should be able to know the employee before he actually starts working in the organization. That way you can avoid those nonconformities and expectations from the workplace. In many cases, motivation for employees can be: receiving financial and non-financial rewards for the efforts made in achieving the objectives; feeling of fulfillment from a professional and social point of view. Under the existing conditions, employees of companies want: an efficient and transparent communication, a reputation of the company in which they operate and a fair salary for their work.

The scientific approach aims to identify the motivation strategy, issues related to stress problems or job insecurity. New technologies and advances put a lot of pressure on employees, so they fear that production lines, high-tech systems, robots will replace them in the near future. As well as motivational strategies, reference is made to:

- the reward offered from the first year of employment. Large companies motivated employees when they reached a certain age. Therefore, it is recommended to motivate the employee and the employer to recognize his involvement and effort in achieving the objectives. Creating a favorable environment in the organization is a very important issue;

- the formation of an organizational culture that appreciates the efforts of employees, in sports organizations. Organizational culture is based on independence and flexibility, where the emphasis is more on teamwork that provides employees with a high degree of confidence;

- transparency in professional development, there must be open communication in sports organizations to all employees. Thus, the communication will be transparent by informing all employees about the changes that have occurred, but also regarding the

trajectory of advancement on different positions in the organization. For this, the employee must be rewarded to the extent;

- appreciation of merits in the social media area. Current organizations are involved, although some do not recognize this in the area of social media. The public has also moved to the area of electronic platforms and social groups. Public appreciation is a way to show the results of an employee - this can bring long-term value to the organization. This visibility is for both employees inside the company and for those outside who look at the company and can appreciate the results of the employee in question. Appreciation will come both from inside and outside the company. This will give the employee confidence and new desires to reaffirm themselves in the near future;

- flexibility and stress reduction. In school sports clubs, two out of five workers are found to be suffering from stress. This is quantifiable through a poor return on these employees. That's why many employees want a flexible program that allows them a balance in family and work life. In these cases solutions can be found such as shortening the working hours, transforming certain positions into hybrid (online-physical) system, offering a working day of the week of your choice if the employee has made the work plan, etc. Well-established and clear objectives will be drawn to the employees, mobilizing and engaging in the achievement of the objectives;

- personal development. Sports clubs have as their objective the personal development of employees because they bring considerable advantages and efficiency regarding working conditions. Employees must always learn; thus, they must identify certain learning styles, set certain goals that can be achieved with maximum efficiency. It is useful to approach through learning because each employee will develop his or her intelligence-seeking spirit and how to update his or her existing information;

- staff mobility. Mobility in school sports clubs is an opportunity because it contributes to staff development and to forming perceptions of what they will do in the future. Another point to note is the exchange of experience in these mobility schemes. They will allow the sharing of new ideas and strategies for the development of school sports clubs;

- giving personalized gifts. This way can express the honesty and appreciation of the organization towards the employee. Personalized gifts can be recommended such as: writing tools, t-shirts with the best employee, mugs, flower baskets etc. This way allows the employee to gain confidence and see that the organization is grateful for its performance; - financial incentives. These incentives may be of financial origin or by offering bonuses, commissions for the sales business. A practical way is to participate in the profit realized by the organization, so the employees will be more efficient and want the organization to make the highest profit. Another way of rewarding would be the allocation of gift vouchers, trips, etc.

3. Conclusions

These motivation strategies are meant to encourage and provide freedom, independence and involvement in decision-making within sports organizations. Whatever the way of reward can be balanced against the wage disorders, barriers will be put in place regarding the satisfaction of needs, respect and esteem of fulfillment. The motivation strategy must not only be based on principles of leadership, it can also create a suitable motivation environment for each organization that takes into account transparency and fairness.

Sports organizations that adopt motivation strategies need genuine and well-focused leaders who know the effectiveness of a motivation strategy, develop an effective organizational culture and create new challenges in the motivational area.

School sports club managers who use a motivation strategy for employees must be aware of the problems that exist at both macro and micro level in the organization. In the case

of the micro level there must be consistency in action, and at the macro level there must be logical motivation and through different contexts.

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