

DIMENSIONS OF INTEGRATED MANAGEMENT IN SPORTS ORGANIZATIONS – THE M.I.O.S. MODEL

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Abstract:

Today's world is full of changes to which education in general and sports activities in particular necessarily lead to good and optimal perceptions of change and open new opportunities for the future. Therefore, the integrated management system of a sports organization involves many factors that give the organization a good functioning and performance. The integrated management system of a sports organization is built on the basis of an agreement between the sports organization and the actors involved which establishes a set of mutual commitments according to the objectives envisaged by each party involved. Thus, any sports organization, in order to achieve its objectives, must promote effective strategies from a triple perspective: sports performance (sport dimension); resource management (managerial dimension); legal regulation (legal dimension). These are found in the legal regulations that refer to partnerships between clubs and different actors who agree on mutual commitments based on certain essential elements. In general, there are certain elements that are addressed in these agreements such as the nature of the resources collected, the forms of exchange, the way in which the resources are allocated, etc. There are three types of stakeholder: - internal group stakeholders, political group stakeholders, economic group stakeholders. This trio of stakeholders is based on certain agreements that support the smooth running of the sports club. This involvement brings the sports club to the top of the league table.

Keywords: Integrated management, sports organization, managerial size, social integration.

JEL classification: F15, J53, L83,

1. The sport dimension

The sporting dimension is the way in which the sporting objective, sporting ambition, leadership and other elements that contribute to the overall sporting dimension are linked. This dimension is based on the strategic objectives of the sport organisation:

- objective, it can approach the competition from a competitive or sporting point of view. The first approach has relative dominance over the competition and the competitors in the competition. And the second approach refers to the objective that the team has set itself. Usually, this objective is one focused on winning the match. The competitive objective is to reach the top of the elite clubs in the league, which will bring visibility to the organisation. This type of objective is set by the organisation in principle for the long term because promotion in the league is not done immediately after winning a match, but after a portfolio of matches won over a long period of time;

- leadership, refers to the manager's ability and skills to bring together all the components and actors to achieve the objectives. This type of leader is referred to in the literature as the point man and thus, he possesses the necessary leadership to keep the sports organisation on the heights of success. The leader together with the actors listed above and the know-how of the organisation makes the sports organisation achieve measurable and tangible performance in the sports world. The election and appointment of the leader at the top of the organisation can be done by the members of the organisation through a democratic and transparent election process, or it can be appointed by the partners.

2. The managerial dimension

The managerial dimension refers to the way the sports club is managed and coordinated. The management of the club is based on the skills of the manager and his/her ability to

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manage the situation in the organisation. Human resources are an important factor in the development of the sports organisation, because without them the activities of the organisation would not be possible:

- human resource management refers to the human resource in a sport organisation. Here the human resource is between volunteers and staff already employed in the organisation. A mistake made by sport organisations is that as they move up the performance pyramid, the human resource of volunteers, which is an important resource that benefits the sport organisation, is overlooked and neglected. The recruitment of players or coaches is also part of the human resources area, which is part of the strategic policy of the sports organisation. Recruitment can be done locally, regionally, nationally or even internationally if we are talking about an organisation that operates in the area of international competitions. As a rule, players are recruited who are highly rated on the international market and who come from schools or clubs that are involved in their training and development. The best example is in football, where players can be bought from various clubs or football schools for a fee. Coaches can also be bought by sports organisations for a fee.

- financial management refers to the financial side of a sports organisation. Sports organisations, like any other organisation, have a financial-accounting area, i.e. the area that deals with the organisation's finances. That is why at the beginning of each year the budget forecast for that year is made. The revenue of sports organisations comes from the sale of tickets to events, from sponsorships, from budget allocations made by local authorities and from other sources of funding. The budget can be supplemented by the sale of players in the case of organisations that are able to sell such players. As a rule, those operating in the major sports leagues sell players to other sports clubs. Therefore, in the case of local organisations, it is necessary for local governments to be financially involved in the development and promotion of local clubs.

- the assets concern the material base, the sports grounds, and its various properties. Efficient management of these assets is necessary, as assets are important for a sports organisation because it needs a more modern and larger material base. In this way, a wider range of sporting events can be covered. A sports organisation that has a well-equipped material base can train without paying rent, as is the case with other smaller organisations that do not have a well-equipped material base. The facilities can also be rented for major events or matches, thus bringing revenue to the club's budget.

3. The extent of legal regulation

The strategic plan of each organisation takes into account both internal and external regulations of the organisation:

- internal regulation implies the existence of an internal regulation of each sport organisation. This regulation takes into account the history of the club, the identity it has and wishes to promote, and the culture of the organisation. In sports clubs, these rules may change from time to time depending on changes in legislation, changes in sports equipment or other important changes. Major sports clubs have separate headquarters and even museums where they display all their history and even all the trophies they have won. This brings visibility to the club but also gives a tinge of confidence and a real calling card to the club. The clubs have a statute of operation, a board of directors made up of local or regional business people.

- External regulation refers to the involvement and role of the state in sports organisations. The state intervenes in grassroots sport, i.e. at the level of school inspectorates which promote and support sport, at university level, at the level of amateur or professional sports clubs and organisations, and lastly it also supports performance and Olympic level sport. The state intervenes in professional sport through external regulations which concern: the trend towards professionalisation of individuals and structures, the definition of the legal

framework of public authorities, the establishment of appropriate rules set by sports authorities.

- professionalism concerns the professionalisation of sports clubs. Professionalisation brings to the club a status of perfection and a good functioning at high levels and standards. This promotes the club into the professional league of elite sport.

All the three dimensions presented constitute what we call in this scientific approach the three dimensions of the sports organisation (Figure 1).

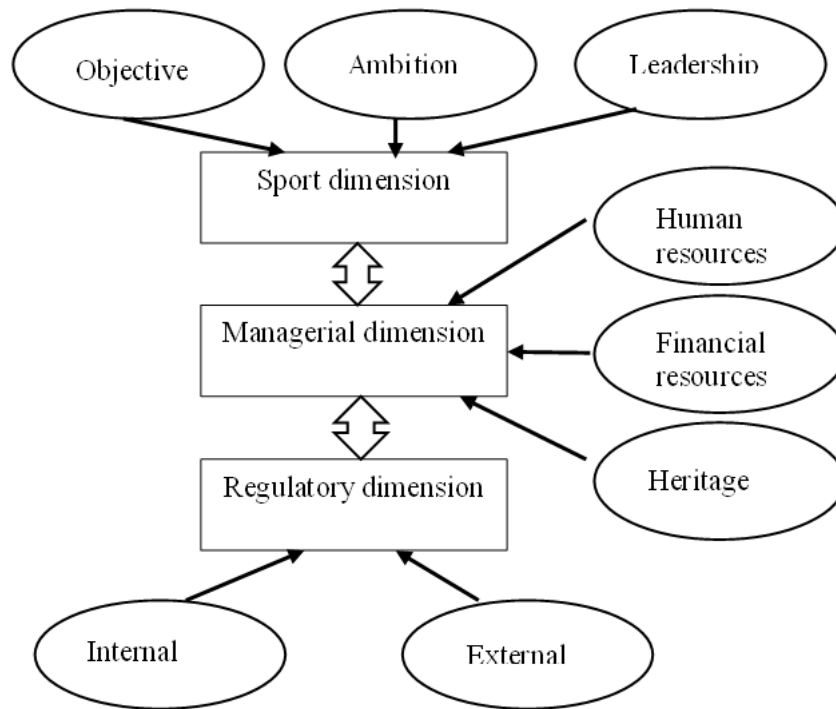


Figure 1. Three-dimensionality of the sport organisation

Source: Author's research

4. Principles underlying the design of the M.I.O.S.

In the design of the M.I.O.S. the following aspects were taken into account: the principle of social integration; the principle of social inclusion.

4.1. Principle of social integration

Integration is the biological, neurological, and psychological process of comprehension, assimilation, and involvement of an element (impulse, signal, operation, information) by another unifying and superordinate element (Popescu, 1987). Nowadays, adaptation to existing conditions is done efficiently and on the basis of profound development. The author J. Piaget argued that certain structures are developed in the human psyche. The content of our experience is organized in sets of structures with certain meanings (Popescu, 1987) which process both existing and new information. Therefore adaptation is possible with the help of two processes:

- the assimilation process, where information about objects and behaviour is obtained and processed at the level of the psychic system. This processing is done on the basis of a well-established and well-founded plan. The process of using available schemata to integrate new information into one's cognitive experience is called assimilation (Mih., 2010).

- the process of accommodation integrates patterns of knowledge that refer to the previous state so that this can be overcome. We can say that accommodation is the adjustment of one's own mental schemes according to the characteristics of the new objects/events with

which the individual comes into contact (Mih., 2010). This leads to a balancing act where mental structures coordinate complex and highly diversified activities. This evolutionary dynamic leads to new accommodations and increases the individual's capacity to adapt.

Integration, approached at the human level, manifests itself both at the psychological level as functional static (favouring processes that assimilate information from existing psychological structures) and functional dynamic (those processes of accommodation, formation of new structures, but also modification of existing ones to cope with new demands) (Golu, 1975).

Social integration is defined as the process of incorporation, and assimilation of the individual into social units and systems (family, group, collective, society), by shaping according to social data and requirements (enculturation, socialization), adapting to the conditions of social life (Popescu, 1987). From a psychological point of view, social integration conditions the formation of the individual's personality, both in terms of psychosomatic (psychomotor) development and certain environmental factors (natural, technical environment, etc.). Therefore, social integration is an intense and active identification in a group, in its mentality, its specifically lucrative, entertaining and aspirational activities (Șchiopu, 1997) A concept closely related to social integration is the concept of socialization, which is a process of social-human improvement with social products and activities necessary for the development of the individual in the community to which he belongs. Socialisation is concerned with the following elements: assimilation, internalisation of the values present in social life; education of the social sense and taste for what is valuable in society; formation of attitudes of social involvement; formation of value judgements in line with those of society (Vințanu, 2008).

Socialization together with the development of the individual leads to the assimilation of values, norms, rules, a highly developed thinking and creative capacity. Socialisation refers to the maturation of the individual through:

- assimilation of knowledge and development of unique personality (psychological meaning);
- addressing social roles, rights and obligations (sociological meaning);
- accumulation of cultural values and norms (cultural significance).

The socialisation process has several areas of completion:

- the first is the psychological zone refers to those psychological traits through which the individual acquires an identity in relation to other individuals;
- the second is the social zone, which refers to those social skills and roles that are useful for social integration;
- the third area is the cultural area where symbols, values of the living environment and certain cultural patterns are assimilated (Schifirnet, 2002).

Today's society has certain educational models and paradigms, some of which are accepted by society, others are not. Social behaviour adapts to social statuses and roles in order to penetrate the community using specific languages, symbols, etc.

4.2. Personality and social integration

Personality is a reflection of those characteristics specific to a person that result from an analysis of a subject's behaviour, which can be influenced by the socio-cultural environment and the individual's everyday life. Personality is the element that mediates the reception and acceptance of external influences, integrates them into its structures and transforms them into guiding and regulating levers for all human manifestations. Personality leaves its mark on every psychological phenomenon, on every reaction and even on a person's face (Crețu, 2004).

The concept of personality focuses on the human being who has a social existence and a cultural belonging. Analysed at the level of the individual, personality can be seen as a bio-psycho-socio-cultural system which has its roots in the early stages of the individual's

development in society and which ultimately determines the individual's psychosomatic, psychosocial and psychocultural characteristics.

Thus, personality is that unique and original characteristic of each individual. In the construction of personality, the starting point is the unique hereditary acquisition (those indicators of specificity, group and individual, which are transmitted with the help of the genetic code), and each individual has a unique personal-historical identity (it addresses those experiences, certain activities and relationships that lead to the formation of the course of personality). Personality is a unique and non-repeatable combination of the general human elements, group characteristics and special characteristics of the individual, which is the result of the individual's psychological development.

Personality is that systematic and particularly complex ensemble of characteristic features of the concrete human being, in what is original, individual, relatively stable and distinguishes him from other people (Epuran, 1994).

It can be said that personality comprises stable cognitive (decision making and decision making) and executive behaviours in certain situations. These behaviours have a triple bio-psycho-social determination resulting from the assimilation of the natural and social environment to the biological structures of the individual coming from ancestors on the direct branch. The resulting assimilations, accommodation, modification are those characteristic behaviours that come from the natural and social environment of the individual. Self-knowledge is perceived as a specific attribute of personality. In the construction of self-knowledge, integration into the sociocultural environment is taken into account, as well as the acquisition of social roles, psychosocial relations between the individual and the environment (Radu et al. 2020).

4.3. The principle of social inclusion

The social inclusion process is the set of multidimensional measures and actions in the fields of social protection, employment, housing, education, health, information-communication, mobility, security, justice and culture aimed at combating social exclusion and ensuring the active participation of people in all economic, social, cultural and political aspects of society (Radu, 2009).

The World Bank approaches social inclusion as a process of fighting extreme poverty and fostering shared prosperity. Social inclusion is that outcome and process of improving the terms and conditions under which citizens participate in today's society. Thus, the World Bank defines social inclusion as "the process of improving the circumstances/conditions for individuals and groups to be part of and contribute to society .

Social inclusion supports poor and marginalised people to be able to benefit from those global opportunities without affecting their lives and to enjoy equal opportunities in markets, services, social, sports, cultural areas, etc (Tăbîrcă et al., 2021).

In 1993 the European Union identified the problem of social exclusion, which was analysed and described as follows: "social exclusion refers to the multiple and changing factors that have the effect of excluding people from participation in the normal social interactions, practices and rights of modern society. Poverty is one of the most obvious such factors, but social exclusion also refers to inadequately served rights of housing, education, health and access to services.

Social exclusion affects individuals and groups, particularly according to their backgrounds (rural/urban) when forms of discrimination and segregation occur; "social exclusion highlights the deficits of social infrastructure and the risk of creating and consolidating a split, two-faced society.

In the White Paper on Sport, the European Union recognises the value of sport as a tool for social inclusion, education and socialisation. Although there are many obstacles to the practice of sport at different hierarchical levels. These include low financial resources, lack of

information, sports venues. Partnerships between sport organisations and local, regional or national authorities are limited or even absent in some cases.

Sport in most cases involves the civic side being active, improves dialogue between partner bodies and can create a strategy for a more prosperous future.

An approach from a legislative perspective but also from a policy perspective on sport and social inclusion, the state must define general directions of action, while local and regional authorities have the role of implementing the regulations set. Social inclusion through sport refers to the state level, but also the autonomous level on two tracks:

- the first direction is that of sport policies at all levels, so that the exposed population will avoid the risk of social exclusion;
- the second direction refers to the development of plans and policies focused on improving the living conditions of the population.

Actions aimed at sport must have a multidisciplinary approach, thus encouraging the integration of the population into sporting activities. This is why sports are seen as spaces for participation and tools for socio-cultural integration. Sport is a phenomenon that brings about interaction between society, individuals and groups of individuals. The better the policies for promoting sports are implemented by local and regional administrations, the greater the chances of more individuals participating in events.

Structural policies must be implemented within sports organisations that will work across all sports sectors, both regionally and nationally. The following principles will be taken into account in this case:

- Establishment of an internal department within sport organisations that will deal with social inclusion for sponsoring sport campaigns and events, sport-specific research that will bring concrete results for better social inclusion of disadvantaged groups and those with health problems (groups of obese individuals):
- Obtaining collaborations and sponsorships with partners who bring added value and an experience already lived by them.
- Meetings and bilateral partnerships even with foreign countries to carry out pilot projects in partnership.

In sports organisations at management level, it must be decided to include people of different origins and cultures on the boards of directors in order to encourage democratic participatory processes. In such cases, the following should be pursued:

- partnerships with marginalised communities, cultural minorities, etc.
- non-discriminatory management and vision for people from different cultural backgrounds, disabilities, minorities, etc.
- allocation of responsible positions in the organisation to people of different origins and the possibility to participate in the election of managers.

Sports organisations must also lobby politicians and the media to bring the issue of social exclusion to the fore, and the arguments must be addressed realistically and without prejudice. Workshops can be held with press participation on people with health problems, events to disseminate information and the benefits of sport on the body, and the involvement of champions in advertising spots to promote the sport. These champion stories will bring much popularity to the sport and the sports organisations involved.

Volunteering should not be forgotten in sports organisations as it is an important pillar in supporting the organisation. Volunteers have an added value on funding and social cohesion. Through their work the organisation will reduce its costs considerably, which adds value to the organisation. They can be involved in projects with a social inclusion theme, intercultural dialogue themes and other activities that help the organisation itself.

In the field of sport there should be social inclusion projects in and through sport. Financially speaking, the costs of such activities are high and therefore it is recommended to

set up a system of certificates showing the social quality of the project to encourage private and public sponsors to fund projects based on the emotional impact of the event.

It can be noted that in terms of social inclusion, it started from the problems identified in order to create strategies for implementation at community level to cover the public sector, private, civil societies, voluntary associations, and sponsors working together to produce a major positive impact at local, regional, national and even international level.

The M.I.O.S model was designed taking into account the three axes (major themes) of development of the scientific approach (Figure 2.)

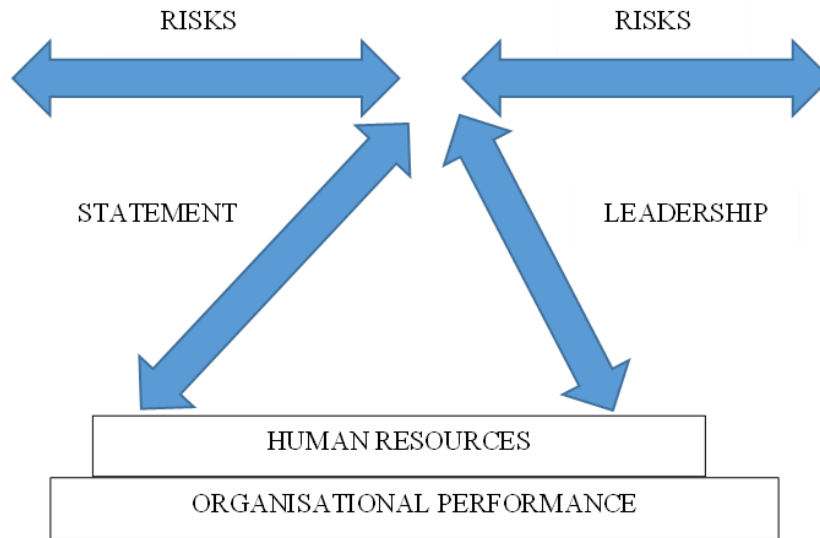


Figure 2. Components of the model

Source: Author's research

The presentation structure of each component is as follows:

1. Strategy used
2. Objective pursued
3. Possible management tool to be used

Figure 3 shows the components of the motivation process carried out as a result of the conducted research:

- Motivation planning;
- Ensuring cohesion in an organization;
- Motivation through the development of talents within the team.

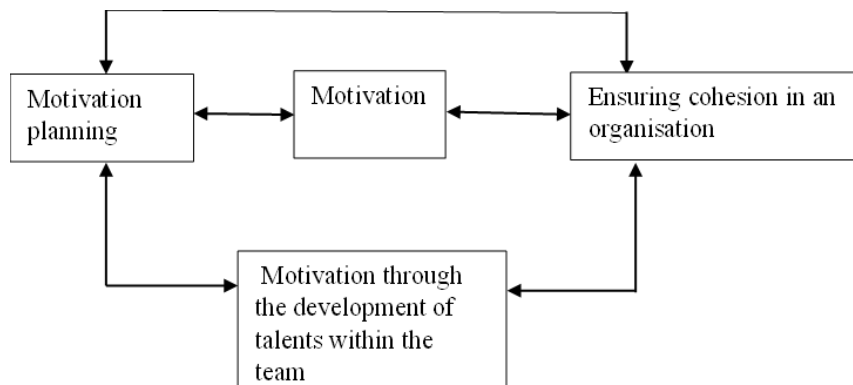


Figure 3. Motivation within the team

Source: Author's research

The stages of planning motivation are:

1. The strategy used for motivation planning involves constantly updating what needs to be done in the day-to-day activities of the organisation in order for the objectives to be achieved.
2. The objective pursued, the achievement of the tasks assigned to each employee.
3. The following managerial methods and techniques can be used as a management tool.

4.4. Setting SMART objectives (E)

In order to be achievable, targets must be set in a very strict manner:

S- simple, specific (concrete and understandable);

M- measurable, with an associated indicator and deadline;

A- ambitious, by highlighting the potential of each individual, stimulating and motivating them.

R- realistic, i.e. to be accessible and achievable;

T- time-bound to be achieved;

E- environmentally friendly, in full respect of the changing environment.

Delegation which is considered one of the fundamental tools of management consisting of entrusting one or more people with the performance of a task, mission or objective. Delegation means taking on new responsibilities: willingness to delegate, ability to delegate, ability to delegate, recognition of work done. Motivating delegation is not only about taking responsibility, but also about building trust at all levels of the organisation.

Organise annual meetings to evaluate the way in which the tasks or assignments entrusted to you have been carried out, and to assess the management's position and motivation. The annual meetings are intended to be a moment of privileged dialogue between the manager and his collaborators, a time of qualitative exchange in order to approach the results, objectives and career of the collaborator in a motivating and co-construction logic.

Strengthening the motivation of employees by giving them positive or negative signs of recognition. The objectives of using such a method are:

- to strengthen the motivation of a team, of an employee;
- to create a bond between the members of an organisation, to maintain internal cohesion;
- to enhance the behaviour and self-esteem of the person receiving recognition.

Eric Berne is the one who introduced the concept of positive stroke, i.e. the individual's need to be recognised in a professional context A positive stroke must have five qualities (Figure 4.).

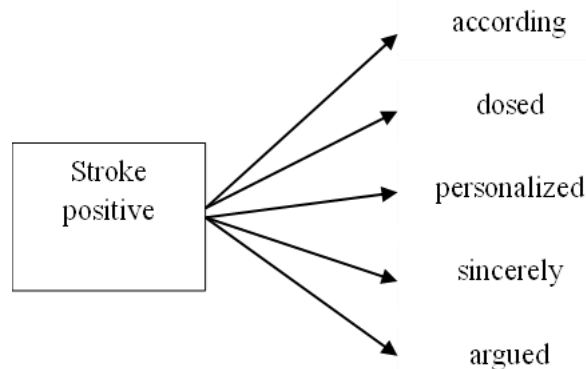


Figure 4. Qualities of a positive stroke

Source: Author's research

The proposals resulting from the research to ensure cohesion in an organization are:

1. Strategy used - team cohesion is an important lever for motivating employees.
2. The objective pursued - employee loyalty is the objective of such a strategy to achieve high organisational performance.
3. The managerial tools used consist of the following methods.

Ensuring a climate of cohesion within the organisation to prevent the psychosocial risks that are encountered today in a tumultuous world where change is the main element of contemporary society. There are various ways of ensuring cohesion within an organisation:

- organising various joint actions such as: breakfast, team lunches, Christmas lunch, etc.
- arranging a social space for breaks and meals;
- celebrations, anniversaries (with or without gifts);
- giving a joint gift in situations of marriage or birth of a child;
- addressing thoughts in certain difficult situations (death, bereavement, etc.).

Social integration through sport is analysed as an interactive process of knowledge, assimilation, fair play, teamwork, dedication, understanding, tolerance, etc. These processes are based on the relationship between young people and the society in which they live, which is why sport is a social integration process. Young people want to develop their personalities to the best of their ability, to have higher aspirations and better values in society. This can be achieved through education and long-term goals.

5. Conclusions

The expansion of the sports industry worldwide and the commercialisation of sports events and competitions has forced sports organisations and their managers to become more adaptable to different situations. This is reflected in the increasing number of university sports management courses, which require the development of business skills as well as industry-specific knowledge or experience to be successful. At the same time, there has been an increase in professional and academic associations dedicated to sport management and the variety of professionals and specialists with whom sport managers need to interact throughout their careers.

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