

MOTIVATIONAL MANAGEMENT IN SPORTS ORGANIZATIONS

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ABSTRACT. Motivation is a major component of management and one of the most frequently discussed topics in literature. The issue of the psychological training of athletes as part of the training is of great interest, especially nowadays that the sporting results are extremely high. In tackling this topic, we started from the assumption that motivation is the process governing the choices made by each athlete to achieve sporting performances. This study studied the identifying of the main motivational factors that make athletes perform high-performance sport, with regard to athletes from sports clubs ACS-U Banca Transilvania and CS Universitatea, both from Cluj-Napoca. The purpose of the research was based on a questionnaire, applied in the middle of the 2018-2019 competitive season, on a sample of 35 subjects, on 12 December 2018, having the opportunity to analyze the reasons for practicing basketball, completed with a comparison and hierarchy of the reasons for practicing basketball among athletes involved in a junior league and athletes participating in a superior league. Our study has shown that athletes who do not practice performance sports in the National League, i.e. the components of the ACS U-BT Cluj-Napoca team, are mainly motivated extrinsic by the need for status acknowledgement, while among athletes from CS Universitatea the hierarchy of reasons for basketball participation is different, with an emphasis on intrinsic motivation - or orientation towards task in achieving the goal.

Keywords: *management, extrinsic motivation, intrinsic motivation, sports performance, basketball.*

REZUMAT. *Managementul motivator în cadrul organizațiilor sportive.* Motivarea reprezintă o componentă majoră a managementului și un subiect dintre cele mai frecvent tratate în literatura de specialitate. Problema pregătirii psihologice a sportivilor ca parte a instruirii este de mare interes, mai ales acum când rezultatele sportive sunt extrem de ridicate. În abordarea acestei teme, am pornit de la premisa că motivația este procesul care guvernează alegerile făcute de fiecare sportiv pentru a realiza performanțe sportive. În cadrul acestei lucrări s-a studiat identificarea principalilor factorilor motivaționali

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care îi determină pe sportivi să practice sportul la nivel de înaltă performanță, în ceea ce privește sportivii cluburilor ACS-U Banca Transilvania și CS Universitatea, ambele din Cluj-Napoca. Scopul cercetării a fost realizat pe baza unui chestionar, aplicat la mijlocul sezonului competițional 2018-2019, pe un eșantion de 35 de subiecți, la data de 12.12.2018, având posibilitatea de a analiza motivele practicării jocului de baschet, finalizându-se cu o comparație și ierarhizare a motivelor practicării baschetului între sportivii angrenați într-o ligă de juniori și sportivii participanți într-o ligă superioară. Studiul nostru a arătat că sportivii care nu practică sportul de performanță în Liga Națională, aici vorbind despre componenții echipei ACS U-BT Cluj-Napoca, sunt în principal motivați extrinsec, de nevoia de recunoaștere a statusului, în timp ce în rândul sportivilor de la CS Universitatea ierarhia motivelor care determină participarea la baschet este diferită, cu accent pe motivația intrinsecă – sau orientarea spre sarcină în atingerea scopului.

Cuvinte cheie: *management, motivație extrinsecă, motivație intrinsecă, performanță sportivă, baschet.*

Introduction

The issue of the psychological training of athletes as part of the training is of great interest, especially when sports results are extremely high, according to the authors Epuran, Holdevici and Tonița (2008), the psychological training of the athlete involves all the strategies and techniques used in training and education, to increase the mental capacity and the development of the athlete's personality, corresponding to the requirements of an event / sport, to achieve results and a higher level of training and competition.

The concept of motivation only emerged in the twentieth century. The complexity of the concept of motivation as a psychological phenomenon has determined the interest of researchers in psychology. According to Mihăilescu, Haralambrie, Mihăilescu, Mihăilescu (2011): Motivation is expressed by a certain tense mental state based on the correlation between perception and thinking, and the foundation of the motivation is represented by the totality of sports performance needs and interests, and motivation determines focus, will and vigorously support training and participation efforts in competitions. Factors that help to determine satisfaction are called motivating factors, while factors that lead to dissatisfaction are called hygiene factors (Duică, 2008).

From the managerial conception standpoint on which it is based, Nicolescu and Verboncu (1999) present two major concepts of motivation:

Motivation in a narrow sense, based on a classic vision of organization and management, which only targets employees or staff of the organization.

Motivation in a comprehensive sense, outlined in recent years, based on a modern vision of organization and management. Its key feature is focusing on the stakeholders, i.e. those people who have major interests in the organization's development and performance. The main stakeholders usually aimed are: Owners, customers, managers, employees.

In sports, the motivation of the athlete can be the key to success. Various external influences that have an effect on the sports career, the coach - athlete relationship is one of the most important influences on athletes' motivation and performance, as Mageau and Vallerand (2003) specify in their study of the relationship between coach and athlete. In many ways, the coach plays an important role in education, meeting the emotional and physical needs of athletes. The environment driven by the coach, whether critical or motivating, affects the athlete's psychosocial well-being. Research on the environment, Reinboth and Duda (2004) delineate two types: Task-oriented and ego-oriented environments. A task-oriented environment encourages mission leadership, skills development and knowledge acquisition, while ego-oriented environment focuses on individual performance and effort towards other competitors.

Objectives

The objective of the study is to compare the results of a questionnaire on the level of motivation in practicing basketball between a junior team and one participating in the National Basketball League. At the same time, it is also aimed at the detailed analysis of the motivational factors with the greatest impact on practicing basketball and the type of motivation (intrinsic / extrinsic) that characterizes the groups.

Material and Methods

This study was conducted in the middle of the 2018-2019 competition year, precisely on 12 December 2018, applying a questionnaire to a sample of 35 athletes, male, aged 18-20 years. The sample studied consists of 20 athletes of ACS-U Banca Transilvania Cluj-Napoca Club (hereinafter referred to as ACS U-BT) and 15 athletes of CS Universitatea Cluj-Napoca Club. It is worth mentioning that the athletes of the U-BT Club are engaged in the National Junior Championship, while the athletes of the Universitatea Club play at a higher level in the National Men's Basketball League of Romania.

The indispensable material for the social survey was the questionnaire on the reasons for practicing sport - PMQ30 - by Gill, Gross and Huddleston (1983).

The questionnaire contains 30 questions and refers to the reasons deemed motivational by sportsmen to practice basketball. For each question, subjects have to mention, by encircling the version that applies to them in the answer sheet, according to the following options:

3 - Not Important At All

2 - Of Little Importance

1 - Very Important

Each athlete who completed the questionnaire obtained a score. This score was obtained using the 3-point Lickert scale. For the answers marked as 'Very Important one point was assigned, for 'Of Little Importance' answers 0 points and for those marked with 'Not Important At All' - 1 point, thus obtaining a score for each athlete, to ultimately calculate the average. The 30 questions were divided into 6 groups as follows:

- In the Skills / Competence factor, the following questions were included: 1, 5, 10, 20, 23;
- The Status Recognition factor included the following questions: 3, 14, 21, 25, 28;
- The Energy Release factor included the following questions: 4, 13, 16, 19, 29;
- The Team Atmosphere factor included the following questions: 7, 8, 17, 18, 22;
- The Affiliation factor included the following questions: 2, 9, 11, 26, 27;
- The Fitness factor included the following questions: 6, 12, 15, 24, 30.

Results

The results are discussed starting with an overview of the data obtained at the level of the whole sample of athletes. Thus, Table 1 contains the average of the scores for participation in basketball training, organized by the factors identified by the authors of Gill et al. (1983).

At the level of the entire sample, the most important factors that ensure participation in basketball training are: Status Recognition (average = 3.51), Skills / Competition (average = 2.85) and Team Atmosphere factor (average = 2.65). Therefore, the desire to be loved and appreciated, the social factor involved in team play, together with the desire to develop skills and to compete are the main reasons for athletes to play basketball. These general results, however, have limited value due to the alleged differences between the hierarchy of the junior athletes and those at the national league level. Therefore, the results analysis is focused on the two groups of athletes separately.

Table 1. Average about the reasons for practicing basketball

Factors	Average
Skills / Competition	2.85
Status Recognition	3.51
Energy Release	1.28
Team Atmosphere	2.65
Affiliation	0.74
Fitness	1.88

It can be observed (see Graph 1) that the main reason that determines athletes to play basketball is different for the 2 teams. Thus, for the CS Universitatea Cluj-Napoca team, the athletes considered Skills / Competition the most important factor, and U-BT's athletes preferred the Status Recognition factor.

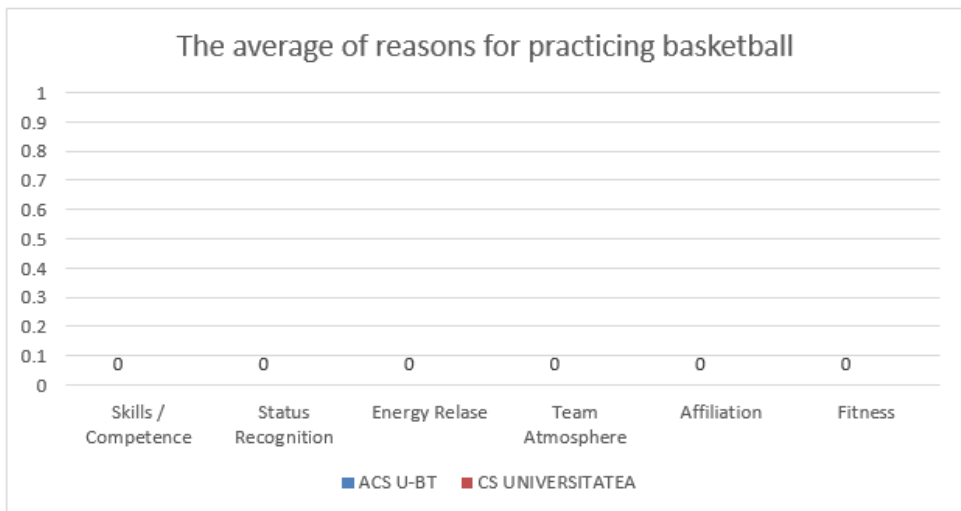


Fig. 1. The average of reasons for practicing basketball

An in-depth analysis of the reasons, carried out at the level of the two teams, confirms that in the case of high-performance sports, the reasons are complex, consisting of both task orientation and ego orientation. For those who do not practice performance sports at the level of the National League (U - BT Cluj), the only significant correlation occurs between the ego orientation and status recognition (Table 2). In other words, the motivational factor with the highest weight is the recognition of the status - derived from the extrinsic factor - the ego orientation.

Table 2. The correlation between the motivational factors and the orientation towards achieving the goal, for the U-BT team

Factors	Skills / Competition	Status Recognition	Energy Release	Team Atmosphere	Affiliation	Fitness
Task	0.096	0.061	-0.123	-0.128	0.328	0.383
Ego	0.148	0.159	-0.133	0.1	0.304	0.421

* Correlation is significant at level 0.01

The motivational configuration of athletes who are enrolled in a high-performance competition (CS UniversitateaCluj) is more complex, involving both factors pointing to task orientation as well as factors pointing the ego orientation (Table 3).

Table 3. The correlation between the motivational factors and the orientation towards achieving the goal, for the CS UniversitateaCluj team

Factors	Skills / Competition	Status Recognition	Energy Release	Team Atmosphere	Affiliation	Fitness
Task	0.184	0.210	0.201	0.119	0.473	0.249
Ego	0.178	0.487	0.202	0.216	0.107	0.635

Analyzing the first question, 'I'm physically active because: I want to improve e my skills', one can see in Chart 2 that professional players have a much higher propensity to improve their skills than juniors.

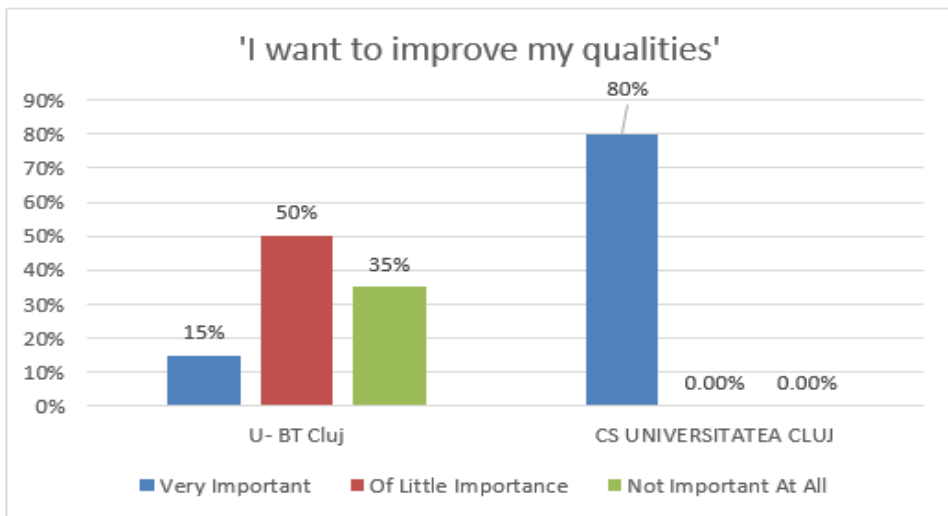


Fig.2. Comparison in terms of the desire to improve the qualities between the 2 teams

In relation to the Skills / Competence factor, question 10, 'I want to learn new skills', highlights the athletes in the professional league as being more open and motivated in terms of acquiring new procedures. Higher level motivates one to try to do one's best to become better, while at junior level, motivation is not so great, seeing basketball more like a play, a hobby.

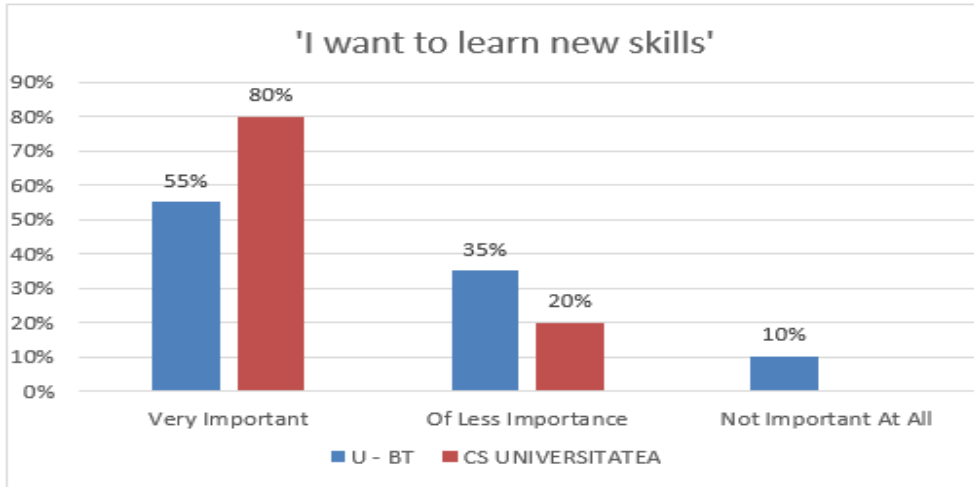


Fig. 3. Comparison answers to question 10

As regards the 'Fitness' factor, question 24 of the questionnaire, here the share is much higher for the CS UNIVERSITATEA team, so the desire to be in a good physical form is much higher.

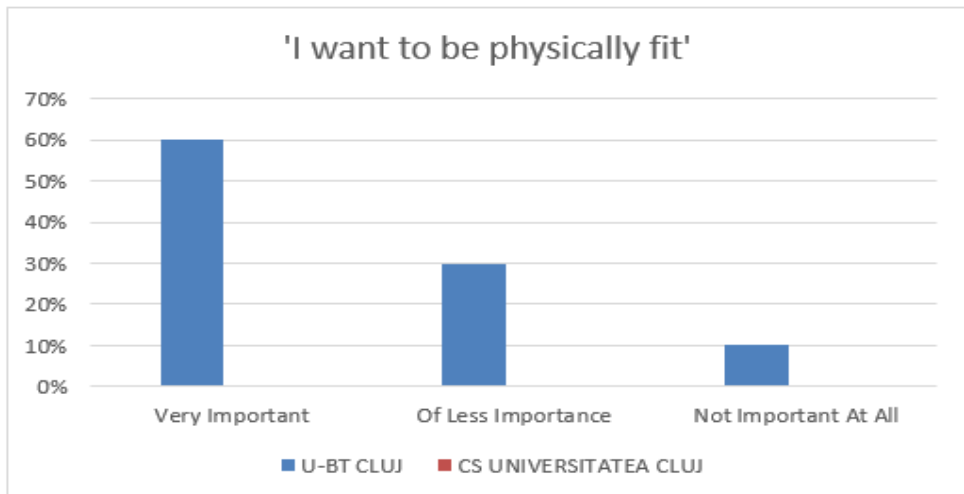


Fig. 4. Analysis of the results of question 24

The 'Status Recognition' factor is much higher among junior athletes. At question 3, 'I like to win', 90% of U-BT athletes responded that it is very important, while only 73.33% of UniversitateaCluj athletes considered this aspect very important.

This is pretty much the case with question 14, which also falls within the above-mentioned factor, winning prizes being more important for U-BT juniors than for professional league athletes. Around 90% of the U-BT team's members saw this as very important, while only 80% of the Universitatea team's athletes considered this very important, with 13.33% considering not so important and even 6.66% considering it not at all important.

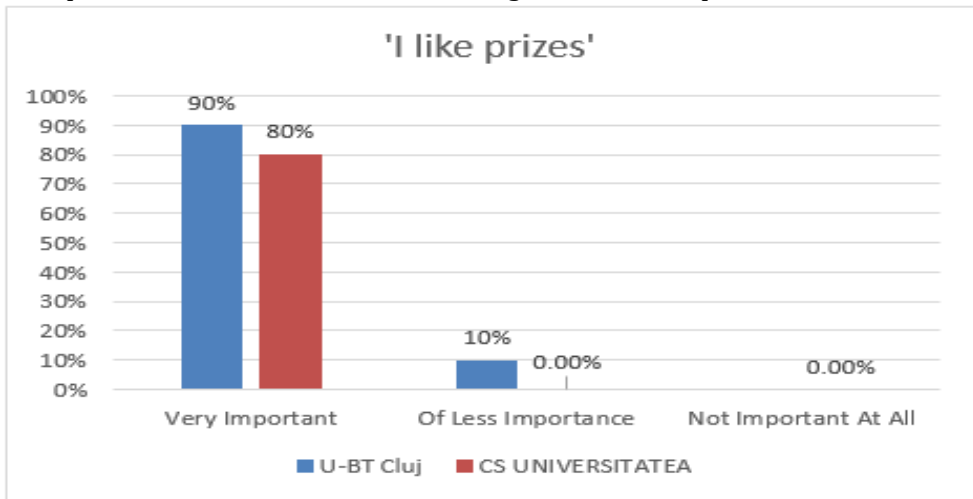


Fig.5. Comparison of answers for question 14

Finally, we present a general comparison of the averages in relation to the six factors mentioned above, representing the reasons for practicing basketball, thus succeeding in performing a small hierarchy of the reasons for practicing basketball.

Table 4. Average on reasons for practicing basketball for both teams

Factors	Average	
	ACS U-BT Cluj-Napoca	CS UNIVERSITATEA Cluj-Napoca
Skills / Competition	2.05	3.93
Status Recognition	3.45	3.6
Energy Release	1.28	1.8
Team Atmosphere	2.25	3.2
Affiliation	0.74	1.2
Fitness	1.35	2.6

Conclusions

Following the application of the basketball motivation questionnaire, our study showed that all the results confirm that the hierarchy the reasons for participating in the basketball game show differences between the group of athletes practicing performance sports and involved in a professional league and the group of athletes practicing basketball at the junior level without being included in the professional league.

Thus, as a result of the analysis, we can utter that for those who do not practice basketball at professional level (ACS U-BT), the only significant correlation appears between ego orientation and status recognition. In other words, the motivational factor with the highest weight is the recognition of the status - derived from the extrinsic factor - the ego orientation.

As for basketball players practicing in a league, the hierarchy of reasons for basketball participation is different, with an emphasis on intrinsic motivation - or focus on task in achieving the goal. The most important reasons for this are the desire to improve skills and the need to be in a good physical shape.

On the basis of these results, it is imperative to strengthen the intrinsic motivation among the U-BT Club's athletes. Given the major role of intrinsic motivation, we hereby present some recommendations for coaches to strengthen the intrinsic motivation of basketball players:

- Increasing individual skills;
- Not insisting on performance comparison among athletes;
- Rewarding the effort as well as performance.

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Annexes

The questionnaire on motivation to practice basketball by Gill et al. (1983) (PMQ 30)

There are no correct and wrong answers to this questionnaire, so please respond to each statement and mark the version that applies to you in the answer sheet according to the following options:

3- Not Important At All

2- Of Little Importance

1- Very important

I am physically active because:	Very important	Of Little Importance	Not Important At All
I want to improve my skills	1	2	3
I like hanging out with my friends	1	2	3
I like to win	1	2	3
I want to consume my energy	1	2	3
I like playing basketball	1	2	3
I want to look good	1	2	3
I like excitement	1	2	3
I like teamwork	1	2	3
Parents or close friends want me to play basketball	1	2	3
I want to learn new skills	1	2	3
I like to make new friends	1	2	3
I like to do things I'm not so good at	1	2	3
I want to free myself	1	2	3
I like prizes	1	2	3
I like to do physical exercise	1	2	3
I like to have something to do	1	2	3
I enjoy the action	1	2	3
I like team spirit	1	2	3
I like to get out of the house	1	2	3
I like competition	1	2	3
I like to feel important	1	2	3
I like to be part of a team	1	2	3
I like to do sports at a higher level	1	2	3
I want to be physically fit	1	2	3
I want to be popular	1	2	3
I like challenges	1	2	3
I like the coach	1	2	3
I want to gain status or recognition	1	2	3
I like to have fun	1	2	3
I like to use the equipment or facilities	1	2	3

Age Club you belong to