

## QUALITY MANAGEMENT IN SPORT TOURISM ORGANIZATIONS

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**Abstract:** *The tourism industry has a growing importance among those activities that create wealth. This trend is recognized by political agents, business managers and the academic community.*

*Sport and tourism seem to assume a symbiotic relation. On the one hand, sport promotes tourism through sport events, seminars, congresses and tourist destinations.*

*On the other hand, tourism promotes sport by increasing the participation rate, facility building and infrastructure construction.*

*Application of the total quality management TQM is a continuous need to increase efficiency of management as well as making profits for both sports organization and the travel agent.*

**Keywords:** *sport management, tourism organization, TQM*

### INTRODUCTION

As the national experience and international in tourism, one of the main directions of modernization and raising competitiveness supply interest of any country is diversified services, further by encouraging sports - tourism.

The concept of sport related tourism has become more prominent in the last few years both as an academic field of study and an increasingly popular tourism product.

Research clearly shows that the idea of holidays for rest and relaxation has shifted to more health related and quality-of-life experiences, including active and sports oriented trips. In industrialized countries, sport tourism contributes between 1 and 2 percent to the gross domestic product (PIB), and the contribution of tourism as a whole is between 4 and 6 percent.

Although it is difficult to measure the impact of sport and tourism patterns worldwide, growth rates for the sport tourism industry are estimated at about 10% per year.

In previous decades, academics and practitioners have treated sport and tourism as separate spheres of activity, and integration of the two disciplines has been rare. In terms of popular participation and many aspects of practice, however, they are inextricably linked. These links have been strengthened in recent years due to several new influences and trends.

Sport tourism includes travel away from one's primary residence to participate in a sport activity for recreation or competition, travel to observe sport at the grassroots or elite level, and travel to visit a sport attraction such as a sports hall of fame or water park, etc.

Such general taxonomies share sports or adventure activities according to the seasons, the most common are summer sports: trekking, Nordic walking, rafting, canoeing, kayaking, flying fox, equestrian sports, ballooning, paragliding, etc., and winter sports including the most wanted are: ski touring, ice climbing, arctic survival course, cross country skiing, dog sleigh.

General infrastructure recreational sports tourism structure of the accommodation we can divide categories different accommodations such as: hotels, hostels, motels, lodges, camps, villas, bungalows, hostels, refuges.

Forms of exploitation through tourism recreational sports can be classification according to the forms of sport in the tourist area target.

## MATERIALS AND METHODS

**Research Objectives:** This research aims to identify the obstacles that prevent the application of the concept of total quality management in sport clubs, in Timis county area, through the following: The extent to which the board of administration and the technical and administrative teams are aware of the importance of concept to total quality management, The availability of training system for workers at the sport tourism organizations.

Research sample was selected by intentional method. The sample size was 20 representing the managers of the sport and tourism organizations of Timis County.

**Data Collection Tools:** analysis of previous publications, personal interview, Swot analysis of human resources management.

**Main Application:** The researchers applied the final form of a questionnaire to members of the sample during the period from years - 2012/2013.

Data collection will be made through a questionnaire, containing closed questions and distributed by E-mail.

## RESULTS AND DISCUSSION

The concept sports a multitude of meanings and forms, but the essence of all definitions clearly show that to organized physical activities or sport cover competition and confrontation between two adverse parties expressing their desire to race after clear rules imposed by regulations issued by competent bodies whose object main activity statutory regulation of sports competitions (committees, federations, leagues national and international).

American author Slack, regarded as a specialist in organizations sports specifies that "sport organization is a social entity involved in provision of sports, it is driven by objectives, with a system of activities well structured and relatively identifiable borders.

### ***Effectiveness and efficiency sporting organization***

Through effective means objectives and expected tasks, this actually constitutes the decisive element in the assertion sports organization.

Efficiency involves achieving higher revenue expenditure.

***What is sports tourism?*** Sports Tourism is defined as a specific travel outside of the usual environment for either passive or active involvement in competitive sport where sport is the prime motivational reason for travel and the tourist or leisure element may act to reinforce the overall experience.

Another approach relates to the Sports tourism refers to international trips specifically taken to watch sporting events. Common examples include international events such as world cups (soccer, rugby, cricket, etc), the Olympics and Formula 1 Grand Prix, regional events (such as the soccer European Champions League), and individual (non-team) participant sports such as tennis, golf and horse racing.

Sports and tourism seem to assume a symbiotic relation. On the one hand, Sport promotes tourism through sport events, seminars, congresses and tourist destinations. On the other hand, tourism promotes sport by increasing the participation rate, facility building and infrastructure construction. Global growing competition and ever-increasing customer's expectations impel organizations that offer Sport Tourism services in the quest of higher quality and cost reduction.

Total quality management (TQM) is a management system based on human resources, which aims the continuous progress in the service to the client at a lower cost.

The concepts associated with the quality of service were not developed the same way as of those associated with the quality of tangible goods production.

Literature based on the vision of the founding authors of the TQM is prolific in product. Members, employees, and volunteers who work in physical education departments, in sport governing organizations, in special interest sport clubs, in commercial sport clubs, in professional sport franchises, and in political sport organizations are also customers within sport management quality management and nearly nonexistent in service quality management.

The management technique known as Total Quality Management (TQM) has been incorporated into many large business firms. Because TQM is focused on customer satisfaction, sport managers may find its concepts useful for sport organizations.

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Applied to organizations sport-tourism management, *total quality* encompasses performance of services, reliability of the service, durability of the service, and availability of the service.

Organizations that incorporate the TQM concept adhere to three underlying tenets: focusing on customer satisfaction, seeking continuous and long-term improvements, and ensuring full involvement of the entire organizational work force in improving quality.

The Deming philosophy of Total Quality Control is outlined in 14 principles (U.S. Office of Personnel Management, 1991), most of which would be indicative of sports tourism organizations there are, ***primordial principles of TQM:***

- *Establish a constant organizational purpose or role in satisfying customers.*
- *Commit to the new quality control philosophy.*
- *Disregard the cost in securing the best quality in organizational resources.*
- *Continually improve the process of providing goods and services through statistical analysis of performance data.*
- *Institute training and development programs for employees.*
- *Select leaders who enable people to excel rather than directing or punishing worker behaviour.*
- *Drive out employees' fears about asking questions, seeking assistance, or making mistakes, or they will continue to do things wrong or not at all.*
- *Encourage pride of workmanship by acknowledgment of intrinsic excellence and elimination of management's standards of performance.*
- *Take action so the organization's management and all employees can create the new quality system.*

*If the total quality management system is to work, a critical mass of people in the organization must understand and work to achieve these general's principles.*

Sport management organizations are no exception. The consumer has come to expect quality in products and service, and sport-including spectator sport, and commercial and private sport clubs— and even sport management programs are becoming a highly competitive service business.

Managers of sport organizations must deal with customers who are increasing their expectations of the quality of services offered.

In following Deming's primordial principles, sport managers who anticipate adopting TQM need to focus on including all employees in the TQM development stages. It is imperative for TQM success that those in the organization understand and agree who

their customers are, and that they are committed to providing the customers with what the customers define as quality service.

Sport managers must be willing to invest in the employees' training in TQM techniques and anticipate that the quality changes will be slowly attained.

**Table 1**

**SWOT Analysis on Human Resource Management in Sport and Tourism organizations in Timis County**

| <b>STRENGTHS</b>  |
|---|
| <ul style="list-style-type: none"> <li>• Relatively good history in terms of getting results performance sports</li> <li>• The existence of numerous sports organizations with large staff and relatively skilled enough to work performance</li> <li>• The leaders of sports organizations have gained managerial experience after 1990</li> <li>• Presence in the Banat region of a strong university with prestigious universities need specialist sports teacher</li> </ul>   |
| <b>WEAKNESSES</b>   |
| <ul style="list-style-type: none"> <li>• Insufficient number of specialists in sports management and tourism</li> <li>• Training managers clubs insufficient current organizational management in general and sport-tourism human resources in particular</li> <li>• Lack of grids, precise criteria regarding recruitment, career development, staff motivation organizations</li> <li>• The almost total lack of volunteers in the sports organizations and small and medium tourism</li> <li>• The inconsistency of the organization's strategic objectives and the actual</li> </ul>  |
| <b>OPPORTUNITIES</b>  |
| <ul style="list-style-type: none"> <li>• Appearance labour market companies specialized in Human Resources</li> <li>• Opening to the West, creating a favourable environment for exchanges between sport and tourism professionals from neighbouring countries</li> <li>• Development within faculties master courses on sports management or human resource management in sport and tourism</li> <li>• appearance in the Sports Federations of continuous training courses for all categories of staff</li> <li>• Financial investments from government institutions training programs, scholarships abroad MBA sports management and tourism, human resource management.</li> </ul> |
| <b>THREATS</b>  |
| <ul style="list-style-type: none"> <li>• Neighbouring countries want to keep the tradition already established sports</li> <li>• Migration of true professionals to areas more attractive in terms of material or career development</li> <li>• Leaving the country experienced coaches and results confirmed by titles or medals at international sporting events</li> <li>• Lack of concrete strategies on human resource management in sport and tourism</li> <li>• Tolerance managers to qualification or deepening organizations specialized training</li> <li>• Lack of local training centres human resources in sport or tourism.</li> </ul>                                  |

Development of the TQM concept should be of special interest to both sport management scholars and sport management practitioners.

The general hypothesis of this study: if a permanent exhibit managers to optimize and streamline the processes of human resource management in sport and tourism organizations, the emergence of valuable sports results will be a beneficial effect.

Optimization and improvement of human resource management in sport tourism organizations is imperative segment addressed by managers of all sport-tourism organizations in the country and was the objective of this study.

The main objective was to find ways, solutions optimization and efficient management of human resources in sport-tourism organizations of Timis County.

Human resource management in sport-tourism activity is defined primarily by the influence of the personnel involved in this activity and can be: employee, volunteer tourist affiliated in the sports tourism organizations.

The present study was based on a questionnaire required managers of sports clubs and travel agencies tiles Timis county.

Questions have targeted the level of training of managers, satisfaction of permanent employees of sports and tourism organizations, the number of shares that have been permanently organized sports in the Timis county Timisoara or who influenced or occurrence of tourists on the occasion sports.

The study was completed by conducting a SWOT analysis in tables interpretation can give us a degree of TQM system involvement in the sports and tourism organizations in Timis County.

## **CONCLUSION**

Among the factors that influence absence of performance sports and tourism organizations in Timis County can include:

- The material basis for sport performance at the lower falls, both numerically and the requirements imposed by international confrontations;
- Small number of sports - tourism organizations at senior level;
- Lack leaders of clubs having dedicated sports and tourism management studies;
- Absence of specific training coaches for high performance in sports;
- Non-existence of a specialized department in Total Quality Management in clubs, and reluctance to use organizations specializing in quality management.
- Limited financial resources;
- Poor management of human resources in sport tourism organizations that have as a main objective - getting results sports performance and boost tourism.
- No job assignment according to the scientific disciplines, which is incompatible with the standards of total quality.
- Absence of sporting events attractiveness for tourists who want to come in Timis.

Sports tourism in general not only has a potentially significant economic impact in Timis County, but can also be a useful tool for the promotion and repositioning of a mature tourist destination.

This qualitative conclusion can be generalized to include other similar sporting activities with a major power of attraction for visitors and intended to attract elite sportspeople.

This allows destinations to take measures such as adapting the product to the characteristics of the participant, focusing promotion on elite sportspeople or those spending a long time in the area and, in particular, exploring potential markets and linking the sporting event to other cultural products, health-related products.

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