



Levels of Human Resource Management Skills in Recreational and Sports Organizations

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ABSTRACT

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The article examines the current problems of effective human resource management in the context of dynamic changes in the organizational environment and increased competition in the field of recreational and sports activities. Today's organizations will require systematic assessment tools that will allow them to quickly identify problematic aspects of their operations, determine the effectiveness of management decisions, and formulate changes in their thinking for advancement. efficiency of activity. The purpose of the article is to scientifically substantiate the levels of human resource management skills in recreational and sports organizations as a factor in coordinating the organization's strategic goals, making effective decisions, and gaining a competitive advantage. The article examines the important analysis and assessment of processes that are carried out in organizations, as an important tool for increasing the effectiveness of management and identifying institutional weaknesses, which will require creative actions. The scientific approaches to the assessment of human resource management are emphasized and the specificity of the application of various methods, techniques and indicators to management is highlighted in relation to the specifics of the organization's activities. Recreational-sports directness. To achieve the goals set, a complex of scientific methods of investigation, close analysis, identification, leveling and systematization of theoretical provisions is used to evaluate management processes and the effectiveness of human resource management. This made it possible to identify key approaches to the formation of a system of evaluation indicators and name officials who influence the effectiveness of management activities. The work is committed to the importance and development of senior human resource management skills as a means of achieving the strategic goals of the organization, increasing the quality of management decisions and shaping competitive superior. It has been established that the systematic application of current methods of analysis and assessment of personnel management facilitates the identification of weaknesses in the activities of the organization, the improvement of management mechanisms and promotion the effectiveness of the functioning of the organization of the recreational and sports sphere.



KEYWORDS

management, human resources, organization, recreation, sports, skill.



Рівні навичок управління людськими ресурсами в організаціях рекреаційно-спортивної спрямованості

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У статті досліджено актуальні проблеми ефективного управління людськими ресурсами в умовах динамічних змін організаційного середовища та посилення конкуренції у сфері рекреаційно-спортивної діяльності. Сучасні організації потребують системних інструментів оцінювання, що дають змогу своєчасно виявляти проблемні аспекти функціонування, визначати результативність управлінських рішень і формувати передумови для підвищення ефективності діяльності. Метою статті є наукове обґрунтування рівнів навичок управління людськими ресурсами в організаціях рекреаційно-спортивної спрямованості як чинника узгодження стратегічних цілей організації, прийняття ефективних рішень та отримання конкурентної переваги. У статті розглянуто значення аналізу та оцінювання процесів, що відбуваються в організаціях, як важливого інструменту підвищення ефективності управління та виявлення інституційних слабких місць, які потребують коригувальних дій. Узагальнено наукові підходи до оцінювання управління людськими ресурсами та визначено особливості застосування різних методів, методик і показників менеджменту з урахуванням специфіки діяльності організацій рекреаційно-спортивної спрямованості. Для досягнення поставлених завдань використано комплекс загальнонаукових методів дослідження, зокрема аналіз, узагальнення, порівняння та систематизацію теоретичних положень щодо оцінювання управлінських процесів і ефективності управління людськими ресурсами. Це дало змогу визначити ключові підходи до формування системи показників оцінювання та окреслити чинники, що впливають на результативність управлінської діяльності. У роботі обґрунтовано важливість визначення та розвитку рівнів навичок управління людськими ресурсами як чинника узгодження стратегічних цілей організації, підвищення якості управлінських рішень і формування конкурентних переваг. Встановлено, що системне застосування сучасних методів аналізу та оцінювання управління персоналом сприяє виявленню слабких місць у діяльності організацій, удосконаленню управлінських механізмів і підвищенню ефективності функціонування організацій рекреаційно-спортивної сфери.



КЛЮЧОВІ СЛОВА

управління, людські ресурси, організація, рекреація, спорт, навичка.

1. Introduction

Management, as the set of activities necessary to achieve objectives using all organizational resources, has undergone a profound transformation in recent years. A number of modern and innovative concepts for solving the problems of modern organizations are emerging. This applies to organizations in the manufacturing and commercial sectors, but especially to the service sector, which is gradually beginning to dominate the market, including recreational and sports organizations.

Enterprises, regardless of industry or size, operate in a specific market environment, which in recent years has been characterized by constant novelty, increasing intensity of changes, increasing speed of change and their increasing complexity [9]. This is becoming increasingly difficult to predict. The business environment affects the activities of enterprises [17], at the same time becoming less favorable.

The systemic transformation that took place in the late 1980s meant a radical change in the philosophy of managing organizational resources based on market mechanisms. The new structural solutions were intended to increase the independence, self-management and self-financing of changing institutions and were potentially a source of market competition, thus creating a mechanism that forces the implementation of economic calculation. Looking back at the last years of the companies' activities, it can be concluded that structural reforms in many sectors are openly revolutionary, while in others they represent a long and slow evolution. Organizations of a recreational and sports orientation undoubtedly belong to this sector of slow change.

2. Literature Review

Economic transformation affects all spheres of life and all economic activity, in particular in the context of orientation towards the European economic model [3; 12], which combines market mechanisms with high social standards. This process also affected recreational and sports organizations and clubs [17; 18]. Current commercialization means that the management of recreational and sports organizations is increasingly moving towards achieving market success and not just social success, although these changes are happening relatively slowly. Therefore, the latest system of physical education and modern organizations of recreational and sports orientation [23; 24; 25] face various challenges of the market economy. They must optimize their structures, moving from highly hierarchical, highly centralized economic structures to more modern, flat organizational structures, where the scope of control is adapted to the tasks and functions of individual organizational units. In this regard, it turns out to be relevant to search for the formed levels of human resources management skills in organizations of recreational and sports orientation in order to further improve them.

3. Problem Statement

The article is aimed at scientific substantiation of the levels of human resources management skills in organizations of recreational and sports orientation as a factor in coordinating the strategic goals of the organization, making effective decisions and obtaining a competitive advantage.

4. Methods and Materials

The methodological basis of the study is formed by the integration of systemic, competency, activity and axiological approaches, which allows to comprehensively consider the human resources management system as a source of competitive advantages. To achieve this goal, theoretical research methods were used, in particular: analysis and synthesis of scientific literature, comparison, generalization, and systematization of managerial experience in the problems of human resources management.

5. Results and Discussion

People play a key role in the implementation of basic managerial functions in organizations, which is also defended in modern studies by G. I. Zadneprovskaya [27] and I. F. Shumlova [19]. This has been

emphasized since the decline of the post-war economy, when F. Taylor’s approach [21] to the scientific organization of labor dominated. At that time, there was an intensive search for management methods and techniques based on a new managerial concept, which is called psychosociological [4; 10]. This concept considers the organization as a set of informal groups that are formed in the process of work on the basis of various informal connections. These groups have their own informal goals and hierarchies of values that become the basis for some type of behavioral control.

During this period, the management function, the set of activities aimed at the human resources of the organization, including the process of formulating and agreeing on goals, planning, organization, motivation and control of the organization’s personnel, became of particular importance. The latter aims to implement the adopted strategies in an organized, efficient and rational way.

Analysis, along with synthesis, is one of the fundamental methodological approaches used in organization and management to create new work systems and rationalize existing ones. In the analytical (diagnostic) method, the basis of organizational development is the assessment of individual components of the existing system by studying the current organizational decision.

The analysis and evaluation of human resource management is a key element of personnel controlling, human capital management, personnel auditing and human resources accounting. The boundaries between these theoretical concepts are blurred, so they are often used interchangeably.

Personnel controlling refers to activities aimed at providing personnel information and coordinating human resources management so that the organization achieves its objectives. It supports decisions related to human resource management and can also act as a basis for designing changes in personnel processes, which is confirmed by a number of studies [5; 8; 13] both at the state and local government levels. The purpose of controlling is to increase the efficiency and effectiveness of personnel management [1; 2]. His tasks include analyzing and evaluating the effectiveness of the personnel management function in the company. The fulfillment of this task is ensured by various methods, including: analysis of indicators, benchmarking, analysis of the personnel portfolio, SWOT analysis, scenario methods, management by objectives and systems of balanced indicators.

In turn, the essence of personnel assessment can be reduced to a systematic and independent check of human resources and the personnel management system of the organization by checking the compliance of the current state with accepted standards or guidelines. Thus, it covers both personnel diagnostics (including the study of employee competencies and motivations, work efficiency, and employment status and structure) and analysis of the personnel management system. Personnel assessment can cover human resource management, which is defined differently (Table 1).

Table 1. Scope of assessment of the personnel management function

According to the Human Resource Management Model	Accordingly to typology	According to the processes Human Resources Management
<ul style="list-style-type: none"> - human resources management strategy; - subjects of human resources management; - organization of human resources management processes; - methods and means of human resources management; - the impact of human resource management; - organizational strategy, structure and culture; - personnel management environment. 	<ul style="list-style-type: none"> - personnel selection; - performance management; - assessment system; - remuneration; - personnel development; - dismissal of employees; - administrative support. 	<ul style="list-style-type: none"> - conditioning of personnel management processes: internal and external factors; - the course of personnel management processes: formation of the status and structure of employment, management of work efficiency, development of human capital and administration of personnel management issues; - the impact of personnel management processes.

Source: Compiled by the authors based on [15].

By generalization [15], several characteristics distinguish personnel assessment from other related methods. The main prerequisite for the use of assessment is the improvement of existing practice. Evaluation is carried out on the basis of previously established standards that serve as a guide for studies and evaluations. The evaluation process is structured and limited to pre-established procedures. The auditor must be independent and adhere to ethical principles related to respect for the law, professional standards of conduct, good faith and impartiality. The results of the assessment are presented in the form of a report. Research methods and techniques used in conducting personnel

assessments include documentation analysis, interviews, surveys and questionnaires, indicator analysis, and structural analysis.

As for the manager, his activities have undergone numerous transformations in recent years. It seems that in organizations of recreational and sports orientation, the management function is implemented in accordance with the concept of G. Fayol [7], the founder of the Administrative School in the theory of management, who preferred the qualification of managerial personnel, which implies the ability to manage and organize the work process. In this concept, a manager is, first of all, a specialist in "administration" [22]. Currently, this somewhat archaic approach is evolving towards a modern view of the role of a manager – a manager whose skills include, first of all, the ability to think long-term, analyze and synthesize, as well as lead and motivate based on building the desired organizational culture [20].

The management process is not synonymous with the leadership process. An effective manager must also be a leader, which is too often not realized.

Leadership directly follows from the relationship of the manager with his subordinates. The manager leads others, encouraging them to collectively achieve intermediate goals derived from the main goal of the organization. Leadership, therefore, is an element of management that uses the charisma of the person who occupies a leadership position, rather than hierarchical relationships and the associated managerial power.

Many organizations of recreational and sports orientation often resemble the practice of G. Fayol's approach to management more than the modern organization, which represents a more creative, innovative and unconventional approach to management. In the context of the expectations of a modern, dynamic organization, project work, teamwork and group work have been promoted in recent years [6; 27] as a response to the search for more effective organizational structures in the extremely changing and turbulent market environment of modern organizations.

The staged nature of the training process is one of the fundamental concepts of the theory of sports training. Characterizing individual stages of the training process, the authors [11; 14] identify specific goals, the achievement of which determines the athlete's transition from one stage to the next. Among the many classifications, it is accepted that the long-term training process consists of three main stages: initial, basic and specialized (professional), which includes the stages of maximum realization of individual sports capabilities and preservation of the highest sportsmanship.

This concept differs from others primarily in that the transition to the next stage is determined not by the age of the athlete, but by the achievement of specific goals. At each stage, the trainer applies different schemes of actions (Table 2). At the initial stage, the coach is first of all a teacher, then a coach, and only in third place - the organizer of the rivalry.

Table 2. Characteristics of training stages and directions of action of the coach

Training stages	Tasks of the stage	Course of action
Introductory	Arousing interest in physical activity, stimulating purposeful physical development through effort, choosing discipline and developing the necessary skills.	1. Education. 2. Training. 3. Rivalry.
Basic	The final choice of discipline, the development of the necessary skills, specialized training.	1. Training. 2. Rivalry. 3. Education.
Specialized (professional)	Maximizing the level of key traits, transforming the achieved potential into world-class results.	1. Rivalry. 2. Training. 3. Education.

Source: Compiled by the authors.

At different stages of training, the trainer must have different management skills, and the scope of their management also varies. Therefore, it is possible to distinguish three relatively independent levels of management and the corresponding types of activities that the trainer must master.

The first level of managerial skills can be defined as elementary, where managerial actions are repeated under the same or almost unchanged conditions. This is a routine managerial activity related to the organization of training, the assignment of tasks to be performed, the choice of resources, methods and forms, maneuvering by a group of athletes, etc. In this case, effectiveness is limited to determining whether the trainer is doing a good workout. The repetition of situations, the use of a limited and repetitive set of resources, methods and forms in well-known and therefore easily recognizable situations, contributes to the achievement of excellence. The coach acquires mastery, which he identifies

with managerial skills. After a while, the main managerial duties can be performed without thinking. The problem is that too many coaches equate the elementary level with creative management. This approach inhibits the development of true leadership qualities. A rudimentary approach to managing the training process is typical for the initial training stage.

At the *second level of managerial skills*, the coach is faced with training situations that are not very often repeated, mainly involving individual decisions. This is a typical creative management of the training process, in which the main form of cooperation with the athlete is individualized action. It is confirmed by well-known practical cases, for example, when very different athletes achieve similar masterful results. Therefore, in training athletes, mastering managerial skills in unusual, low-repetitive situations is extremely important. These are obvious statements, but experience shows how far the practice is from this principle. In most sports, especially those of a team nature, management is not based on the well-known capabilities of the athlete and does not individualize the training program. For this reason, it is of little use for the development of an athlete's career. In individualized activities, flexibility is required, traditional skills of managing the training process are not enough. Mistakes made at the individualized level are always less harmful to the athlete, so the coach's mastery of these types of management skills is extremely important. Individualization in the management of the training process occurs starting from the basic stage of training.

The third level of managerial skills arises during a specialized training stage, where the coach is forced to apply unique approaches. Uniqueness can also stem from the personality of the athlete, his talents, goals to be achieved, or external conditions (different time zones, climate, etc.). The lack of role models must be replaced by creative, attacking actions.

Therefore, the effectiveness of the coach's activity largely depends on the level of development of his managerial skills, which change in accordance with the stages of training of athletes. At the initial level, routine management related to organization and repetitive actions predominates. At the next level, the role of creativity and individualization of the training process increases, which allows you to take into account the characteristics of each athlete. The highest level of management involves the application of unique and creative solutions in specific training conditions. Thus, the professional development of a trainer consists of a gradual transition from standard managerial actions to flexible, individualized and innovative management of the training process.

6. Conclusions

The analysis and evaluation of the processes that occur in organizations are useful for the efficiency and effectiveness of the management of these entities. A properly carried out analysis can provide a basis for identifying errors, identifying institutional weaknesses, initiating corrective actions, determining the impact of specific actions on the success of the organization, etc. One of the areas that should be systematically evaluated is human resource management. During the evaluation procedure, various methods, techniques and indicators can be used, previously tested by management specialists, but taking into account the specifics of the organization's activities.

Substantiation of the levels of human resources management skills in organizations of recreational and sports orientation is an important factor in increasing the efficiency of their activities. The distinction and development of different levels of managerial skills contribute to the coordination of the strategic goals of the organization, the adoption of informed management decisions and the improvement of the quality of personnel management. As a result, this ensures the optimal use of human resources, increases the adaptability of the organization to changes and creates prerequisites for the formation of a sustainable competitive advantage.

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