MANAGEMENT OF HUMAN RESOURCES IN THE PHYSICAL ACTIVITY AND SPORT: CONCEPTS AND PERSPECTIVES

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Abstract: The management proper of human resources in organizations of physical activity and sport is essential to ensure the quality, efficiency and professionalism of service offered and even, if not done the right way can produce the benefits become a nuisance and risks to health, safety and education of citizens and for society as such.

The perspective of management and organization of human resources in the states of physical activity and sport should be comprehensive, integrated and cross, which means that as human resources are critical in these organizations and the service itself, it extends to each of the processes, actions and decisions throughout the organization and is therefore the responsibility of all managers, not to mention that there will be bodies that address only specific aspects of human resources.

Key Words: Human Resources, Management, Sport, Organization.

Titulo: Direccion y organizacion de los recursos humanos en la actividad fisica y deporte: conceptualización y perspectivas

Resumen
La dirección y organización adecuada de los recursos humanos en las organizaciones de la actividad física y del deporte es esencial para garantizar la calidad, eficiencia y profesionalidad del servicio que ofrece e incluso, si no se realiza de la forma adecuada puede producir que los beneficios se conviertan en perjuicios y riesgos para la salud, la seguridad y la educación de los ciudadanos y como tal para la sociedad.

La perspectiva de la dirección y organización de los recursos humanos en las entidades de la actividad física y del deporte debe ser amplia, integral y transversal, en la que se entiende que como son fundamentales los recursos humanos en estas organizaciones y en el propio servicio, la misma se extiende a cada uno de los procesos, actuaciones y decisiones a lo largo de la organización y por ello es responsabilidad de todos los directivos, sin olvidar que existirán órganos específicos que aborden solamente diversos aspectos de los recursos humanos.

Palabras clave: Recursos humanos, Dirección, Deporte, Organización.
INTRODUCTION

It is difficult to pinpoint the exact moment that produced the beginning of the management and organization of human resources, as in all organizational approaches and theories have been addressed, one way or another, to people because they are an essential element for the existence and evolution of the organizations themselves and, as such, for his leadership and organization. However, according to Leal, Roman, Alfaro and Rodriguez (1999) the concept of management and organization of current human resources does not arise until the middle of last century.

In this sense, Claver, Gasco and Llopis (1996) argue that specific changes in organization and management of human resources have been three eras:

- The first period was between the end of the nineteenth century and early fifties of the twentieth century. At this stage the activities and processes related to human resources act as an undifferentiated and disseminated within the organization. Primarily, the human resources function is concerned with the integration and assimilation of people in the productive apparatus, socialization and social control of workers as well as recording contracts, payroll, etc.

- The second stage is located from the fifties to the eighties of last century and is the stage of professionalization of the human resources function which begins to establish an autonomous body and specific (department) related to human resources. This function acquires an autonomy in the organization, but at the same time is isolated and marginalized by senior management. It promoted salaries and incentive systems, job evaluation and performance assessment, as well as the adequacy of the aspirations of the people and organizations claim their motivation.

- The third period was produced from the eighties of last century. At this stage, integrated human resources strategy of the organization, and puts emphasis on training and development of people considering their best asset of the organization and as a differentiating factor.

The concept of management and organization of human resources function characterized as eminently policy, macro-organizational dynamics and constant adaptation and transformation, which is involved in the organization with a clear strategic vision and long term, it begins to produce from the 80's. Previously what was taking place in the organizations was the conception of management or administrative personnel listed as limited to the administrative, static and confined to a specific organ of the organization with a short-term goals (Puchol, 2005; Porret, 2006).

THE HUMAN RESOURCE MANAGEMENT IN ORGANIZATIONS

According to Fernandez-Rios (1999) human resource management is the organizational system responsible for managing and developing human resources through a philosophy or culture, strategies, systems and techniques for obtaining, dreams and achieve the satisfaction of the people and human resource development.

For his part, Cabrera and Bonache (2004) consider that human resource management is mainly directed to the employees for the organization to achieve its objectives. Furthermore, these authors specify that the management and human resource organization today is based on five principles:

- The emphasis on the importance of human resources for the success of the organization.
- The long-term perspective in human resource management.
- The human resource management is the responsibility of all managers and experts not only in personnel or human resources department.
- The strategic design of human resource policies should be well adapted to the organizational context and complement each other.
- Connecting human resources organizational efficiency

According to Leal et al. (1999) the evolution experienced by the activities and processes related to human resources as human resources department has currently generated management and organization of human resources have a dual perspective:
- Restricted perspective: it identifies only the activities and processes developed by the national human resource specialist.
- Broad perspective: results from the idea that the human factor is present in all areas and elements of the organization, being responsible for its conduct and organization, and thus exceeds the powers of the specific organ.

It must affect the work of directing the human element can not be left to a department exclusively, but should extend to the entire organization. In this sense, we must professionalize management in various human resources issues, because such an important element should not be restricted to a department or agency, but it must be a backbone in charge of everything related to human resources (Claver et al., 1996).

In addition, human resources must be integrated into all strategies and actions of the organization have a central role in them (Becker, Huselid and Ulrich, 2001).

In conclusion, we present the main functions, activities and processes of the human resource function (activities and processes related to human resources) as established by Leal et al. (1999), Puchol (2005) and Porret (2006):
- Analytic function and employment.
- Management function.
- Address function and development.
- The role of internal communication.
- Role of retribution.
- The role of social services.
- Shift function.
- Standard-setting and labor relations.
- Role of health and safety.

THE MANAGEMENT OF HUMAN RESOURCES IN PHYSICAL ACTIVITY AND SPORT

In Spain, in the last decades of the twentieth century, the main goal in sport and physical activity was the promotion and diversification of its activities and the construction of sports facilities. This influenced the perspective and how to manage and organize the services of physical activity and sport. Already, in the XXI century, the direction and organization of services of physical activity and sport has focused more on human resources, because they constitute the basic and fundamental element of any organization. These circumstances have prompted a new perspective in the field of management and organization of physical activity and sport informed by the urgent need for leadership, organization, professionalism, develop and empower human resources organizations and physical activity sport.
Gibson, Ivanicevich and Donnelly (1994) leadership is a process (actions, activities or operations) performed by one or more individuals to coordinate the activities of others toward a goal to accomplish results that would not be possible if an individual act alone.

Zerilli (1989:39) states that the address is “the process of constant adaptation and guide an organization through a logical scheme of action necessary, to achieve at the highest level and with maximum efficiency, the goals of that organization.”

According to the Royal Spanish Academy (2001) directing the action and the effect of directing. In addition, it determines that the intention is to guide conduct and operations to a purpose, and guidance, guide, counsel who performs a job.

The term organization, the Royal Spanish Academy (2001:1631) defines it as “to establish or reform something to an end, coordinating the people and the appropriate means” and “put something in order.”

Bueno (1996) determines that the organization is the set of principles, rules, procedures, techniques and management skills to design the organizational structure and shape the processes to achieve the intended objectives efficiently and effectively.

In the management of the entities of physical activity and sport, at any level of operation, there will be ongoing and interrelated processes of planning, execution or implementation and evaluation (process and final results) (figure 1).

The planning is deciding in advance what is sought. This is a process of reflection and intellectual advance which requires reason, wisdom and experience (Soucie, 2002). In general, planning is an initial process, but is constantly being revised, improved and redesigned and is conceived as the set of decisions and processes that tend to guide the organization toward a desired future.

The planning is a system of advance decisions on what you want to achieve and how it will achieve, to guide the organization toward a desired future. To this end, he examines the internal and external environment in your situation past, present and future, set goals, then rationally determine the strategies to follow, and finally, defines the detailed plans of the courses of action within which the strategies and achieve objectives within the desired time. Subsequently implement the decisions taken including a review (evaluation) constant of the proceedings and their possible inclusion in the new planning cycle (Steiner, 1979; Renau, 1985 and Aguirre, Castillo and Tous, 2003). In connection with the execution or implementation phase, Porret (2006) states that must be involved all people.

The evaluation is a process that is to express an opinion to reach a conclusion on the value of an item, a process or a person. The information is intended to obtain quantitative and qualitative data, which are used to then determine the actual state of things, processes and people and assess what is and what should be. Therefore, the assessment is raised in accordance with the objectives set out in Planning (Soucie, 2002). The assessment needs to be constant, both the processes and actions undertaken and the results, with the aim of improving them (figure 1).

In management and develop the services of physical activity and sport is going to handle, so universal, the following specific structural elements:
- Activity or service itself (physical activity and sport).
In these structural elements necessary for management and developing the services of physical activity and sport, we must take into account the following considerations:

- The activity itself is an intangible asset, and as customers depends, directly or indirectly, of human resources that manage and organize as well as that carried out.
- With regard to sports facilities and materials is similar to what happens with the activities and clients themselves are empty and depends on the people who manage, organize and plan the installation and physical activity and sport, as well as human resources to carry out the activities.
- Economic elements, organizational, bureaucratic and legislative depend on people who perform or enhance.
- All of the above determines the direction of physical activity and sport will be substantially dependent on human resources, without whom the activity is nonexistent, and development depends on them, the potential and quality of it.

Gomez Tafalla (2003) claims that physical activity and sport, as well as material and economic components, the most important factor is the human, depending on the success of the organization of its staff their interaction among themselves and with the organization.

Also, authors, among others, as Cagigal (1973), Martinez del Castillo (1988), Salvador (1998) and Campos Izquierdo (2007) consider that the fundamental and essential factor of the organizations of physical activity and sport are human resources, with special emphasis on those who manage and develop sport and physical activity.

In the study of Campos Izquierdo (2005) on the people who work in office of physical activity and sport in Valencia, in the case of persons who direct, organize and coordinate facilities and physical activity organizations and Sport, we found that all of them manage people, of which 88.1% goes to occupational physical activity and sport.

The management of human resources in organizations of physical activity and sport is the process of structuring (organize and coordinate), guide, develop and enhance the performance and performance of individuals, belonging to an organization of physical activity and sport and
all its circumstances to achieve the objectives efficiently, which ultimately responsible is the person who leads (depending on others, because they can not be done individually).

For all these reasons, management of human resources in organizations of physical activity and sport must be understood, addressed and made from a broad, comprehensive, macro-organizational and cross, because people are the generators, capacity building of all the processes that occur throughout the organization, without discarding the existence of a body or bodies related to human resources that could be a backbone. Also, depending on the characteristics and situation of the organization and its environment, will be structured in one way or another.

Also, the management of human resources in organizations of physical activity and sport, should be conceived and carried out by all the people who manage and organize in the state and a long-term strategic vision embedded in each elements of the organization, where people must be integrated in any analysis, objectives, strategies, processes and actions of the organization to play a central role in them. It must also be developed with a dynamic (constantly adapting, developing and improving), flexibility and efficiency, taking into account the ethical aspects of practice, legislative, accountability, professionalism and quality of services. In this sense, a fundamental purpose of management of human resources in organizations of physical activity and sport is to foster human resources, ensure and enhance the actual practice of physical activity and sport and the different benefits that generates the same and always emphasize on avoiding lead to security problems, educational, social and health care to clients.
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