

WCES 2012

Comparing of human resources management sports enterprises and the other service enterprises

Cisem Unlu^a*, M. Zahit Serarslan^b, Faruk Yamaner^a, Suleyman Sahin^c

^a Hitit University, School of Physical Education and Sports Çorum, Turkey, cisemunlu@hotmail.com

^b Marmara University, School of Physical Education and Sports İstanbul,

^c Turkey Bursa City Directorates of Youth and Sport, Bursa, Turkey

Abstract

The aim of this study is to emphasize the importance of human resources management at sports enterprises, which has an important part in business activities and to compare service enterprises except sports business with human resources management. Private hospitals have been chosen as service business. The answers have been reached by discussing with the directors of 45 successful private hospitals, 36 sports enterprises of İstanbul in person. With different reasons 34 of hospitals and 31 of sports enterprises have been taken into assessment. The questionnaire has been used as a means of data collection. At research, Mann Whitney U Test has been applied in data analysis. At survey, the affairs about human resources management functions have been examined in nine dimensions. These are human power planning, employee choice and placement, training and development, career planning, performance assessment, payment, protection, discipline and separation functions in order. It is concluded that considering sports business hospital's human resources managements application situation of human power planning and payment functions are low but all other functions application situation at hospitals are higher considering sports business. To the research conclusion it has been come out that sports enterprises and private hospitals human resources managements have similarities and the directors have given positive opinion.

© 2012 Published by Elsevier Ltd. Selection and/or peer review under responsibility of Prof. Dr. Hüseyin Uzunboylu

Keywords: enterprise, service, human resources management;

1. Introduction

Human resources management is to ensure effective human resources utilization and development by a series of management activities, aimed at the realization of individual, social and business interests (13). Human Resources Management is a contemporary perspective on personnel management that gives prominence to the element of "human" and considers it in the center of the organization. Human resources management is an approach which adds value to the enterprise and accepts that human contributes substantially to the efficiency and productivity of the enterprise by noticing the strategically importance of human in the business rather than regards it as a cost element (8). Human resources management is based upon a certain management mentality and philosophy (11). Human resource management practices that promote employee participation improve a firm's economic performance (9). It is highly important to know about human resources management due to the specific characteristics of services. During the 25-year period between 1983 and 2008 in Turkey, it was established that total 2216 postgraduate theses were done in the field of human resources management. It has been seen that only 0.4 percent of these theses were written up in the departments of Physical Education and Sports (3). As in all enterprises, in the enterprises of sports

* Cisem UnluTel.: +90-530-8843725

E-mail address: cisemunlu@hotmail.com

and other services, the reasons of human resources management's becoming crucial can be emphasized as globalization and competition, rapid developments in information technologies, accessibility to the new markets, remaining in current markets and efforts to grow, customers' awareness, changes in requests and needs, development of total quality concept, the wishes of the workers to participate in the management and to be managed more democratically, and mergers (7). There must be a separate department of human resources in enterprises. Moreover, human resources management must be conducted by professional managers (16). The functions of human resources management include the stages of indicating the existing situation and determining the necessary needs for the works to be done in the future (1).

2. Material and Method

In the research, the questionnaire of human resources management which was developed by Tabancalı (2004) and Cent (2007) was used as a data collection instrument. Kolmogorov-Smirnov Z Test was applied in order to determine the normal distribution feature of the data from the questionnaire. Because it was determined that the tests results did not show the normal distribution, nonparametric Mann Whitney U test, instead of T test, was applied. 131 Private Hospitals and 91 Sports Businesses has constituted the target population of the research. It was tried to reach all of the target population of the study. 45 of the hospitals and 36 of the sports businesses responded back, but 34 of the hospitals (25.9 percent of the target population) and 31 of sports businesses (34 percent of the target population) were received for consideration (Table 1).

Table 1.

Groups	n	%
Enterprises	65	36
Hospital	34	28
Sports Enterprises	31	45

Senior managers, managers and human resources managers account for 15.4, 60 and 24.6 percent of the participants respectively. Those who work as managers and assistant managers mostly took part in the research. 1 to 5 year-senior managers constitute 30,8 percent; 6 to 10 year-senior managers constitute 20 percent; 11 to 15 year-senior managers constitute 13,8 percent; 16 to 20 year-senior managers constitute 29,2 percent, and 21 and over 21 year-senior managers constitute 6,2 percent of all the participants.

1 to 5 year-senior managers participated in the study most. Upon analyzing the distributions of the years of service belonging to the institutions where the participant managers work, it has been noticed that of those participants 16 (24,6 percent) work in the institutions serving for 1 to 5 years, 12 (18,5 percent) work in the ones serving for 6 to 10 years, 21 (32,3 percent) work in the ones serving for 11 to 15 years; 12 (18,5 percent) work in the ones serving for 16 to 20 years, and 4 (6,2 percent) do so in the ones serving for 21 years and over. Most of those managers participating in the research work for the institutions having 11-15 years of service.

Once analyzing the personnel number distributions of the institutions in which those participant managers work, it can be seen that of the institutions, 22 (% 33, 8) have the number of personnel ranging between 1 and 50; 16 (% 24, 6) have personnel between 51 and 100, and 27 (% 41, 5) have 101 personnel and more. When studying whether there is human resources department in the institutions of those managers participating in the research, it can be seen that 37 (% 56, 9) of those institutions have human resources department, but 28 (% 43, 1) don't have it.

Table 2. Mann Whitney-U Test Results related to the Managers' Perceptions with reference to practice of the functions of Human Resource Planning, Personnel Selection and Positioning, Education and Improvement, Carrier Planning, Assessing Performance, Payment, Securing, Discipline and Dismissal

Dimension	Enterprises	n	\bar{X}	S	Mean Rank	Z	p*
Human Resource Planning	Hospital	34	3,88	0,58	31,19	-0,81	0,418
	Sports Enterprises	31	3,98	0,65	34,98		
Personnel Selection and Positioning	Hospital	34	4,09	0,56	34,03	-0,46	0,645
	Sports Enterprises	31	4,01	0,68	31,87		
Education and Improvement	Hospital	34	3,86	0,65	36,9	-1,75	0,081
	Sports Enterprises	31	3,64	0,56	28,73		
Carrier Planning	Hospital	34	3,84	0,82	37,13	-1,85	0,064
	Sports Enterprises	31	3,67	0,65	28,47		
Assessing Performance	Hospital	34	3,85	0,89	37,51	-2,02	0,043
	Sports Enterprises	31	3,68	0,53	28,05		
Payment	Hospital	34	3,71	0,74	31,63	-0,61	0,54
	Sports Enterprises	31	3,8	0,64	34,5		
Securing	Hospital	34	4,52	0,57	34,35	-0,61	0,54
	Sports Enterprises	31	4,49	0,48	31,52		
Discipline	Hospital	34	3,94	0,67	36,6	-1,61	0,107
	Sports Enterprises	31	3,7	0,74	29,05		
Dismissal	Hospital	34	3,5	0,62	31,74	-0,57	0,571
	Sports Enterprises	31	3,62	0,72	34,39		

In the function of Personnel Selection and Positioning, in the expression “Personnel’s certificate of registry is benefitted in the decisions regarding the promotions in the institution,” the average of rank (37, 46) belonging to the managers of hospitals is higher than the average (28, 11) belonging to the managers of sports businesses, and the gap between them is meaningful at a level of 0.05.

In the function of Education and Improvement, in the expression “Personnel are regularly trained while they work in the institution,” the average of rank (37, 35) belonging to the managers of hospitals is higher than the average (28, 23) belonging to the managers of sports businesses, and the gap coming up is meaningful at a level of 0.05. In the expression “Candidates for personnel are trained near experienced personnel,” the average of rank (37, 90) belonging to the managers of hospitals is higher than the average (27, 63) belonging to the managers of sports businesses, and the gap between them is meaningful at a level of 0.05.

In the function of Discipline, in the expression “Punitive actions have the aim of making the staff work fervently in accordance with the objectives of the institution,” the average of rank (37, 44) belonging to the managers of hospitals is higher than the average (28, 13) belonging to the managers of sports businesses, and the gap between them is meaningful at a level of 0.05. In the expression “Discipline system is based more on reward than on punishment,” the average of rank (38, 88) belonging to the managers of hospitals is higher than the average (26, 55) belonging to the managers of sports businesses, and the gap between them is meaningful at a level of 0.05.

In the function of Dismissal, in the expression “Resignation and dismissal terms in the institution are clear and intelligible,” the average of rank (29, 37) belonging to the managers of hospitals is lower than the average (36, 98) belonging to the managers of sports businesses, and the difference between them is meaningful at a level of 0.05.

Table 3. Mann Whitney-U Test Results related to the Managers’ Perceptions concerning the practice of Human Resources Management

Enterprises	n	\bar{X}	S	Mean Rank	Z	p*
Hospital	34	3,91	0,49	31,19	-1,42	0,156
Sports Enterprises	31	3,83	0,45	34,98		

In the functions of Human Resource Planning and Payment, it is seen that the average of rank belonging to the managers of hospitals is lower than the average belonging to the managers of sports businesses. However, in the functions of Personnel Selection and Positioning, Education and Improvement, Carrier Planning, Assessing Performance, Securing, Discipline and Dismissal, it is seen that the average of rank belonging to the managers of hospitals is higher than the average belonging to the managers of sports businesses.

When the participant managers’ perceptions concerning the practice of Human Resources Management are studied, it is seen that the average of rank (36, 18) belonging to the managers of hospitals is higher than the average (29, 52) belonging to the managers of sports businesses. There is no meaningful difference at the level of 0.05 between hospital manager’s average of rank and that of sports businesses’ managers with respect to the practice status of Human Resources Management.

Human Resource Planning: When examining the managing and operating conditions of sports facilities in the center of Malatya, in the management and operation of sports facilities which are publicly owned, the planning are always given importance by 43 percent, whereas in the sports facilities in private sector, no planning at such a level is given importance (12). In the thesis of Çelik (2006) titled investigation and evaluation from economic perspective of management processes in sports businesses, in 80 percent of sports businesses, plans have been concluded to be clear and intelligible. In 72 percent of sports businesses, it has been concluded that a type of management which prevents money, time and energy loss; activates the management, and helps the institution reach its goals is being practiced while planning is conducted (6).

Personnel Selection and Positioning: In terms of facility managers’ consideration for asking an expert’s opinion in management and operation, it has been revealed that public sector doesn’t have expertise service by 43 percent, and private sector doesn’t have it by 58 percent. This rate has concluded that in respect of the expression “we always get expertise service” it is 36 percent in public sector and 42 percent in private sector (12).

Education and Improvement: In the study themed “the effects of in-service training on the institution and the personnel,” as a consequence of in-service training, learning period gets shorter after personnel’s job orientation, loyalty to their job and their self-confidence are maintained. It has been concluded that personnel’s existing abilities are improved through in-service training and the solution of current and future problems are reached by learning the innovations brought by science and technology (15).

Carrier Planning: Organizations operating in various sectors such as insurance, medicine, banking and manufacturing are studied in terms of carrier management activities. It has been shown that about 80 percent of those organizations have carrier management system (17).

Assessing Performance: In their studies, Araç and Yenel (2005) have established that with reference to the article “Performance measurement is done in our institution,” 50 percent of those institutions express their opinions as “Agree;” 25 percent express as “Partly Agree,” and 25 percent express as “Disagree”.

Payment: Wage management which is a significant function of human resource planning is shaped by inflation at a very important rate of 97 percent in Turkey (10). In the research carried out on management personnel of General Directorate of Youth and Sports, it has been concluded that rewarding plays an important role in increasing the productivity and interest of the personnel in their job (17). At the same time, in that research, it has been concluded

that psychological aspect which accounts for a large part of multiple characteristics of wage could affect personnel's motivation in the institution either positively or negatively (15).

Securing: One of the most important factors that determine the satisfaction with the institution is business risk and job security parameters. Therefore, it has been inferred that it is natural when job security is tightened, job satisfaction also increases (16).

Discipline: Cingil (1996) has come to a conclusion that human is a sophisticated being; he should not be considered to be equal with other means of production in the institution, and that in order to create a more successful discipline system, managers should regard discipline as a concept to be created instead of choosing the way to "discipline" their personnel.

Dismissal: It has been concluded that in sports businesses, by 68 percent, if there is an employee showing low efficiency, its reason is investigated and the problem determined is tried to be solved (12).

References

- Akyüz ÖF (2001). Değişim Rüzgarında Stratejik İnsan Kaynakları Planlaması. Sistem Yayıncılık. İstanbul.
- Araç E. Yenel F (2005). Gençlik Spor Genel Müdürlüğü yönetici personelinin örgütteki iş analizi ve uygulamalarına ilişkin görüşleri üzerine bir araştırma, *Sportmetre Beden Eğitimi ve Spor Bilimleri Dergisi*, III (2): 67-76.
- Benligiray S (2009) Türkiye'de İnsan Kaynakları Yönetimi Alanında Yapılan Lisansüstü Tezler ve Bu Tezlerde İncelenen Temaların Analizi: 1983-2008 Dönemi. *Eskişehir Osmangazi Üniversitesi İİBF Dergisi*, 4(1): 167-197.
- Cent H (2007). Özel Okullarda İnsan Kaynakları Yönetimi Uygulamalarının İncelenmesi, Y.T.Ü. Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, İstanbul, (Danışman Yrd. Doç. Dr. E Tabanca)
- Cingil A (1996). İnsan Kaynakları Yönetiminde Disiplin Sistemleri ve Üç Askeri Hastanenin Disiplin Sistemine İlişkin Bir Örnek Olay Çalışması. İ. Ü. Sosyal Bilimler Enstitüsü, İstanbul (Danışman: Prof. Dr. C Uyargil).
- Çelik A (2006). Spor İşletmelerinin Yönetim Süreçleri Açısından İncelenmesi ve Ekonomik Perspektifte Değerlendirilmesi. K.Ü. Sağlık Bilimleri Enstitüsü, Yüksek Lisans Tezi, Kocaeli, (Danışman: Yrd. Doç. Dr. Z Başaran).
- Eroğlu U (2001). İnsan Kaynakları Yönetiminde Yeni Yönelimleri Hazırlayan İki Güç: Sanal Organizasyonlar ve Stratejik Tabanlı Düşünce. Uludağ Üniversitesi, İ.İ.B.F. İşletme Bölümü, 3(2): No: 72, [Electronic Journal]
- Filizöz B (2003). İnsan kaynakları yönetiminde uluslararası yaklaşım gerekliliği. *C.Ü. İktisadi ve İdari Bilimler Dergisi*, 4 (1):161-180.
- Ichniowski C, Shaw K(1995). The Effects of Human Resource Management Systems on Economic Performance: An International Comparison of U.S. and Japanese Plants, *Management Science*, Vol.45, No. 5.
- Karahasanoglu P (2007). Performans Değerlemenin Ücret Yönetimindeki Önemi. M.Ü. Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, İstanbul, (Danışman: Prof. Dr. C Çetin).
- Küçük F (2005). İnsan kaynakları açısından kurumsal imaj. *Fırat Üniversitesi Sosyal Bilimler Dergisi*, 15 (2): 247-266.
- Öztürk M (2007). Malatya İl Merkezindeki Mevcut Spor Tesislerinin Yönetim ve İşletmecilik Açılımlarından Değerlendirilmesi. İ.Ü. Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, Malatya, (Danışman: Yrd. Doç. Dr. Y Doğar)
- R.S.Schuler(1995). Managing Human Resources, 5th edn, St Paul, MN: West Publishing.
- Sarıhan Ö (2011). Hizmet İşletmelerinde İnsan Kaynağının Önemi ve İnsan Kaynakları Yönetim Fonksiyonlarının Kullanımı Üzerine Özel Hastanelerde Bir Araştırma. A. Ü. Sosyal Bilimler Enstitüsü, Yüksek Lisans Tezi, Eskişehir, (Danışman: Doç. Dr. H Z Tonus).
- Selimoğlu E. Yılmaz Biçen H (2009). Hizmet içi eğitimin kurum ve çalışanlar üzerine etkileri. *Sosyoloji ve Politika Dergisi*, [Electronic Journal].
- Ünal D, Çetinkaya F, Özyurt Ö, Kayabaşı A (2006). Bir Üniversite Hastanesinde Çalışan Sekreterlerde İş Memnuniyeti. *Hacettepe Sağlık İdaresi Dergisi*. 9(1): 1-18.
- Yavuz S (2006). İşletmelerde Kariyer Yönetimi ve Uygulamadan Bir Örnek. M.Ü. Sosyal Bilimleri Enstitüsü, Yüksek Lisans Tezi, İstanbul, (Danışman: Doç. Dr. N OKAKIN)