

# Rationalization of work of leaders of physical-sports organizations

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**Purpose:** to create the main ways of rationalization of the work of heads of physical-sports organizations in the structure of their scientific organization of the work.

**Material & Methods:** the content of the administrative activity of representatives of the system of the regional government of the sphere of physical culture and sport of the Kharkov area, and also directors of sports schools of Kharkov (57 respondents) are generalized. Methods – the analysis of references, the organizational analysis, the organizational diagnosis, the poll (questioning), the methods of mathematical statistics.

**Results:** the essence and the content of rationalization of the administrative work in the sphere of physical culture and sport are considered. The integrated approach to certain objects of rationalization of the administrative work is established in physical-sports organizations.

**Conclusions:** the main ways of rationalization of the work of heads of physical-sports organizations are: the organization of work concerning the development of motivational mechanisms of the activity of heads; the increase of the economic appeal of work; the formation of ideology of a healthy lifestyle.

**Keywords:** physical-sports organization, head, administrative work, rationalization.

## Introduction

The modern sports organization is forced to adapt to conditions of market relations and competition, for the purpose of satisfaction of requirements of society concerning the quality of results of its activity. Therefore, factors which define its success in the market at the same time are survival factors. The traditional sports organization has the expressed hierarchy which is focused on control and organizational structure of management with accurately fixed problems of subsections. The sports organization of new type – is focused on the management of processes and human resource management. Therefore the work of the manager is the object of modern researches of the theory and practice of the effective management [4; 8].

The administrative personnel are considered as a decisive factor of preservation of capacity of the organization within new administrative thinking. The sphere of influence on production of the administrative work is much wider, than the work of the workers who are directly occupied in the sphere of production [1; 7; 9].

The effective use of workers of the sphere of physical culture is provided with the system of actions of organizational and legal character which includes: the work regulation on duration and volume; the establishment and observance of qualification characteristics of sports workers; the ensuring of a labor discipline; the creation of necessary working conditions; the professional development of workers, and also the regulation of a salary [2; 3; 5].

A certain place in rationalization of the administrative work is taken by its organization. It provides the rationalization of

processes of distribution and labor co-operation, the development of progressive, organizationally-administrative technologies, the improvement of methods of work of management personnel. If to take into account that the basic purpose of the scientific organization of work consists in the increase of productivity of brainwork, then mean is also the rationalization of the administrative work.

## Communication of the research with scientific programs, plans, subjects

The research is executed according to the plan of the research work of KhSAPC for 2016-2018, a subject: "Methodological bases of the strategic development of the sphere of physical culture and sport in the region" No. of the state registration is 0113U004615.

## The purpose of the research

To create the main ways of rationalization of the work of managers of sports organizations in the structure of their scientific organization of the work.

## Material & Methods

The complex of complementary methods was used for the achievement of the purpose: analysis of references, organizational analysis, organizational diagnosis, poll (questioning), methods of mathematical statistics. As a result of the conducted research generally the content of the administrative activity of representatives of the device of regional government of the sphere of physical culture and sport of the Kharkiv region, and also directors of sports schools, Kharkiv (57 respondents).

## Results and discussion

The sports organizations play a significant role in the system of social institutions, carry out traditional functions of transfer of knowledge, skills of professional activity, develop erudition and intelligence at youth and define cultural reference points of the future society. Therefore the constant stereotypes in the control system of physical culture and sport shouldn't interfere with the sociocultural principles and aspirations of modern youth to initiative, innovations, full self-realization. The modern sports organizations which function in difficult social and economic conditions need the development of new scientifically-methodical approach concerning the maintenance of components of technology of human resource management. The effective management of personnel of the sports organizations has to answer their accurately certain mission and functional area, to consider changes of internal and external environment, to define adequate methods and receptions, to influence quality of activity. The organizational analysis of technology of management of the studied sports organizations demonstrates that all components of effective management of personnel not always take place in them: planning, picking up and selection, adaptation, motivation, study, advance on service, assessment (67%). Sometimes (30%) their contents doesn't meet requirements of the present.

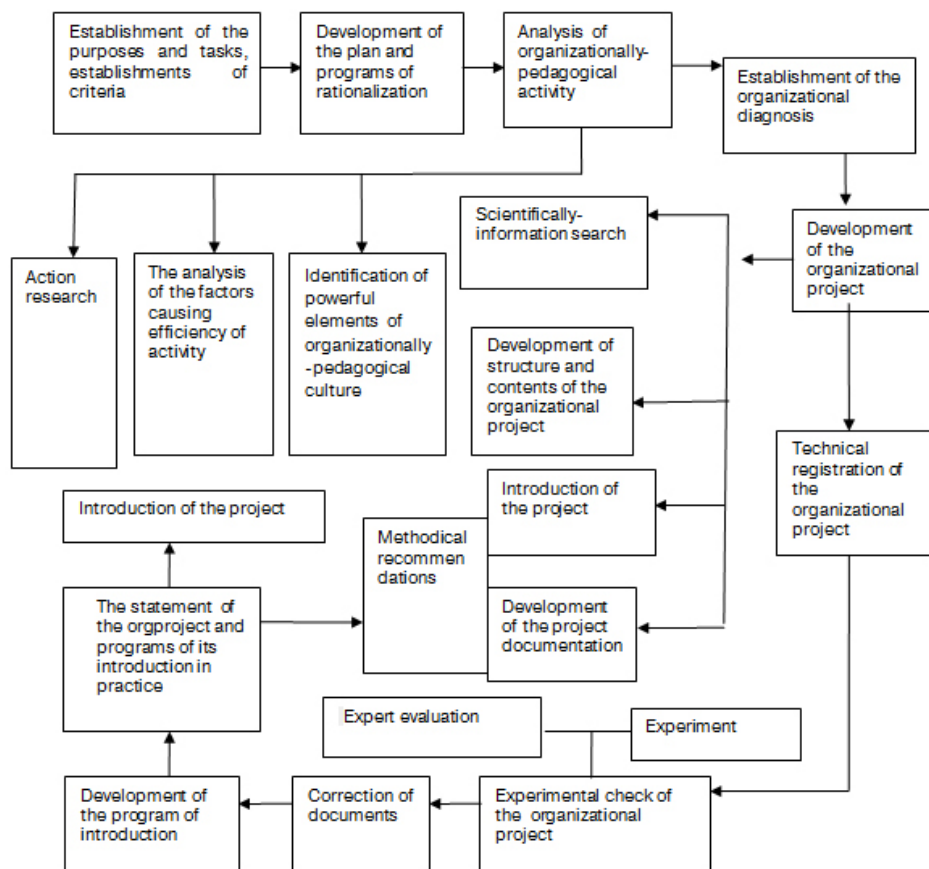
We created the generalized flowchart of organizationally-pedagogical conditions of the effective activity of managers of the sports organizations which followings of algorithm will improve results of the administrative work (pic).

Certainly, any situation is considered correctly as the organizational project in management of the sports organization. This approach allows heads to use technology of management of projects in the professional activity.

In the analysis of conditions of rationalization of the work of the manager it is initially necessary to pay attention of the analysis of the role and the place of the head in the control system; to requirements to which it has to answer; to character and content of its work; to indicators of an assessment of activity of the head.

During the research we estimated the group of indicators (by the technique of L. V. Balabanova) which answer with knowledge of the manager of technology of the personal work (knowledge of rules and receptions of the organization of personal work and ability to use them), namely: ability to organize a workplace; ability to use organizational and computer facilities; ability to work with information; ability to make documents; ability to speak by phone; ability to listen; ability to plan affairs; knowledge of methods of rationalization of a personal labor; ability to use an organizer; ability to change the sphere of classes; knowledge of technology of communications; ability to find and get a job; ability to delegate powers; ability to interact with the deputy; ability to adapt in collective.

As a result of data processing it is established that fully (100%) respondents use the following knowledge and abilities: to use organizational and computer facilities, to work with information, to make documents, to speak by phone, to plan affairs, to adapt in collective, to change the sphere of classes.



**Pic. Flowchart of organizationally-pedagogical conditions of the effective activity of managers of the sports organizations**

However it is revealed that 53% of respondents underestimate that help which the deputy can provide (a methodologist, an expert). His functions are quite often reduced to a document transfer and oral instructions. It can be explained, on the one hand, with the low level of business qualification of managers, on the other hand – mistrust to opportunities of the deputy (a methodologist, an expert) and therefore the insufficient requirement to results of his activity. It also demonstrates that these heads don't carry out the delegation of powers which leads to an overload and irrational use of time by managers. The delegation of powers to workers psychologically provides unity of trust and insistence – the basic principle which “works” for the organization of the “communicative space”: trusting, the head gives to workers an opportunity as much as possible to make use of their experience, knowledge and abilities, performed by tasks, and demanding – he increases the responsibility of workers for their quality, volumes and terms. It is also established that 47% of respondents not fully use methods of rationalization of a personal labor. Therefore management personnel capacity decreases, and also outstanding in time documents collect.

Certainly, the organization of the rational administrative work depends on a state of health of the manager and his relation to a healthy lifestyle. The healthy lifestyle and efficiency of office activity of managers are closely connected among themselves. Managers with poor health, the debalanced nervous system often lose self-control in difficult situations, painfully react to criticism of the highest administration, generate nervousness and tension in the collectives, which are headed by them, aren't able to stand adequately for themselves and the subordinates. For this reason we offered to respondents to arrange and to specify extent of use of indicators which characterize their relation to a healthy lifestyle: physical activities; healthy nutrition; dream; breath; water procedures; training; fight against noise; fitness of the nervous system; ability to relax; work-rest schedule; refusal of addictions. It is established that treat group of the least significant and used indicators: physical activities; healthy nutrition; training. The degree of coherence of respondents makes  $W=0,71$ .

Strong physical and psychological health of the manager is

office need for him and has to be constantly in the center of his attention for the preservation of high performance for many years. For this purpose it is necessary to conform to the rules of the scientific organization of the work of the manager, you pass the regular medical review, to go in for physical culture, to refuse addictions (smoking and alcohol), to know a technique of removal of fatigue during the working day and after it, to be able to increase the health for a short rest-hour. The manager has to follow the rules of rational connection of work and rest, the mode of healthy nutrition, has to be able to support actually vigorous mood and mood of the collective for avoidance of overfatigue, the increase of labor productivity, the preservation of resistant working capacity.

## Conclusions

All problems which arise in the control system of any objects are resolved by people. The manager as the subject of management analyzes the situation, predicts strategy and will organize the operational management from its realization. Considering the integrated approach to the rationalization of the work, we have concentrated the attention only on some objects of the rationalization of the administrative activity.

Thus, it is necessary to carry to ways of the rationalization of work of managers of the sports organizations:

- the organization of work concerning the development of motivational mechanisms of activity in the sphere of physical culture and sport;
- the increase of economic appeal of work;
- the formation of ideology of a healthy lifestyle.

## Prospects of the subsequent researches in this direction

The subsequent researches will consist in justification of components of functional approach to the rationalization of the administrative work in the sphere of physical culture and sport.

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