

Application of Humanistic Management in Sports Clubs

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Abstract: With the comprehensive development of sports causes, the improvement of management mode is an urgent task for sports clubs of all sizes in China. As an important characteristic of modern management, humanistic management is suitable for organizations, especially like sports clubs, that combine management with service. It has become the general trend in current sports clubs. Considering current core aging and under-performing of domestic clubs, the application of humanistic management will bring them unprecedentedly vigorous development.

1 INTRODUCTION

As Mao Zedong said, “material elements need man's subjective initiative for their exploitation”, which reveals the important significance of people-oriented management. Years of practice has improved the content and extension of humanistic management. And its related specific management channels are also expanded by incessant exploration of people. Operation state and development prospect are affected by the transformation of people, environment, culture and value in the entire organization. And this is the reason why increasing people are looking for breakthroughs in state of people's mind and interpersonal relationship as well as organization forms in order to realize the improvement of management quality.

2 CURRENT MANAGEMENT SITUATION OF SPORTS CLUBS

2.1 Unreasonable Management Mechanisms of Clubs

In China, professional and amateur sports clubs are in combined form of the government and enterprises. Similar to most clubs, sports clubs profit from supplying professional sports equipment, facilities and stadium, or from competitions and performances by employed professional athletes. With various

sports programs, clubs of football, basketball and taekwondo are the most common, making up a large proportion of clubs (Qiu Lewei, 2013). And these clubs have fixed forms and scales of management. Meanwhile, the spring-up of other professional clubs (i.e., clubs of shooting, cycling and motorcycle) diversifies the development of professional and amateur sports cause in China. Most domestic sports clubs, unlike sales industry or manufacturing industry, seldom have great demands and fixed distribution channels. Faced with certain management stress, their operating profit only relies on membership fee, venue rental fee and ticket receipts. Uncertain operation and the lack of finance from public companies have broken the industry operation chain of most sports clubs. Clubs in small and medium size and clubs of second-tier or third-tier cities are on the verge of closing down. Obviously, the single outdated management has shown its limitation. As the source of club activities, club management urgently requires necessary improvement and reformation for continued and prosperous development of sports clubs.

2.2 Lack of Professional Spirit in Athletes

Athletes in training or competitions are an important component of professional and amateur sports clubs. With an excellent match or performance, athletes can build favorable team image and develop positive aggressive sportsmanship for belonged clubs (Zhao

Qiutao, 2014). For clubs with precise systems, normative discipline of training and life for athletes is required and so does professional competence in athletes, which both can improve overall image of teams and clubs. However, poor management in some clubs and the lack of fairness and justice in competitions suppress the expected enthusiasm of athletes, leading to the degradation of their public image. Besides, instead of delivering positive impression to coaches and the public, some of athletes are lax in discipline and unpunctual in training, and they even contradict coaches and referees, insult opponents, etc. (Ni Mengmeng, 2013). These behaviors are against sportsmanship and damage the reputation and image of clubs, which will cause a vicious circle in the future development.

2.3 Weak Relationships between Sports Clubs and the Public

With strong professionalism, most professional sports clubs realize their strategic importance and value by closed training and profitable matches. In China, there are several famous clubs such as Guangzhou Evergrande, Shandong Luneng and Henan Jianye who have compact training and matches. Many sports enthusiasts can well know club schedules, competition arrangements and athlete conditions. And closely crowded with these big fans, famous clubs are gradually far away from common people. More people know about these clubs only by Chinese Super League and Soccer Game of National Games, without other reliable accesses. Therefore, for most people, sports clubs are still high-class or independent organizations, and there is nothing known about their training venues and professional daily performance. Lacking organization planning, some amateur sports clubs or leisure clubs also have weak relationship with the public, failing to realize the purpose to “develop physical exercise and build up people's health”. Theoretically, on the basis of the masses, such organizations could never exist without the support of common people. Most current sports clubs, however, have ignored their social responsibility and twisted their position in the entire sports cause, gradually abandoning their characteristic of socialization.

3 APPLICATION OF HUMANISTIC MANAGEMENT IN SPORTS CLUBS

3.1 Optimization of Human Resource Allocation in Management Layer

Similar to other enterprise units, the management of sports clubs needs professional financial staff, committee, department managers, etc. Humanistic management concept emphasizes the role of people in management of enterprises or organizations. For example, for club management, managers have to optimize the staffing in organization. “People orientation” mentioned in humanistic management requires that chairmen or supervisors of clubs should have reasonable evaluation and positioning of individual condition, working capability and potential capability of each staff. And on this basis, post allocation and function setting can be gradually carried out. Wise managers know the way to realize the maximal function of limited human resource. Despite of the system of government-enterprise combination, sports clubs still require internal staff have strong professional qualification and handling ability of interpersonal relationship as well as organizational skills, which are beneficial for further simplification and efficiency of club activities. Especially commercialized sports clubs that are hot recently are more supposed to positively introduce young and popular consumption patterns as well as leisure sports forms. And then with scale effect and chain management, these clubs can change the public fixed opinion of sports clubs and promote mutual development of the entire field.

In addition, expanded financing channels and enterprise cooperation can also help some clubs out of trouble. Club managers have to abandon traditional management and positively participate in market competition and resource sharing. Such modern management will renew the enthusiasm of entire work groups in clubs to make up the deficits and get surpluses. Similar to most organizations, sports clubs are work teams composed of individuals, where is suitable for the application of humanistic management. Qiaodan Sports, for example, has staff rooms in working areas, well-equipped facilities and perfect service. And the company organizes staff for various outdoor training and provides further study opportunities. Meanwhile, in order to maximally eliminate staff's concern and help employees focus on their jobs, the company

even offers special rooms for working couples and builds bilingual kindergartens for staff's children. Such humanistic management gains people's praise and reliance as well as promotes employees' loyalty and efficiency. Cautious and conscientious work in large scale will produce huge power for the transition of difficult period. For sports clubs with bumpy development, people-oriented staff management will generate enormous internal drive for clubs to ensure their permanent development.

3.2 Development of Athletes' Potential and Spiritual Strength

The image and spirit of athletes are significant symbols of clubs. Excellent athletes in clubs can be involved in the national team of corresponding events. Training of elite athletes is always carried out in clubs. It is indicated that there is a close and meaningful relationship between athletes and their clubs. In consequence, clubs should place athletes in an important position in management.

By necessary means, humanistic management mode can realize the functions of cultivation, exploitation and encouragement in management of athletes. Athletes with pertinent evaluations will form intensified team spirit. Such athlete team is more likely to treat routine training seriously and achieve good performance in competitions. In fact however, poor management and lax athlete management system in domestic clubs have led to frequent athlete flow and made it difficult for clubs to retain talents. Destabilizing effect of team is against the development of athletes and the entire clubs. Additionally, focusing on the quota or ranking, clubs widely utilize the system of "survival of the fittest", which increases more mental stress on athletes. Sports supposed to inspire fighting spirit have become a tool to limit and suppress athletes. Such condition without timely reversal will cause serious vicious circle in athletes and prevent further development of athlete career and clubs. Therefore, chairmen and coaches have to put individual development of athletes in the first place, and respect and rely on athletes, looking for the perfect balance in cultivation of athletes. Meanwhile, the "balance" requires coaches' strict checking of daily training and corresponding disciplines of training and life. Athletes are required to be punctual and obedient in the training. And far way from things harmful to image of athletes and clubs, athletes have to discipline themselves to gain reorganizations of the public.

In addition, athletes need self-judgment and self-selection in their training without the interference of coaches. Having enough space for freedom and development, athletes can improve their training methods in controllable range, which gradually establishes personalized management mode. The development of athletes' potential is provided with strong support to promote their performance in training or competition for renewed records. The relationship between the club and athlete is like that of a ship and water. Water can keep the ship afloat or sink it. With work emphasis on the development and cultivation of athlete abilities, clubs can not only meet the demand of self-development of numerous athletes, but also increase own strength and competitiveness. Finally, the positive effect will bring dominant position to clubs in corresponding field.

3.3 Establishment of Sports Clubs Full of Humanistic Concern

Following "people orientation", the management of sports clubs also has to present its humanistic concern. On the basis of good internal management system and athlete development, clubs have to provide intimate service to the masses for their support of sports cause and sports clubs for years. And in the external management of clubs, service optimization should be treated as the long-term working principle of staff in order to improve the quality of club service. Clubs, especially some commercialized or leisure clubs, have to provide corresponding perfect service for people with payment to gain favorable impression and recognition of customers. For hardware facilities, clubs are required to change those damaged and obsolete sport equipment in venue, increase a certain amount of fitness equipment, and ensure the neatness and well function of equipment. All these measures can provide comfortable environment and enjoyment for customers and meet their hard requirements, ultimately realizing the basic value of clubs.

Besides, clubs can set up some innovative training programs or conduct some interesting activities for customers. With closed relationship, clubs can more effectively communicate with customers. Some of big clubs even involve typical service programs such as catering and entertainment. Managers have to increase the cultivation of employee services and standardize their specific behavior in customer reception and transaction processing. High quality of service will become a

club's business card to attract more customers. In addition to this, sports clubs are supposed to regard fitness of the masses as own duty and actively carry out series activities that benefit people. For example, clubs can regularly open the venue for free, provide instruction of physical exercise for common people, and support the cultivation and selection of youth athletes in school. The activities not only respond to the call of nationwide fitness programs, but also obtain funds subsidization from the government and enterprises. What's more, good relationship with the masses will establish positive social image for clubs. With support of the public, clubs will gradually move towards a better future.

4 CONCLUSIONS

With the management form of modern enterprises, sports clubs shoulder the important social responsibility of sports cause development in China. Therefore, there is great significance of the upgrading in their management patterns and concepts. With exact emphasis on the role of humans in organizations and society, humanistic management requires improvements in internal personnel management, athlete development, and social image. Domestic sports clubs will come to a high level under humanistic management, and humanistic care will spread all over the management of the entire clubs. Such improvement can not only improve clubs' current condition of weak development and destabilizing workforce, but also help clubs establish modern operation mode, which will bring long-term benefit for various sports clubs in China.

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