

## THE INFLUENCE OF COMMUNICATION IN THE SPORTS ENTREPRENEURIAL ENVIRONMENT IN ROMANIA

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### **Abstract**

*“In recent decades, the revolution generated by entrepreneurship is perceived as a symbol of tenacity and success, enjoying unprecedented attention, not only at the political, economic and social levels, but also in sports. Sports entrepreneurship is interdependent and interconditioned with many factors, macro and micro, and can take the form of different businesses, depending on the stage, impact and type of focus on the commercial or social dimension.*

*The major contribution of sports entrepreneurship to economic growth, to increasing competitiveness is today an unanimously recognized reality. The revelation of its beneficial effects in economic and social terms have radically transformed the opinions and perceptions towards entrepreneurship in sports organizations, currently considered an active and determining factor. Currently, managers in sports organizations seek to achieve better communication of the organization with employees and customers to understand, on the one hand, the needs and hopes for the organization, and on the other hand, to determine their reaction to accomplished changes.*

*Most sports organizations that have a certain level of development, have their own formal communication channels, which are exemplified by its specific written documents, which must be respected with a sense of responsibility by the employees of the sports organization.*

*The main means of communication in the sports entrepreneurship environment are: direct meetings, internal relations, face-to-face discussion, mobile, notice board within the organization, email or other electronic sources, presentation and others.*

*In the modern entrepreneurial environment, knowledge, mastery and acceptance of communication becomes extremely important, it is necessary that it be approached both as a science and as an art. Effective communication, both informatively and emotionally, establishes the personal brand of a sports organization, strengthens professional relationships and partnerships and streamlines time, having a lasting effect on professional development and ensuring our path safe and stable to success.”*

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**Clasificare JEL :** *M10, M21, M54*

### **1. Introduction**

Entrepreneurship in sports organizations involves starting and developing profitable businesses by providing a new sports product or service with the intention of creating value for a person or a small group of partners. In the sports environment, entrepreneurship is a complex process of innovation and creation of new businesses, with four major dimensions: the individual, the organizational, the procedural and the environmental.

The process of communication within a sports organization is the connection between two people or within a formal or informal group. Thus, the increase of the efficiency of this process is influenced by the degree of difficulty of the current economic period. This increase is achieved by knowing and reducing the effects of disruptive factors, but also by using the means of overcoming communication barriers and increasing the evolution of the contribution of formal organization to improving communication processes.

Thus, if it is desired to achieve an efficient communication in the sports entrepreneurial environment, it is necessary to highlight the stages of the communication process, so it aims to achieve common goals and convey precise meanings.

Sports entrepreneurship in Romania was far from a linear process, being characterized by abrupt phases of evolution and involution. In the modern era, the years of the super-centralized

economy, the prelude to the 1989 revolution and the measures of systematic repression of the initiative, pushed the private sector (except the cooperative one) and the entrepreneurial spirit towards extinction.

Arbitrary decisions taken by an authoritarian elite with modest economic powers have led to severe austerity imposed on the population. That dark historical period had a strong negative impact, inhibiting the behavior / entrepreneurial attitude of Romanians. After 1989, the transition from a centralized economy to a market economy meant a process of transformation on all levels, tumultuous and complex, with directions difficult to anticipate and plan, having no equivalent in history. The sports sector had to be practically recreated. The emerging class of entrepreneurs, practically lacking resources and initially without the possibility of accessing financing, had to face the challenges of an unstable environment, in a continuous metamorphosis and sometimes an hostile attitude on the part of society.

The action of internal factors, corroborated with that of external factors, gradually strengthened the role of entrepreneurship as a vector of economic growth. The articulation of a legislative and institutional framework compatible with the market economy and its continuous refinement favored the affirmation of the entrepreneurial attitude in the sports environment as well. The rapid progress of the sports sector, both in size and structure, has been publicly highlighted.

## **2. The influence of communication in the sports**

In the sports entrepreneurship environment in Romania we find creativity, vision, initiative, acceptance of the unforeseen and uncertainty, the ability to take risks. Thus, sports entrepreneurship means the process of pursuing an opportunity, regardless of the current resources controlled by the entrepreneur. [1]

In an environment characterized by sudden and often radical changes in markets, technological complexity, global opportunities and threats, entrepreneurial thinking can be the key to long-term survival and success in a sports organization.

Entrepreneurship offers sports organizations the opportunity to adapt more quickly to changes in the market, to develop in new directions without testing new theories and products. Entrepreneurship can also reduce the "distance" between the scientific world and markets.

According to D.E.X. the concept of communication is the action of communicating and its consequence, being assimilated with: a news, a news or even a unit. It is assimilated with that exemplification within the group of specialists, or with its own contribution within a scientific subject. [4]

In the sports environment, two types and three forms of communication are identified, such as:

- a. one-way and two-way communication;
- b. written, verbal and non-verbal communication;

According to the way information is transmitted within a sports organization, it is found: [5]

- chain-shaped communication network;
- the communication network in the shape of a star or wheel - which exemplifies by its form a center of informational power;
- the communication network in the form of a circle - are those groups whose purpose involves the achievement of an exceptional task;
- crystal-shaped communication network - according to it, several logical communication channels can be used, being impossible to achieve a communication control point.

In his various activities, as a manager of a sports organization, it is necessary to be an entrepreneur, manager and performer, an administrator and a good negotiator. [2]

In order to succeed in the field of sports, in the sports entrepreneurial environment, it is necessary for the manager to base himself on the following functions of communication:

- a. To Inform- Monitoring of internal and external information obtained through all possible means;
- b. to comand and training - to ensure the unity and continuity of the activities in the established environment;
- c. influencing and convincing, informing and advising - to control the information and the behavior of employees.
- d. to integrate and maintain the information - ensures the efficiency of the activity of the sports organization.

Communication in the sports entrepreneurial environment includes all the forms and methods through which information circulates within a sports organization. All forms specific to sports organizational communication start from the main provisions, instructions, regulations and procedures. [3] Organizational communication in the sports entrepreneurial environment is the action of providing information, from one individual to another, through some symbolic messages, such as: numbers, letters, words, sounds, facial expressions, facial expression and others.

All this information concerns the mutual agreement of the staff of the sports organization, in order to fulfill all the individual or group objectives specific to the sports organization. [4]

Within a sports organization, communication develops extremely quickly, thus moving from authoritative communication to relational communication.

Communication in the sports entrepreneurial environment has certain peculiarities imposed not only by its purpose, objectives and role, but also by the organizational framework and the structure of the sports organization. It can be communicated with the help of languages, symbols and signs, which can be verbal or nonverbal.

During a calendar year, a sports organization identifies: [7]

- briefings have the role of transmitting decisions and information, activities and responsibilities of participants and, by extension, members of a sports organization;
- consultation meetings have the role of harmonizing the manager-employee relationship through the exchange of information on an issue viewed from different hierarchical levels. Through these meetings, the employees' opinion on a process is investigated;
- decision-making meetings involve the adoption of a decision with the participation of those who are present;
- the operational meetings have the role of establishing operational plans, of resolving the problems that have arisen during it, of resolving conflicts between the team members.

A sports manager, in order to prove to be a good communicator, it is necessary: to ask various questions, to offer different answers, to express his point of view, to be an informed person (to collect information and to inform), to listen, to examine, investigate, understand and ensure the most effective relationships with subordinates, superiors and equals (colleagues on the same hierarchical level). [6]

Nowadays, also due to the COVID-19 epidemic, social networks such as Facebook, LinkedIn, Twitter and Youtube have been an alternative, constituting communication channels "in both directions" through which those in charge of a sports organization can listen more than talk. , and subsequently engage in a real dialogue with the public or employees.

The Internet as a new medium of communication has produced a multitude of expectations regarding democratization or the development of new democratic systems and practices.

Lately, communication within sports organizations through the Internet has become extremely widespread, at the moment the debate is focused on issues such as:

- the Internet also aims to cross the boundaries of traditional media. Communication in sports organizations cannot be separated from the media, the skills aimed at media coverage being a component of the communication process in the sports organization;
- through the Internet, the demonopolization of information in sports organizations is also pursued;
- the development of the sports organization is also followed through the Internet;
- The Internet is a source of communication in sports organizations.

For a sports organization to be successful, nowadays more than ever it is necessary for it to have at its disposal a fast and efficient communication system both with its partners and customers, but also with its external suppliers.

Commercial negotiation is one of the most difficult situations of professional communication within sports organizations, through stakes, complexity and duration.

A complete negotiation at the level of a sports organization can take between 3-4 days and several years, depending on the complexity of the object (turnkey projects) and how well the partners know each other (with new partners, the negotiations are longer). It is "divided into several sessions, a session lasting between thirty minutes and several hours.

In the context of negotiation, each side wants something from the other or both want something they can only achieve together. Negotiation is a voluntary process. The parties want to negotiate, which creates the premises for a possible agreement.

When a sports organization negotiates, it must give something to the opposing party and take something from it, which means that in order to satisfy the interests of the sports organization, it must also make concessions.

Negotiation involves the management of tangible elements (price, quantity, delivery time, etc.), but also of intangible elements (saving the image in front of teammates or partners, beliefs and values), which are of great importance in conducting negotiations. As in any situation of face-to-face communication, in negotiation, communication is both verbal and nonverbal.

Oral communication is a much more complex way of transmitting and receiving information than written communication, because it includes many more facets. In addition to the text, the elements of metalanguage, paralinguistic, as well as a wide range of nonverbal signals that can be transmitted and interpreted in parallel with the verbal message itself are taken into account.

The existence of these complementary aspects can hinder the communication process, can lead to additional challenges both for the sports organization and especially for its customers (recipients of the message) and can decisively influence, in the long run, business partnerships. Last but not least, given that the process of oral communication takes place in real time, thus lacking the luxury of extra time for the interpretation, decoding or sweetened transmission of a message, this type of interaction requires increased attention, maximum concentration and social skills.

Communication is not a random process, devoid of meaning and purpose, and no act of charity. Both the sports organization and its customers are part of the communication process.

The process of oral communication can be considered a success only when each of the parties involved (the sports organization) has achieved at least partially its goal, in other words, successful communication can only be translated by a mutually beneficial result (such as win-win).

To illustrate how oral communication contributes to the establishment of long-term professional business relationships, we will analyze:

- nonverbal communication, with its overwhelming importance in completing the verbal message, the importance of listening as the foundation of any interaction;
- concrete situations related to the business environment and the specialized language: meetings, negotiations and presentation of a product or service.

Communication in the sports entrepreneurial environment has certain peculiarities imposed not only by its purpose, objectives and role, but also by the organizational framework and the

structure of the sports organization. One can communicate with the help of languages, symbols and signs, which can be verbal or nonverbal. Within sports organizations in Romania, they communicate nonverbally even by the simple presence or by the things around the staff. It is impossible to block nonverbal communication, as can be done with verbal communication.

There are several types of nonverbal communication:

- non-verbal sensory communication is based on what is received through the senses of sight, hearing, smell, touch and taste;
- aesthetic nonverbal communication (painting, music, dance, image, etc.) takes place through different forms of artistic expression and communicates different artistic emotions;
- nonverbal communication is based on the use of signs (badges, uniforms, etc.) and specific symbols such as those related to equipment. Most employees wear certain sports equipment (in the colors of the club), but there are also people who have normal clothes.

Nonverbal communication within sports organizations in Romania can support, contradict or replace verbal communication, regulate and control it (for example, through gestures that symbolize the desire to take over the conversation, approval / disapproval, encouraging the interlocutor to speak, etc.).

There are different feelings and ways of understanding a meeting or a meeting within sports organizations depending on the position of the participants. In a way they are perceived by those who initiate them (the management of the sports organization) and in another way by those who are summoned or invited to participate (the employees of the sports organization).

Lack of communication of the objectives of a meeting within the activity of a sports organization, lack of an agenda and especially lack of consensus on agenda items, poor planning and development style, lack of formal and operational consequences can quickly lead to assimilation of meetings with a large consumer of time, with a negative pressure factor and, finally, with an unproductive management style.

Exactly understanding the reasons why meetings are criticized helps, based on the accumulation of knowledge and skills, to identify the causes of these criticisms and, especially, to eliminate them.

The objectives of the meetings specific to sports organizations in Romania can be multiple, namely: effective communication (providing or gathering information), decision-making process (decision making, planning of resources and operations, conflict and problem solving, monitoring and evaluation), development or maintenance of team membership.

## 5. Conclusions

Many top sports managers have recently become aware of the following principle: it is very important that entrepreneurship is maintained, or at least initiated, in a sports organization that wants to expand in the future.

Communication in the sports entrepreneurial environment is subject to certain ethical norms, which is part of an organizational culture, through which a sports manager verifies the way in which the decisions imposed by him have been fulfilled, only if the communication between him and his subordinates is efficient. So an efficient communication in the sports entrepreneurial environment can influence the labor productivity, both at the level of the relations between the execution staff and at the organizational level.

During a calendar year, a sports organization in Romania identifies:

- information meetings, have the role of transmitting decisions and information, activities and responsibilities of participants and, by extension, members of a sports organization.
- consultation meetings have the role of harmonizing the manager-employee relationship through the exchange of information on an issue viewed from different hierarchical levels. Through these meetings, the employees' opinion on a process is investigated.

- decision-making meetings involve the adoption of a decision with the participation of those present.

- the operational meetings have the role of establishing operational plans, of resolving the problems that arose during it, of resolving conflicts between the team members.

Most sports organizations that have a certain level of development, have their own formal communication channels, which are exemplified by its specific written documents, which must be respected with a sense of responsibility by the employees of the sports organization.

The beneficial effects, resulting from the widespread use of information and communication technology in the entrepreneurial environment of sports, both at work and at home, are undeniable.

However, such effects do not need to be idealized, as long as the current practice has highlighted the presence of multiple obstacles that can reduce or cancel these effects.

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