

# WAYS TO MANAGE POTENTIAL STATE OF CONFLICT CAUSED BY LACK OF SPORTS SUCCESS AMONG FOOTBALL TEAM PLAYERS

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**Abstract:** *Through the current study we tried to identify the causes that can generate conflict situations between players of a football team and, particularly, their means of management. Controlling and eliminating these possible conflict states can be realized, in our opinion, by the coach of the football team. The survey method was used by applying a standard interview questionnaire. The questionnaire entitled "Identifying the Causes and Managing the State of Conflict Between Players" consists of 8 items, made by the author of this study and was applied to the team's coach. The research was conducted between 24.08.2014 – 30.11.2014 at „AFC Gaz Tîrgu-Mureş” football team. After applying the questionnaire and interpreting the items, some significant results were achieved in resolving conflicts that may arise from an unsuccessful competition. To remove causes of conflict, the main criterion that should be taken in consideration in the transfer of a player is value and experience in sport. Settling the conflict can be accomplished by the coach through direct conversations with the female players on identifying their causes of conflict.*

**Key-words:** *coach, football, questionnaire, conflict states, value.*

## 1. Introduction

Human resource management represents the complex oriented activity in staff organization, aiming to achieve both its objectives and employee needs [5].

An important function of this management type is to ensure human resources. This feature refers, between others, to recruitment and more precisely to selection in our sport. These are complementary activities in the recruiting process.

Univ. Prof. Dr. Romeo Ionescu states that „recruitment refers to the process of confirmation of the need to hire new staff,

to locating and attracting those interested to apply for the offered jobs. The selection is the final stage of decision making in the recruitment process and represents all the processes through which people are chosen to meet certain qualities, skill standards and abilities necessary to achieve the objectives, tasks and responsibilities circumscribed to certain posts” [1, p. 26].

Kurt Lewin notes that *each one of the actions of an individual are subordinated to their needs and the behavioural expression is carried out only after "we organize the landscape in line with our objectives and intentions* [5, p. 232].

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Adapting the decision follows the following algorithm: identifying the objective, problem formulation derived from that objective, collection and analysis of information relevant to the problem, formulate possible solutions and evaluate their validity, deciding which solution to choose by the decision-maker, communication of the decision and finally, evaluating the implemented decision [4].

To award an individual with outstanding professional results, competence is not sufficient. He needs something more that leads to performance, as reflected in the second formula: Performance = competence + attitude [7].

Organizational practice shows that conflict situations are used as important strategies for obtaining a good result at the expense of others involved. Consequently, the conflict should be seen as an element of organizational life, because of differences between attitudes, goals, ways of action, or to a situation from the management process [8].

Mastenbroek, WF. exemplifies the possible causes behind conflict outbreak [2]:

- Inability of a group member to perform tasks that have been assigned;
- Dissatisfaction with the distribution of tasks;
- Perceptions and misunderstandings;
- Lack of open and honest communication;
- Difficult interpersonal relationships;
- A climate of mistrust between people;
- Aggression, fear of letting others assert;
- Competition.

Lack of communication, incompatibility with the work station, non-performance of aggressiveness can be the causes of underlying conflicts.

We highlight several types of conflicts according to intensity and importance: [3]:

- discomfort - intuitive feeling that something is wrong, even if you cannot say what;
- incident - an indication that your state of discomfort is out of control;
- tension - as a kind of generalized inner conflict it is a huge accumulation of dark

thoughts and fixed opinions. It's the kind of conflict with the greatest psychic energy;

- crisis - takes various forms: from tough symbolic aggression (swearing, using suburban language, fights, scandals) to physical aggression (hitting, beating, maltreatment, etc.). Violence is undoubtedly a sign of the crisis, as the argument heats and people act only according to their present feelings. In this case, the entire accumulated negative energy is released.

Some signs of hidden conflicts can be [9]:

- a certain coldness or formalism in human relationships;
- prolonged and embarrassing silences in meetings;
- absences from meetings;
- dots that appear constantly on the agenda, but they never get to be resolved;
- refusal to communicate between individuals or groups;
- fight against an individual or group by another;
- withdrawal from the talks and avoiding certain topics;
- constant recourse to formal rules and procedures.

## 2. Objectives

The research objectives are:

- Detecting the causes of conflict situations in a football team, following a failure of sporting nature;
- Finding ways and means of optimal conflicted management by directly involving the coach.

## 3. Material and Methods

The hypothesis of this study is as follows: *by applying a questionnaire – interviewing the players of a football team, we could ascertain the causes of the outbreak of conflict situations on which to find some ways and means to manage them.*

The study has been progress between 24.08.2014 – 30.11.2014, of the football

team AFC Gaz Metan Tîrgu Mureș. The present research has been done on the 20 subjects. The survey method was used by applying an interview type questionnaire. The questionnaire entitled *Identifying and managing the causes of conflict between players*, consisting of 8 items composed by the author of this study was applied to the coach. The 8 items of the questionnaire are presented below:

1. You agree to participate in a survey by completing a questionnaire?
  - a. Yes
  - b. No
2. The emergence of conflict situations is due to:
  - a. the stakes of the game,
  - b. opponent's superiority,
  - c. lack of value from the teammates.
3. The emergence of conflict situations among teammates can have adverse effects on the outcome of a game?
  - a. Yes
  - b. No
4. Game position considered to be the main trigger of conflict is:
  - a. goalkeeper,
  - b. defender,
  - c. midfielder,
  - d. striker.

5. Triggered conflict situations between players during a game can be settled:
  - a. immediately,
  - b. after the game,
  - c. the next day.
6. The person most entitled to settle a conflict between two players is:
  - a. the coach,
  - b. team captain,
  - c. sports group chairman.
7. Have you tried to achieve justice on your own when you were involved in a dispute with a teammate?
  - a. yes
  - b. no
8. Do you consider that measures taken following the outbreak of conflict between two or more players must be:
  - a. pecuniary;
  - b. disciplinary.

The methods used in this research were focused on classification, sorting and interpreting the answers of the respondents.

#### 4. Results and Discussions

Applying the questionnaire, the following results were noted (Table no. 1):

*Study results*

Table 1

Questions	a (%)	b (%)	c (%)	d (%)
1.	100	0	-	-
2.	55	10	35	-
3.	100	0	-	-
4.	15	15	40	30
5.	10	30	60	-
6.	55	15	25	-
7.	35	65	-	-
8.	20	30	50	-

Analysing the results, respondents can issue the following statements:

1. Potential conflicts may arise during the course of a game because of the match stakes;
2. Midfielder and striker are players who, in the opinion of the responders, are the primary factor in the outbreak of conflict situations;

3. Analysis and especially the decision making after a conflict was triggered between players should not be taken immediately after the game, but the next day when, at least in theory, discussions can be held with higher reasoning;
4. The coach should be the person directly entitled, according to the results in the

questionnaire, to take appropriate measures after conflict situations. In our opinion, to avoid certain conflict

situations between players it is essential that the actual athletic value of a player meets certain selection criteria (Table no. 2):

*Selection criteria for an athlete*

Table 2

Selection criteria	Progress Factors	Risk Factors
Viewing some official games	The action is good and objective, provided many matches are viewed	There is a risk that the player doesn't integrate in the new team
Viewing some sequence of matches	Traveling is not required to watch the player	There is a risk that the registration can hide certain players' problems
Recommendations from sports agents	Traveling is not required to watch the player	The subjectivity of impresarios
Promotion from own team	It is the most objective criterion in the selection of players	Do not exist

## 5. Conclusions

By administering the questionnaire, we managed to have a synthetic picture of the causes and especially the moments where we have to intervene to resolve possible conflict situations. Also, the coach is the one who must find methods of adjustment and penalizing those who are guilty of triggering conflicts.

Whichever method is used in conflict management some useful guidelines can be used for resolving the conflicts favourably. Thus, we present some recommendations for the coach, whom must use in his collaboration with the athletes:

- Formulate each individuals needs and try to meet them;
- Try to be objective and dissociate the problem from the people;
- Focus on fairness, not power;
- Look for creative and ingenious solutions;
- Be hard on the problem but gentle with the people.
- Also, to avoid the outbreak of conflict it is necessary to adapt the communication between the coach and the players at certain periods of training and more also in official matches.

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