

Examining the relationship between independent and dependent variables in the County Directorate for Sport and Youth management using econometric equations

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Abstract

Problem Statement and Approach: This study assessed managers' perceptions of their ability to devise independent strategies within the County Directorate for Sport and Youth (CDSY) programs. The study's objective is to identify the pivotal independent variables influencing their activity reports. By analyzing correlations between dependent and independent variables, this study evaluates the strength and direction of these associations and their consequent impact on the dependent variable. This comprehensive examination provides valuable insights into managers' perspectives on the development of independent strategies within the plans and projects of the CDSY. **Material and methods:** Conducted between January and June 2022, this research follows a confirmatory approach. It involves a systematic documentation review, preliminary research, and the formulation of a questionnaire specifically designed for directors of CDSY

Keywords: Evaluation, Managerial Perceptions, Correlations, Organizational Performance

Introduction

In today's society, the youth market has a significant impact and is drawn to various temptations and negative stimuli. As a result, consumers have a strong influence on youth and sports programs. Quality used to be the determining factor that influenced participation and a sense of belonging (Luminita & Valentina, 2107). However, nowadays, the choice made by contemporary consumers is based on the sport image and the Youth County Directorate identity. Consumers are increasingly sensitive to the involvement of sports organizations in the community and their social responsibility. Success in sports and youth programs seems to have become diminish in significance when compared to the esteem of the community.

Thus, sports organizations are committed to society and undertake various socially responsible actions (Voicu, 2013,). Despite the interest of young consumers in the social responsibility of sports organizations, there are still some vulnerabilities. These vulnerabilities are sometimes caused by incomplete and incorrect information, lack of education and awareness among decision-makers, or failure to comply with legislative frameworks and European norms (Stoian, 2017). As a result, several sports management have the responsibility of informing and educating consumers regarding sustainable and responsible consumption. Occasionally, there may be disparities between the expectations of consumers and their perception of what is considered appropriate behavior in company (Toma & Popescu, 2018). Irresponsible behavior regarding the interests of consumers, feedback on sports and youth activities, and the resolution of complaints and disputes can lead to consumer dissatisfaction. Additionally, some sports organizations may overstate their social or environmental merits (Stănciulescu & Bărbulescu, 2010).

The implementation of effective management methods results in the creation of a comprehensive and consistent database that reflects the actual situation on the ground, identifying the significant independent variables that impact the dependent variable will lead to improved satisfaction levels among the target market, specifically young athletes focused on performance and young people interested in their own personal development (Stefanica, 2022).

The purpose of this research is to examine how managers perceive the opportunities to create their own strategies within the sport and youth programs offered by the County Directorate for Sport and Youth, and to identify the independent variables that impact their activity report.

This paper is organized as follows: the next section provides a literature review of previous research related to the topic. The methodology section outlines the econometric equation model used to analyze the data, and the results section presents the findings. Finally, the conclusion summarizes the research and draws conclusions about the perceptions of managers in creating independent strategies within the plans and projects of the County Directorate for Sport and Youth.

Literature review

This literature review will discuss the relevant literature related to this topic. Budac (2019) focused on the role of managerial experience in the field of sports and conducted a case study on the managerial experience in the County Directorate for Sport and Youth in Buzău, Romania. The study found that the managerial experience had a significant impact on the performance of the organization. This research highlights the importance of managerial experience as an independent variable in our current study. Before him, Bunea (2017) explored the same topic in the context of the County Directorate for Sport and Youth and developed an empirical study on the role of managerial experience in decision-making processes. The study found that managerial experience was positively associated with decision-making quality. The study emphasizes the importance of managerial experience in decision-making processes, which is one of the independent variables of the current scientific article.

Chiriță and Popescu (2019) and Lachance et al. (2023) examined the impact of decision-making management on project management performance in the same organization. The study found that decision-making management had a positive impact on project management performance. The study emphasizes the importance of decision-making management, which argues the importance of directors' reporting to the degree of optionality they have in front of their strategies.

The value of compliance with legislative norms and decision-making strategies in organizational management has also been studied (Burciu, 2012; Ionescu & Popescu, 2016; Popa, 2015). Burciu (2012) and Slack et al. (2020) investigated the decision-making process in organizations. The study found that decision-making is a complex process that involves multiple stakeholders and factors.

The study provides insights into the decision-making process and the role of managerial experience in this process. Ionescu and Popescu (2016) carried out a study on the use of decision-making strategies in the County Directorate for Sport and Youth. The study shows that decision-making strategies were positively associated with organizational performance and provides insights into the significance of decision-making strategies, which is relevant to the current study. Additionally, teamwork synergy and collaborative relationship quality have been identified as significant factors in management processes (Manev & Jakimovski, 2017; Valentina & Daniel, 2018; Aciobăniței & Păunescu, 2011; Cioca & Cioca, 2014; Sârbu & Băbuț, 2012). Also, the study carried out by Bob and Cârstea (2017) investigated the impact of the economic crisis on the management strategies used by Romanian organizations. The authors found that the crisis led to a shift in management strategies, with organizations relying more on cost-cutting measures rather than growth strategies. The study emphasizes the importance of managerial flexibility in adapting to changing circumstances.

Chelladurai and Kim, (2022). undertook the inquiry of project management on organizational performance. The authors found a positive relationship between project management and organizational performance, emphasizing the importance of effective project management practices. This study provides insights into the relevance of teamwork synergy and collaborative relationship quality, which are important factors in the current research (Rosu et al., 2022; Delshab & Sadeghi Boroujerdi, 2018; Marin et al., 2023). Cioca and Cioca (2014) executed the examination the managerial experience of Romanian leaders.

The research revealed that managerial experience was positively associated with leadership effectiveness and emphasizes the weight of managerial experience in leadership effectiveness, which is related to our study. Several investigations have examined the impact of project management on organizational performance. For example, Fierbințeanu-Braticevici and Ionescu (2009) and Henry and Theodoraki, (2000) analyzed management strategies for project success in the County Directorate for Sport and Youth. The results demonstrated that effective management strategies were important for project success. The study provides insights into the significance of management strategies, which is applicable to the current investigation.

An econometric equation analysis has been employed in some studies to establish the connections between independent and dependent variables (Gheorghiu & Rusu, 2011; Măgureanu & Dincă, 2011; Stoian & Toma, 2012; Pedersen & Thibault, 2018, Leonard, 2015). Georgescu (2010) provided insights into statistical analysis methodology and its application. The study emphasizes the importance of statistical analysis in research, which is pertinent to the present research. Gheorghiu and Rusu (2011) and Toma and Popescu (2018) implemented an econometric equation analysis of the impact of IVs on DBs in the management of the County Directorate for Sport and Youth.

The study indicated that budget performance, managerial experience, and compliance with legislative norms were positively associated with the dependent variable. This study provides insights into IV that impact DV in the current study. Ionescu and Stoica (2016) provided insights into project management theory and practice. The study emphasizes the importance of effective project management practices, which is relevant to the current study.

Overall, the literature review highlights the importance of effective management strategies, decision-making processes, and project management practices in organizational performance. It also emphasizes the importance of managerial experience as an independent variable in the current study. The literature review provides a foundation for the current research and helps to identify relevant variables to investigate.

Methodology

Research phasing

The confirmatory research took place between January and June 2022 and the timing of the activities proposed to achieve the established objectives is carried out by drawing up the Gantt chart, presented in the following figure.

Tabel.1. Gantt chart of research activities

Activity	Jan	Feb	March	April	May	June
<i>1. Conduct a comprehensive review of relevant literature to support the theoretical and methodological arguments presented in the essay.</i>	P		R			
Locating the bibliographic sources required for documentation from both national and international literature.	P/R					
Conducting a thorough or limited investigation of the archives, systematically recording the information found in the records;	P/R	P/R				
Summarizing the material pertaining to the study problem.	P		R			
<i>2. Conducting initial investigation on the research topic.</i>	P					R
Creating questions and items for the questionnaire;			P/R			
Identifying the participants of the study;			P/R	P/R		
Conducting the investigation using questionnaires;				P/R	P/R	
Examining the data, drawing conclusions, and writing the research report.				P/R	P/R	P/R

Procedures and methods

We carried out this pilot study with the help of sports decision-makers, who were asked to read and give us their comments on the format, content, presentation, importance of the issues and the need to introduce or delete questions from the questionnaire. We also did data analysis to be able to figure out if the main points in the questionnaire are sufficient and the analysis can be done effectively. The study focused on the following segmentations of the sports field: performance sports and youth sports. Management specialists participating in the study were requested to assess the significance of the criteria they employ to formulate strategic directions for their own programs and initiatives. The participants assessed the significance of the characteristics listed below by assigning a rating on a scale of 1 to 10, with 1 representing the lowest value and 10 representing the highest. In addition, they were prompted to determine the criteria that CDSYs should take into account when defining their obligation to the community. As part of the presented research, a questionnaire was developed that was addressed to the directors of CDSY from all counties, in order to establish the importance attributed by them to the independent options: managerial experience, compliance with the normative framework, work team synergy, the quality of collaborative relationships and the competitive budget.

As part of the research, we created an econometric model, by identifying DV and IV and estimated the parameters of the equation.

In this case, DV is PCRS (activity report results) and IV are managerial experience (P), work team synergy (C), level of fulfillment of a competitive budget (PRT), quality of collaborative relationships (PER) and compliance with the normative framework (INF).

The multiple regression function looks like this:

$PCRS = a_0 + a_1P + a_2C + a_3PRT + a_4PER + a_5INF + et$, where:

- a_0 is the constant value of the equation and $a_1 - a_5$ are the parameters to be estimated to determine the importance of each IV on DV- PCRS.

To estimate these parameters, a multiple regression method is used, which can be performed using specialized software such as SPSS.

After estimating the parameters, we can analyze their statistical significance and draw conclusions about how each IV influences DV.

Research subjects

The subjects of this study were the directors and executive directors from all the CDSY in Romania, 49 managers who are considered to be knowledgeable and experienced in the field.

Results and Discussions

Hierarchy of identified variables

All respondents (49) unanimously acknowledged the significance of IV testing in shaping their impression of the attainment of outcomes, as reflected in the activity report pertaining to this domain. When asked to rank these variables, 41.56% of respondents indicated that managerial experience should primarily prioritize the manager's attention. 36.83% of respondents believed that it should primarily focus on team cohesion. 11.93% of respondents stated that the most important variable is budget, particularly in terms of

efficiency. 8.03% of respondents suggested that principals should prioritize establishing collaboration. Lastly, 1.64% of respondents believed that principals should primarily rely on compliance with the normative-legislative framework.

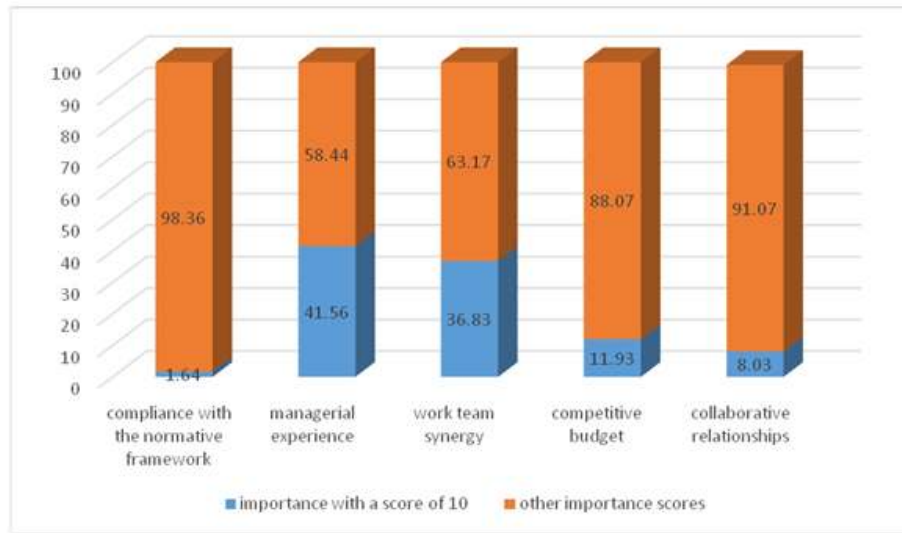


Figure.1. The importance of IV, voted by CDSY directors, on a national level

The IV with a direct impact on the DV (activity report), in the perception of the management of the CDSYs related to social responsibility in the community, are: managerial experience, the quality of human resources, the level of fulfillment of a competitive budget, the quality of collaborative relationships, compliance with the framework normative.

Creation of the econometric model

Building the model assumes that expressing the perception of CDSY directors regarding the activity report (PCRS) as a DV in accordance with the IV: managerial experience (P), the quality of human resources (C), the level of fulfillment of a competitive budget (PRT), the quality of collaborative relationships (PER), compliance with the normative framework (INF).

In this context: PCRS= (activities report); PCRS=(managerial experience (P), the quality of human resources (C), the level of fulfillment of a competitive budget (PRT), the quality of collaborative relationships (PER), compliance with the normative framework (INF)

Within this particular framework, a multiple regression function can be employed to precisely describe the occurrence.

The equation is represented as $Y_t = a_0 + a_1X_{1t} + a_2X_{2t} + \dots + a_kX_{kt} + e_t$, where t represents the time period ranging from 1 to n . In this equation, a_0 is the constant value, a_1 to a_k are the parameters of the equation, and x_{1t} to x_{kt} are the variables of the function. The term e_t represents the standard error.

The function in our situation is expressed as follows: $PCRS = a_0 + a_1(P) + a_2(C) + a_3(PRT) + a_4(PER) + a_5(INF) + e_t$.

Conducting empirical research involves inputting and verifying data using the constructed model, and then evaluating the resulting quantitative outcomes.

Table 2. The questionnaire was subjected to statistical analysis, with the authors doing calculations using Eviews 5

	PCSR	PR	QUA	PRO	PER	INF
Mean	6.860082	6.314815	6.664609	6.944444	6.944444	6.744856
Median	7.000000	6.000000	7.000000	7.000000	7.000000	7.000000
Maximum	9.000000	8.000000	9.000000	9.000000	9.000000	9.000000
Minimum	4.000000	4.000000	4.000000	4.000000	4.000000	4.000000
Std. Dev.	1.184510	1.052080	1.257006	1.085519	1.128360	1.027821
Skewness	-0.130441	-0.377825	-0.384086	-0.160821	-0.132175	0.011882
Kurtosis	2.366813	2.552243	2.358393	2.875214	2.522514	2.888426
Jarque-Bera	9.496949	15.62275	20.28542	2.410266	6.031958	0.263521
Probability	0.008665	0.000405	0.000039	0.299652	0.048998	0.876551
Sum	3334.000	3069.000	3239.000	3375.000	3375.000	3278.000
Sum Sq. Dev.	680.4856	536.8333	766.3313	571.5000	617.5000	512.3621
Observations	486	486	486	486	486	486

The statistical analysis reveals a standard deviation in close proximity to one, suggesting a relatively minor variation. The respondents' answers exhibit a range of values (6.31 to 6.94), with the lowest value associated with the variable of management experience and the highest value associated with the conclusion of collaborations. The rating is low, scoring a four on a scale from one to ten, which applies to all factors uniformly. All variables have a new highest value, except for managerial experience, which has a maximum value of eight.

Table.3. The intensity of the relationship between variables is determined through the author's computation using Eviews 5.

	PCSR	PR	QUA	PRO	PER	INF
PCSR	1.000000	0.806423	0.890684	0.927208	0.939827	0.880062
PR	0.806423	1.000000	0.778478	0.804303	0.732081	0.713192
QUA	0.890684	0.778478	1.000000	0.891445	0.845970	0.758705
PRO	0.927208	0.804303	0.891445	1.000000	0.898065	0.829960
PER	0.939827	0.732081	0.845970	0.898065	1.000000	0.892674
INF	0.880062	0.713192	0.758705	0.829960	0.892674	1.000000

The correlation matrix provides insight into the strength of the relationships between variables, particularly between DVs and IVs. The DVs and IVs exhibit a robust positive connection. The management experience - IV has the lowest recorded value of 0.80 units, while the developing collaborative relationships - IV has the highest recorded value of 0.93 units.

The regression equation obtained by utilizing the Eviews 5 software is as follows: $PCSR = 0.1260 + 0.1671 PR + 0.2226 + 0.1589 PER + 0.5947$.

It demonstrates the influence of the IVs on the dependent variable. The coefficient of determination (R-squared) and adjusted R-squared are both 0.93, which indicates a very high level of explanation by IVs in a significant proportion. Within this framework, the sample and variables can be regarded as representative in order to accurately replicate reality in a succinct manner. The statistical significance level (F) is below 5%, indicating that the statistical regression model is viable.

The IVs have the lowest weighting when the management experience variable (P) is equal to 0.12. A change in experience of one unit results in a corresponding change in the examined phenomena of 0.12 units in the same direction. A one-unit increase in group cohesion (C) results in a 0.16-unit change in the Activity Ratio, but a one-unit increase in variable budget (PRT) leads to changes of 0.22 units. The most significant change would be observed in the variable "collaborations" (PER). This results in a 0.42 unit increase in the studied phenomena per unit. Modifying the variable Adhering to the established standards causes the examined phenomena to shift by 0.15 units in the same direction.

Analyzing how directors acquire the Activity Report is crucial for understanding the resulting effects.

Table 4. The regresion equation

Dependent variable:PCSR				
Method: Least square				
Date: 06/27/2022 Time:12:35				
Sample: 2732				
Included observations: 377				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
PR	0.126082	0.022771	5.536886	0.0000
QUA	0.167160	0.025463	6.564823	0.0000
PRO	0.222617	0.036799	6.049511	0.0000
PER	0.421385	0.035598	11.83738	0.0000
INF	0.158988	0.030321	5.243421	0.0000
C	-0.594743	0.096699	-6.150483	0.0000
R-squared	0.936135	Mean dependent var	6.860082	
Adjusted R-squared	0.935470	S.D. dependent var	1.184510	
S.E. of regression	0.300898	Akaike info criterion	0.448177	
Sum squared resid	43.45896	Schwarz criterion	0.499858	
Log likelihood	-102.9070	F-statistic	1407.180	
Durbin-Watson stat	2.080015	Prob(F-statistic)	0.000000	

We conducted an empirical examination using an econometric model to assess the director's view of achieving the outcomes stated in the Activity Report through their own strategies. We have determined the independent variables (IVs) that constitute the model and conducted an analysis of the correlations between these IVs and the dependent variable (DV). Directors should consider features such as managerial experience, the caliber of human resources, adherence to a competitive budget, the quality of collaborative partnerships, and

compliance with the regulatory framework when establishing goals for the community. Managerial experience is the leadership variable that is most responsive. The crucial factor that CDSYs should take into account while making decisions and formulating their own tactics is the size and orientation. Managerial experience yields smaller changes compared to the other independent variables. This underscores the primary trait of managers who depend more on their empirical beliefs rather than scientific and statistical evidence.

Conclusions

From the analysis of the econometric model and the IVs, it can be concluded that managerial experience is one of the most important factors in determining how managers achieve the results of the activity report through their own strategies. In addition, the analysis highlighted that some decisions made by executives may be based on experience and empirical beliefs, rather than on scientific, statistical data. This can be an important consideration when making management decisions. The independent variables of management are important factors that can significantly influence the performance of an organization in general, and of CDSYs in particular. Managerial experience, work team synergy, quality of collaborative relationships, and level of meeting a competitive budget are just a few examples of such independent variables.

Econometric model analysis can help identify the most important factors that determine organizational performance, as well as understanding how these factors interact with each other. In this way, executives can make more informed decisions and develop more effective strategies to improve the organization's performance.

The research findings are interesting and relevant to understanding how executives make decisions and manage their organizations. In particular, the fact that managerial experience is the most sensitive variable suggests that training and development of managerial skills could be a key factor for improving organizational performance. Also, the conclusion that executives rely more on their experience than on statistical and scientific data can be interpreted as a signal that there is a need to develop data-based decision-making and analysis capabilities.

These conclusions can be used to help CDSYs and other organizations improve their decision-making processes and strategies by identifying the key factors that influence the results of the Activity Report and taking them into account in the decision-making process.

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