

Organizational effectiveness of the developmental program of the Hellenic basketball federation

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The present research was designed to explore the defining factors, which contribute to the organisational effectiveness of the Hellenic Basketball Federation (H.B.F.) structure and affect the participation of children in its developmental programme. The research sample was 52 board members of the H.B.F., 174 basketball coaches, which worked for the Developmental program and the National Teams of the Hellenic Basketball Federation and also 167 coaches of all the National categories that never worked for the H.B.F. The research confirms the multidimensional significance of the organizational effectiveness, while there were statistic differences in conception through all the five factors among the administrative members of the federation and the two different teams of basketball coaches. The management of the H.B.F. needs the adoption of multiple strategies, which are connected with the satisfying results of various organisational sides and constituent teams of the developmental programme.

Key-words: organizational effectiveness, developmental basketball program, sport organizations.

1. Introduction

Sports Federations have to cope with a large number of issues in their effort to fulfill the aim of their existence, since the number of young people who constitute the basic target team is decreasing, government owned financing is being reduced, less volunteers offer their services and new recreation products appear in the international sports domain (Mahoney & Howard, 2001[1]). In such an environment, it is not surprising that the majority of sports organizations face important problems concerning viability, infrastructure improvement as well as attracting new and maintaining the already existing sports dynamic.

Defining and measuring the effectiveness of an organization attracts an important research interest into the organizational theory. Many of the theoretical and practical approaches underline an existing conflict between the researchers who seek a determination of a series of criteria to measure the effectiveness (Cameron, 1994[2]; Cameron & Whetten, 1983[3]; Chelladurai, 1987[4]; Kent & Weese, 2000[5]; Zammuto, 1984[6]). Difficulties that relate to the study of concept have both conceptual and practical dimensions.

Goal attainment (Price, 1968[7]), systems of resources (Yuchtman & Seashore, 1967[8]), internal procedure (Steers, 1977[9]) and competing values (Quinn & Rohrbaugh, 1983[10]) constitute the prevailing theories of concepts of effectiveness. These models, though they are widely used by several researchers in order to develop series of criteria and measure the effectiveness in different organizational backgrounds, fall short in terms of conceptual and practical difficulties (Cameron, 1986[11]).

The most elaborate approach of the term "organizational effectiveness" is the multiple constituency model (Connolly, Conlon & Deutsch, 1980[12]; Pfeffer & Salancik, 1978[13]). According to this model, an organization is considered to be effective to the extent that it achieves the production of work and organizational procedures that satisfy the most important teams which relate to its function. The dominance of the above approach lies in the realization of the sociopolitical dimensions of the effectiveness (Herman & Renz, 1997[14]) and its ability to combine criteria which once used to refer to more than one models for the evaluation of effectiveness (Tsui, 1990[15]).

Up-to-date knowledge about the usefulness of the above theoretical model in relation to sports organizations is limited in isolated research findings (Morrow & Chelladurai, 1992[16]; Chelladurai & Haggerty,

1991[17]; Vail, 1985[18]). Vail (1985) and Morrow & Chelladurai (1992) underlined in their studies of Canadian National Sports Organizations the identification in perception of constitutive teams (managers, referees, athletes) concerning the effectiveness of the organizations. However, the research findings of Chelladurai & Hagerty (1991) show important differences in the perceptions of paid and unsalaried administrative executives of Canadian federations concerning the internal procedures.

Research findings from Hellenic Sports Federations (Papadimitriou, 2000[19]; Papadimitriou, 2001[20]; Papadimitriou & Taylor, 2000[21]) support that organizational teams that relate to the function of these organizations (administrative council members, paid administrative personnel, technical personnel, international referees, and national team players) have different views concerning their effectiveness on a series of parameters. Multiple constituency approach in Hellenic Sports Federations with a five-element model of effectiveness (ref. to the research methodology) proves the existence of different interests and expectations in the internal of the particular sports organizations.

Research was designed in order to investigate the defining factors that contribute in the effectiveness of the organizational structure of the Hellenic Basketball Federation and affect the athletes' participation in its developmental program. Research findings can support the improvement of organizational planning of developmental basketball program. Also, reliability and validity control of the questionnaire within the framework of the present research can establish it as a gauge of effectiveness of Sports Federations developmental programs.

2. Method

2.1 Sample:

- a) 52 board members of the Hellenic Basketball Federation (H.B.F.)
- b) 174 coaches who have worked for the Hellenic Basketball Federation developmental program during the years 2001-2005 and
- c) 167 coaches of all National Categories, who have never worked for the Hellenic Basketball Federation

2.2 Equipment:

The questionnaire of Hellenic Sports Federations effectiveness (Papadimitriou, 1995)[22]; was used to measure the organizational effectiveness. The particular questionnaire is theoretically based on the multiple constituency model (Connolly, Conlon & Deutsh, 1980, Pfeffer & Salancik, 1978). It totally consists of 33 indexes of effectiveness, adapted to a Likert-type graded scale (1 = totally disagree, 5 = totally agree), which relate to 5 factors: a) calibre of the board and external liaisons (13 indexes), b) long-term planning (4 indexes), c) interest in athletes (6 indexes), d) internal procedures (6 indexes) and e) sport science support (4 indexes).

3. Results

To investigate the structural validity of the questionnaire of organizational effectiveness, the confirmatory factor analysis was applied. It is shown (table 1) that index χ^2 is statistically significant for all three recommended models. The five connected factors model with the 23 questions is considered to better represent the questionnaire structure. The factor loads of organizational effectiveness were all statistically significant (48 to 87).

Table 1. Confirmatory factor analysis of organisational effectiveness.

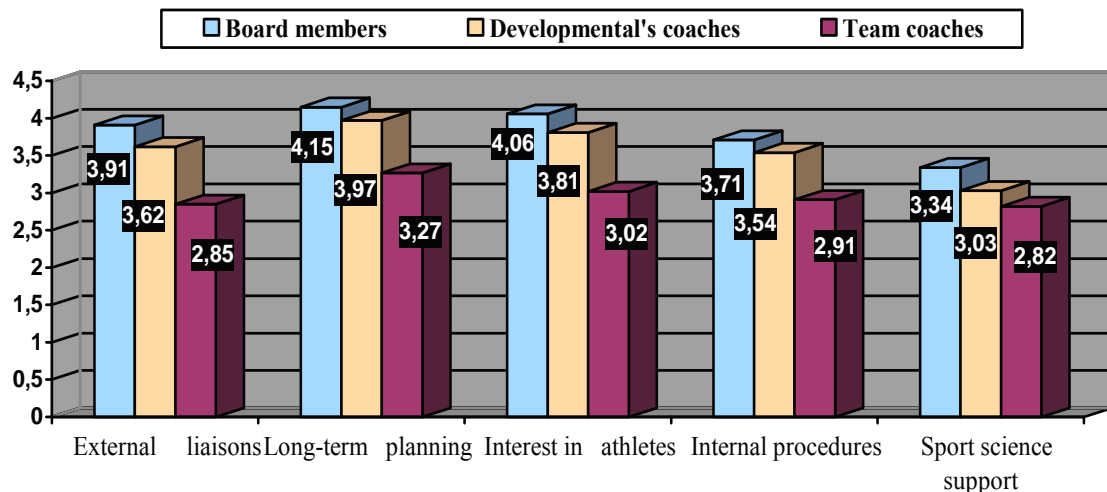
Model	χ^2	df	χ^2/df	CFI	TLI	RMSEA	AIC
One factor	1644.23	377	4.36	.75	.73	.093	1760.23
Five independent factors	2072.70	377	5.49	.66	.63	.107	2188.70
Five correlated factors	1090.38	367	2.97	.85	.84	.071	1226.38
Five correlated factors on 23 questions	547.62	220	2.49	.91	.90	.062	659.62

The multi-variable analysis of variance of one factor (MANOVA) showed that there were statistically significant differences between all three teams (Wilks' $\Lambda = .576$, $F(10, 772) = 24.48$, $p < .001$). The analysis of variance of one factor showed that there were statistically significant differences between the three teams that were tested in all five variables. The post hoc trial of Tukey was used to locate the differences. Statistically significant differences were absent only between the administrative agents and the developmental trainers in the variables "long-term planning" and "internal relations".

Table 2. Manova analysis results to identify the differences between board members and the two coaches teams.

Effectiveness	Board members on Developmental's Coaches	Board members on Team Coaches	Developmental's Coaches on Team Coaches
External liaisons	.001**	.001**	.011*
Long-term planning	.31	.001**	.001**
Interest in athletes	.025*	.001**	.001**
Internal procedures	.22	.001**	.001**
Sport science support	.030*	.001**	.038*

* $p < .05$, ** $p < .01$

**Figure 1.** Differences between board members and the two coaches teams.

4. Discuss

The research findings ensure an evaluation system for the Hellenic Basketball Federation (HBE) effectiveness concerning its developmental program. Furthermore, they strengthen the theoretical assumption which dominates the more recent literature that organisational effectiveness is a multi-dimensional and multi-perceptual concept.

According to former studies (Cameron, 1986, Chelladurai & Haggerty, 1991, Papadimitriou, 2001, Papadimitriou & Taylor, 2000, Tsui, 1990, Quinn & Rohrbaugh, 1983), multiple constituency approach of HBF effectiveness shows important differences in the effectiveness rate of different teams, like the trainers and the administration council members. The management of the HBF needs the adoption of multiple strategies in order to succeed in the balance between opposite expectations and to improve the effectiveness of its developmental program. Consequently, the multiple constituency model is particularly useful in studying and measuring the effectiveness, thus it helps in the achievement of a minimum level of satisfaction and, therefore, in the transaction with the sports organization.

Relatively low effectiveness rates of the technical personnel (team coaches and developmental program coaches) together with the important differences between them indicate a rather general dispute between the constitutive teams, concerning a number of organizational characteristics, like decision making procedures, quality programming, progress, internal procedures, athletes' assistance and scientific support.

On the other hand, the fact that board members expressed high rates of effectiveness for all composite variables seems to indicate that the conceptions of effectiveness relate to political formation, resources control and National Sports Organizations staffing. Although it may seem unusual for a voluntary team to deliberately seek their needs satisfaction in a non-profit sports organization, it is important not to overlook the fact that the elected board members represent external political views of the National Sports Organizations effectiveness (i.e. local clubs, political parties, and their very interests) and they try hard to satisfy them in order to maintain power (Brown, 2005)[23].

Nowadays, the importance of technical and scientific support of selected athletes (medical care, training conditions, research interest) is theoretically indisputable by the federations' members. However, the satisfaction of different organizational teams in this area rarely constitutes a strategic choice of Basketball Federation administration. The institutional frame within which they function seems to have a negative effect on their organizational effectiveness, since it renders the latter less able to form the conditions that will enforce the dynamic development of the sport (Papadimitriou, 2001).

The competitive performance of elite athletes, which is supervised by the technical staff improves the sports profile and the board's prestige, thus, it can lead to higher resources for the Sports Federation. If Sports Federations indeed desire effectiveness in the high performance sectors, their administration should directly encourage the expectations of the elite athletes and the coaches who are occupied in a regular basis. This involves the psychological, social, even economic support of promising athletes as an important means of maintaining and motivating them towards their target performance. As the satisfaction of strategic interest groups plays a significant role in the function of a non-profit organization, Sports Federations and the professionals of the area should develop strategies and programs in order to fulfill the expectations of their selected clientele.

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