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Organizational Effectiveness: The case of Oman Football Association

by

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THESIS

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Abstract

The purpose of the study was to determine the effectiveness of the Oman Football Association (OFA) in selected dimensions, namely, complexity, formalization, centralization, activities to ensure resources, work flow activities, and control activities, identification activities, and homeostatic activities. The study used a document analysis to gather qualitative data, and a survey to collect constituent perceptions on these dimensions. Four constituent groups were identified: administrators, official referees, national team athletes, and coaches. Their perceptions were assessed by a nine point scale ranging from -4 to +4. Fifty-eight participants responded to a survey questionnaire. A Kruskal Wallis non parametric test was carried out to test differences between constituent's perceptions in the five dimensions. From the overall perceptions all dimensions were perceived to be contributing to organizational effectiveness. The only significant difference was found between administrators, and referees and coaches in the control dimension. This finding supported the statement problem examined in the current study, and indicated that there is need for a valid evaluation process for programs and personnel within the organization. The constituent's comments to the open-ended questions revealed some important issues, the employee involvement in decision making, the recruitment of professional administrators, and the influence of the General Organization of Sport and Youth activities (GOSYA) in OFA's activities.

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CHAPTER ONE

INTRODUCTION

The Sultanate of Oman is an independent country located in the southern quarter of the Arabian Peninsula. It is bordered by the Gulf of Oman, the Arabian Sea, and the Indian Ocean. Its land borders are with the United Arab Emirates, Saudi Arabia and Yemen. The topography of Oman includes mountains, desert, coasts, and agricultural lands. The geographical of the country provides opportunities for practising different kinds of sport activities. Oman has a mediterranean climate. The summer months are hot and humid, and the temperatures reach a high of 40°C to 50°C. While the winter months are generally warm and the temperature ranges between 15°C and 25°C.

The Sultanate is a small nation with approximately 2.2 million people. Omanies in history are known for their desire to travel and to explore the world trading and exchanging goods. This travelling history has created an opportunity for Omanies to interact and to mix with other nations; as a result, the Omani culture is made up of different cultures which are derived from different backgrounds. This variation made the Omani culture rich and broad. However, all Omani citizens are Muslims, therefore, the main culture that comprises the entire population is the Islamic culture. The official language of Oman is Arabic, although Swahili, Farsi, Baluchi, Jabbali, and various Indian languages are common. English is the accepted language of business and it is widely spoken in commercial and governmental circles.

The Sultanate of Oman is a monarchy without a written constitution or political parties. It has maintained a long traditional of rule by the Royal family. Even though the

Royal family has control over the all-important matters that affect the state, His majesty Sultan Qaboos since 1970 has managed to involve and balance tribal, regional and ethnic interests in composing the government. The highest executive authority is the Cabinet of Ministries, deriving its power from the Sultan, to whom it is collectively responsible. Laws and decrees are authorised by His Majesty. In order to broaden the popular participation in the government activities, the Majlis Al- shura, or Consultive Council was established in 1991. This council represents citizens and its mandate is to review legislation relating to economic and social services before they become laws.

Oman's economy is based on petroleum, which accounts for 95% of its exports. The government, in its five-year plans, has constantly emphasised diversification of income away from oil. It has announced establishment of the gas project, which will start to produce and export in the year 2000. It has facilitated procedures to constitute a light manufacturing industry, and it has opened the country to foreign companies to participate in the national economy. It has also encouraged citizens to enrol in private businesses. In addition, the government is focussing on the development of Oman's interior to ensure a balance between regions and to provide services and employment for the growing population. In summary, the sultanate of Oman has maintained through the years its stability in economic as well as its political environment. This stability in these two sectors has allowed the country to develop in a short period of time, and to establish the infrastructure for a successful modern country.

Background of sport development in Oman.

While there is a history of sport and recreation activities in the Arabian Gulf, there is much less of a history of organized sport. Sport activities have been known in the Arabian Gulf since pre-Islamic time. The society during this time lived in a constant turmoil of civil wars between tribes. Thus, sport activities in general were used to prepare warriors to defend the faith of their tribes. When the Arab world fell under the green banner of Islam the importance of sport increased. The prophet Mohammed (the prophet of Islamic religion) placed a lot of emphasis on the health and care of the body; he declared physical activities to be a right when he commanded: "Haq al walad ala waled an yuallimahou al-kitabat wa al sibahat wa al ram: which means the right of the child is one of obliging his father to teach him writing, swimming, and archery." He also advocated a harmonious balance between the spiritual and the physical being (Sfair, 1989). Sport activities that were widely practised during the Islamic period included horsemanship, wrestling, fencing, camel racing and archery. These activities were encouraged among young Muslims because they were necessary for the defense of the Islamic Empire (Ibrahim, 1984; Sfair, 1989). Hunting was another major sporting activity, which leaders used as a way to relax and to escape from the pressure of government and war (Sfair, 1989). Hunting was widely practised among people especially in the Arabian Gulf where traditional hunting using a falcon was very popular, with history dating back some 2,500 years (Rosandich, 1991).

Several traditional sporting activities existed in the Gulf area, which include camel racing, diving for pearls without any equipment, sailing, bullfighting, and games such as seven stones (sabaab tobat), and date tree climbing (tuluu al-nakhal). Some of them still exist in Oman. It is important to point out that even though traditional sport activities existed in the Arabian Gulf, their participation was more for display rather than for organized sport, as we understand sport today. In general the harsh desert conditions prevented the development of these traditional sports. It was simply a struggle to survive, and such conditions did not permit people to participate in sport activities. Consequently, there were no inter-village or inter-tribe competitions (Rosandich, 1991).

Organized sport first made its appearance in the Gulf area in 1914, with the introduction of Field Hockey, probably introduced by the Indians. It is interesting to point out that besides Egypt, Oman is the only Arabian country that participates widely in field hockey.

The British introduced soccer and cricket to the Gulf region in 1920s (Stevenson, 1989; Ibrahim, 1984). The oil companies in particular played a significant role in introducing modern sport in the area. In Saudi Arabia, the first recipients of sport were the coastal regions, largely because of a foreign presence (Rosandich, 1991). A similar situation occurred in other Gulf countries; however, the role of oil companies varies among these nations.

Under the leadership of His Majesty Sultan Qaboos, sports in Oman have been receiving a great deal of support, which enable sport to have a place with other sectors of the state. The 1973 oil embargo was followed by a quadrupling of oil prices, leading to a significant transformation from a small country to a modern nation (Rosandich, 1991);

Schwich, 1987). This increased wealth led to significant changes for sport in Oman. Oman built and developed sport facilities, and established organizations for all major Olympic sports. The government fostered interest in sport among the youth, provided trainers and coaches, proposed laws and regulations to improve conditions for youth and to stimulate youth involvement in national, regional, and international competition.

The Swimming Association and the Field Hockey Association were formed in Oman in 1973. The Football Association was established in 1978. The Oman Olympic Committee was created in 1982 and joined the International Olympic Committee (I.O.C) in the same year. The first participation of Oman in the Olympic Games was in 1984 (Oman Olympic in 8 years, 1986). Most sport organizations for major Olympic sports were established between 1973 and 1988. The sport sector in the past 18 years has been controlled by different ministries. In 1972, it was under the Ministry of Transportation, Labor, and Social affairs. Then in 1976, the sport sector was transferred to the Ministry of Youth Affairs by Royal decree 12/76. After three years, the Ministry of Information was assigned the task by Royal decree 28/79 of managing and running the sport sectors' activities. In 1982, the responsibility for supervision of sport was entrusted to the Ministry of Education, and in 1986 its title was amended accordingly to read Ministry of Education and Youth Affairs. In 1989, the Higher Council for Youth approved an integrated national plan for expanding and improving youth facilities. The last transfer of the sport sector was by Royal decree 113/91 in December 1991, when it was placed under the General Organization of Sport and Youth Activities (GOSYA) to be supervised by a council of ministers.

The transferring of the supervision of sport and youth activities from ministry to ministry coupled with the development of the sport sector from a small department to a larger organization has affected the structure of the sport delivery system in terms of specialization (jobs, committees), standardization (protocols, policies) and complexity (departments, programs). It has also changed the criteria and principles governing the servicing of sport organizations. Sport organizations that traditionally perceived their role as providers of recreational sport activities now provide elite sport activities in addition to recreational sport.

Now after 25 years from the establishment of the modern sport system in Oman, sport organizations are mature enough to start to raise questions about their effectiveness. Since 1992 the government represented by the GOSYA has increased concentration on sport organizations as fundamental agents for sport development. In order to improve the quality of the sport delivery system, questions about the effectiveness of sport organization must be asked, and sport organizations are required to evaluate their programs and activities to ensure their ability to achieve their potential goals.

The Oman Football Association (OFA) was selected to be investigated in the current study due to the fact that football is the most popular sport in the Arabia Gulf and it enjoys the most extensive media coverage. Therefore, it is widely used as an indicator of prestige to reflect the level of development of the country among other nations in the Gulf area. In addition, OFA is the largest sport organization in terms of the number of constituents and the numbers of departments that form the structure of the organization. It also has the largest financial budget, and it offers a variety of programs. Moreover, this organization participates in international events and competitions more than any other

organization in Oman (Annual report, 1994/95). The other sport organizations are relatively small and they fit within the simple structure design. According to Kikulis, Slack , and Hinings (1992) ; Mintzberg (1979) the simple structure organizations are characterized by low level of complexity, technology, size and their environment is simple (see Appendix d). The OFA, however, has a greater degree of these characteristics and it fits within the professional bureaucracy design and the boardroom structure, therefore, it offers more for a substantive analysis.

Determining organizational effectiveness, at the first glance, seems to be a straight forward effort. But this is not the case. Theorists have proposed various approaches to measure effectiveness. Thus, there is a need to consider each approach in order to select the one(s) which is likely to be the most appropriate in assessing the effectiveness of an organization under investigation. Four major approaches have been developed with each focussing on specific aspects or dimensions of effectiveness. The four approaches are the goal approach (Scott, 1977; Price, 1972), the system resource approach (Yuchtman & Seashore, 1967), the internal process approach (Preffer, 1977; Steers, 1977), and the multiple constituency approach (William & Judge 1994; Tsui, 1990; Cameron, 1986; Gaetner & Ramnarayan, 1983; Jobson & Schneck, 1982; Connoly, Conlon, and Deutsh, 1980).

Statement of the problem

It was noted from the media and the annual report 1994/95 that statements about sport organizational effectiveness in Oman have been based on two sources; the judgment of the leaders of sport organizations and the performance of the national team. First, leaders of sport organizations usually assess whether their programs are effective based only on conducting regular evaluations of staff members. Yet, no formal or comprehensive evaluation has been conducted for overall organizational effectiveness. Second, from the researcher's point of view, assessing organizational effectiveness based solely on national team performance is considered very limiting. For example, the OFA in 1995 was portrayed in the media both as an effective and ineffective organization. This conflicting view came about because the senior national team performance was very poor, since the team did not win any regional tournament. In contrast, the performance of the junior national team was very successful. It qualified for the World Cup in Ecuador in 1995 and achieved a good result by reaching the semi final. Both teams had different results despite the fact that they went through the same preparation procedure, and their activities were organized by the same group of managers. In addition, Chelladurai (1997: 136) noted that "activities engaged in the pursuit of excellence cannot be judged solely by measures of wins and losses." This illustrates that using only the performance of the national team is a limited measure of overall organizational effectiveness. Therefore, what is needed, in order to measure organizational effectiveness, is a more comprehensive approach; one, which can take into account various dimensions of the

organization, and one, which elicits the perceptions of different organization's constituents.

Purpose of the study

From the knowledge of the researcher, no study has been conducted to date on sport organizations in Oman with respect to their effectiveness. The purpose of this study is to determine the effectiveness of OFA based on the selected dimensions related to its structure and process. The structure includes formalization, centralization, and complexity. The process includes activities to ensure resources, workflow activities, control activities, identification activities, and homeostatic activities. The study uses a survey methodology to collect the perceptions of various constituents groups regarding the relative contribution of the selected dimensions on OFA effectiveness. In addition, document analysis is used to provide qualitative data on these dimensions.

Significance of the study

This study is the first formal assessment of organizational effectiveness of a major sport organization in Oman. In addition, the results of the proposed study will assist sport managers by pointing out areas of strengths and weaknesses, and by highlighting the perceptions of different constituent groups affecting aspects of the organization. This analysis could serve as a model for the structure and process of other sport associations in Oman. Moreover, it is hoped that sport managers in Oman will appreciate a more

comprehensive evaluation of organizational effectiveness. Finally, the study will help sport managers in Oman to understand the major concepts of organizational theory such as formalization, centralization, etc.

Delimitation

The study focused on a single organization, thus, the findings are not easily generalized to other sport organizations. In addition, the selected target population included coaches, athletes, administrators, and referees. The coaches and athletes constitute the technical core of the organization and the administrators and referees represent the administrative core. The last two groups play a role of facilitator of the operation procedures of the coaches and the athletes within the organization. The other constituents, such as sponsors, the media, and suppliers, have been excluded due to the fact that they are difficult to identify since there was no information about them available.

Limitation

The number of questionnaires returned for each constituent group, the subject's ability to respond to all questions and the lack of literature about sport organizations in Oman were the major limitations of the study.

Definition of terms

Oman Football Association (OFA) is the national sport organization that governs the amateur sport of football (soccer) in Oman.

Constituents are the members of an organization. The members identified in this study are administrators, referees, coaches, and athletes.

Organization effectiveness is a construct, which denotes an organization's success in achieving its goals and or securing the necessary resources for its survival and growth.

Structural variables:

Formalization refers to the degree to which the activities of the organization are governed by written policies and procedures.

Centralization refers to the extent to which decision-making power is distributed within an organization.

Complexity refers to the degree to which an organization is differentiated horizontally, vertically, or geographically (spatially).

Process variables:

Activities to ensure resources are those activities that an organization engages in to secure necessary inputs in the form of human and material resources.

Workflow activities are those activities that an organization pursues in order to convert its input to output.

Control activities are those activities which coordinate various operations, such as, evaluation practices and communication processes.

Identification activities are those activities that define and distinguish the organization from others, and promote the sport.

Homeostatic activities are those that contribute to maintaining the organization in a state of equilibrium throughout changing circumstances.

CHAPTER TWO

LITERATURE REVIEW

Importance of assessing organizational effectiveness

Assessing organizational effectiveness is one of the most problematic issues in the field of organizational theory (Das, 1990). However, this issue is not likely to go away because it is an important task for both theorist and practitioners (Cameron, 1983). There are several reasons that illustrate the importance of assessing organizational effectiveness. First, in order to enhance and improve the quality of programs or activities of an organization, managers need information about the current performance. Therefore, they are required constantly to monitor and evaluate their organization's effectiveness. Second, managers must ensure that their programs are well organized, promoted and evaluated if they want their programs to survive in a competitive environment (Wees, 1997). Third, as pointed out by Cameron (1986), members of the society are required frequently to make judgments about the effectiveness of organization as they make their choices regarding which organization to join or to volunteer for or to send their children. These kinds of judgments will continue to be made by public members even if the criteria of judgment are not available to them (Cameron, 1986). In addition, assessing organizational effectiveness would provide results, which could be used by managers to promote the image, products, and services of the organization.

Evaluating organizational effectiveness is also an important task at the level of theory because there is an on-going debate between researchers about which criteria are

the most applicable when assessing organizational effectiveness. "Researchers are still struggling to identify indicators that measure reliably, that are related to organizational performance (i.e., the indicators possess validity) and that have some theoretical utility"(Cameron, 1986:88). Although, investigators have managed to identify some criteria related to effectiveness, the debate will continue basically because effectiveness is a very complex phenomenon, and various factors are involved in determining the effectiveness of any particular organization (Ostroff & Schmitt, 1993; Cameron, 1983).

Given the importance of assessing organizational effectiveness, investigators have developed different theoretical approaches to evaluate organizational effectiveness: the goal approach, the system resource approach, the internal process approach, and the multiple constituency approach. The next section in this chapter is will examine these theoretical approaches in terms of definitions and advantages and disadvantages. Once that task has been completed the last section will provide a detailed review of the literature that has utilized these theoretical approaches in assessing effectiveness in sport organization settings.

Goal attainment approach

The goal attainment approach is the most widely used method of evaluating organizational effectiveness (Slack, 1997; Zammuto, 1982). Basically, organizational effectiveness is defined in terms of achievement. That is, the greater the degree to which an organization achieves its goals the more effective they are (Price, 1972). Goals are the central component of this approach. Thus, operative goals that are clearly identifiable,

consensual, assessable and time-bounded are the most important features to focus on when evaluating organizational effectiveness (Slack 1997; Zammuto 1982; Price 1972).

Zammuto (1982) illustrated the debate that arose in the earlier literature of effectiveness regarding the question of whose goals are appropriate to use in judging organizational effectiveness. The debate has focused on two extremes. One group has argued that evaluators should focus on the goals determined by managers of the organization in their evaluation. The other group argued that a set of goals should be derived by evaluators based on their theory of the nature of the functional relationship between the organization and the larger societal system. The resolution of this debate was suggested by Dubin (1976) who recommended that evaluators should select a set of goals according to the purpose of the investigation. Dubin argues that effectiveness has two meanings depending on where it is viewed. If it is viewed within the organization, managerial perspectives are considered. On the other hand, if effectiveness is viewed from outside the organization, the societal perspectives are taken in to account.

In studies of sport organizations the goal approach is repeatedly used in evaluating organizational effectiveness (Szyzlo, 1984; Frisby 1983). These studies suggest that the goal approach may be useful for evaluating the effectiveness of professional sport programs but they reject the use of this approach for amateur programs because goals are not readily measured.

The goal approach as a traditional method to evaluate organizational effectiveness has been subjected to a thorough investigation. (Slack, 1997; Hall, 1980; Hannan and Freeman 1977; Yuchtman and Seashore 1967). Most of the criticism has revolved around the identification of the goals. For instance, Yuchtman and Seashore (1967)

distinguished between a derived and prescribed goal approach. In their view derived goal statements are based on the external environment and are thus independent of the organizational members' perspective, whereas prescribed goal statements are based on the organization's formal charter, which typically favors one set of constituent preferences. This suggests that, either way goal statements do not accurately represent all the goals of an organization.

As pointed out by Slack (1997) and Hannan and Freeman (1977) the goal approach is, in a number of ways, problematic. First, sport organizations have different goals relating to athletes, coaches, referees, marketing and performance. A variety of goals make it difficult to assess organizational effectiveness. In addition, these goals may be competitive or causing conflicts. For instance, sport managers may want to cut down the number of training camps for the national team in order to keep expenses within the annual budget. But this managerial goal contradicts or opposes the goal of trying to increase national team performance. The pressure resulting from multiple and contradictory goals means that effectiveness cannot be solely determined by a single goal or indicator.

Second, some goals are vague and most often official operative goals are not stated, thus, it is difficult to identify these goals and actually measure the extent to which they have been achieved. Third, within the organization there are short-term and long-term goals, which should be considered when evaluating effectiveness, and finally as mentioned earlier, whose goals should be chosen. Even managers would have different views regarding selecting which goals to use in order to measure effectiveness. Hall (1980) criticized the goal approach and the system approach because they do not take into

consideration the many critical circumstances which are beyond the organization's control.

Despite all of these problems and difficulties, the goal concept should remain a dominant perspective and a valuable tool that guides researchers and managers when evaluating organizational effectiveness (Hall, 1980; Bluedorn, 1980)

System resource approach

Rather than focusing on organizational output as the goal-attainment approach does, the system resource approach to organizational effectiveness focuses on the input of an organization. This approach is based on the system theory, which focuses on the relationship between organizations and their environment. Effectiveness is defined as "the ability of the organization in either absolute or relative terms to exploit its environment in the acquisition of scarce and valued resources" (Yuchtman and Seashore, 1967: 898). Organizations are considered to be effective if they are able to ensure maximum vital resources from their environment. The type of resources secured by the organization are not only defined in terms of physical and economical resources; they are also defined in terms of non-material resources (Slack 1997). For example, the reputation of individuals or groups in the organization could be a resource itself when it has some influence on the community. As noted by Rosandish (1991) sport organizations in the Arabian Gulf tend to select individuals who are members of the Royal Family for positions on the administrative board. The reputation and power of those individuals help an organization to secure its resources from the environment. Thus, organizations that

successfully involve members of the Royal Family on their administrative board could be considered an effective organization.

Chelladurai (1985: 176) pointed out that an organization will only be able to secure its vital input from its environment on a continuous basis when its product or service is acceptable to the environment. He indicated that the goal-attainment approach is not significantly different from the system resource approach but that they are integrally linked.

Yuchtman and Seashore (1967) used the system resource approach as the basis for their analysis because, in their opinion, it accounts for two critical organizational elements, namely, autonomy and independence. This approach recognizes that while organizations can be regarded as autonomous entities, they are also dependent entities that function in conjunction with their surrounding environment. They felt that it was critical to provide an effective model which used the organization as a frame of reference and which respected the relationship between the organization and its environment.

Using the system resources approach to assess organizational effectiveness is also problematic. As pointed out by Slack (1997: 27) even though this approach is widely quoted in the management literature it has not produced a coherent line of research. In addition, Yuchtman and Seashore (1967) have suggested that there is a balance in transactions between environment and organization. However, there are no guidelines provided for measuring such a balance (Price, 1972). A further problem facing these approaches is related to the question "What is an input and what is an output?" For instance, increasing the number of participants in a sport club could be considered as a

goal of the organization, and at the same time, it could be considered as input in a sense that increasing participation leads to the increasing of the income of the organization.

In addition, Slack (1997) illustrated that using this approach in assessing effectiveness of a public sector organization and a voluntary sport organization could be problematic because most of these organizations' funding are guaranteed. Thus, using financial resources as an indicator of effectiveness is not appropriate. It was pointed out also that another problem of this approach is that input and effectiveness should be correlated because an organization could be considered effective even when it does not have all the desired resources (Slack, 1997). An organization could reach its goals without all the necessary inputs. For example, a sport club could have training facilities that are in poor condition, and yet be able to win the national league or a tournament.

According to Slack (1997) the system resource approach is most useful in assessing effectiveness in organizations that their goals are difficult to measure, those whose resources are not guaranteed, and those where there is a clear connection between the resources (input) and the product (output). These characteristics of an organization should be taken to consideration when using the system resource approach in assessing organizational effectiveness.

Internal process approach

While the system approach focuses on input and the goal approach focuses on output, the internal process approach focuses on throughput or a transformation process. Slack explained that in this approach “effective organizations are those with an absence

of internal strain, whose members are highly integrated in the system, whose internal functioning is smooth and typified by trust and benevolence toward individuals, where information flows smoothly both vertically and horizontally and so on” (Slack, 1997: 27).

As illustrated by Das (1990) previous studies, which used this approach to evaluate organizational effectiveness, have generally focused on two domains, human resources and economic efficiency. The human resources domain includes indicators or variables such as morale, trust, good communication between members, effective leadership, teamwork and a satisfaction system which rewards members for the right performance growth. On the other hand, the economic efficiency domain focuses on variables such as production efficiency and sales, fiscal policies, and research development.

It was noted from the literature of sport organization effectiveness that the human variables were widely used (Koski, 1995; Chelladurai and Morrow 1992; Chelladurai, Szyszlo and Haggerty, 1987). This indicates that human resources play an important role in the effectiveness of volunteer sports organizations.

As with any other approach in evaluating effectiveness, the internal process approach has some shortcomings. It has been criticized because it offers a narrow perspective regarding an organization, it focuses on internal functions and ignores the output. In addition, some of the human variables that are used as indicators of effectiveness are difficult to measure in a valid or reliable way. Furthermore, an organization may have problems in its internal processes and procedures and yet be successful (Slack, 1997; Das, 1990).

Despite these problems investigators acknowledge the importance of the internal variables in evaluating organization effectiveness. Gaertner and Ramnarayan (1983: 97) defined effectiveness as "the ability of an organization to account successfully for its output and operation to its various internal and external constituents". They theorized that with this definition they offer a more realistic approach, which accepts the importance of outputs and process and their linkage to effectiveness. Gaertner and Ramnarayan (1983) assumed that there is a factual measure of effectiveness in organizational processes, which needs to be proven. Seashore (1983: 56) pointed out that "this approach treats the organization as an information processing and decision-making entity with a focus on factors of organization control and direction." Ostroff and Schmitt (1993) examined the relationship between several organizational characteristics (resource input, context, rules and regulations, goals, climate, and informal system) and the effectiveness and efficiency of organization. The researchers' findings supported the importance of the internal process model, the person-oriented and human resource for achieving organizational effectiveness. In research reports on sport organization Koski (1995); Chelladurai and Morrow (1992); Vail (1985); Chelladurai, Szyszlo, and Haggerty (1987); Chelladurai and Haggerty (1991) discovered that internal process variables such as communication, efficiency of throughput, personnel relations were correlated with effectiveness.

Multiple constituency approach

The limitations and criticisms that have been discussed earlier regarding the system resource approach, the goal approach, and the internal process approach, led to the development of the multiple constituency approach (Chelladurai, 1987). Unlike previous methods, the multiple constituency approach emphasizes the need to account for various constituent groups. According to Connolly, Conlon, and Deutsh (1980) this approach is based on "...a view of organizational effectiveness in which several (or, potentially, many) different effectiveness statements can be made about the focal organization, reflecting the criterion sets of different individuals and groups we shall refer to as constituencies." (Connolly, et al., 1980:212)

A basic assumption of studies utilizing the multiple constituent approach is that organizational effectiveness criteria will differ depending upon whose viewpoint is taken into consideration (Tsui, 1990; Gaetner & Ramnarayan, 1983; Jobson & Schneck, 1982). This assumption led to the posing of a critical question, namely, whose preference or viewpoint should be considered when assessing organizational effectiveness. Zammuto (1984) compared the multiple constituent models in order to answer this important question. The comparison produced four distinct orientations: relativistic, power, social justice and evolutionary. Each orientation gives a different interpretation of organizational effectiveness.

The relativistic orientation suggests that investigators should collect information about organizational performance from different constituents (Tsui, 1990).

Zammuto (1984) suggest that because the multiple constituent assumption does not propose any preference or importance of one constituent over others, the overall judgment of organizational effectiveness is viewed as neither possible nor desirable. In this situation, the investigator is simply collecting valuable information from various constituents and reporting them to the appropriate agency. The investigator does not make a judgment, this is left to consumers. Hence this position explains the relativistic orientation.

The power perspective suggests that an effective organization is the one that satisfies the demand of the most powerful members of the dominant coalition (managers). An assessment of organizational effectiveness takes into account only the perception of the leaders of the organization. The social justice perspective focuses on equality. It suggests that all members of the society should have equal opportunity, and that an effective organization is the one that benefits the least advantaged members of the organization or the “prime beneficiary” (Chelladurai, 1997). The last orientation is the evolutionary perspective. This perspective evaluates organizational effectiveness by focusing on the change of constituents’ perspectives over time. Thus, it emphasizes “... the continual process of becoming effective rather than on being effective, because the substantive definition of effective organizational performance continually change” (Zammuto, 1984:608).

Several researchers have supported the multiple constituency approach and indicated the importance of involving various groups of constituents in evaluating organizational effectiveness (Tsui, 1990; Cameron, 1986; Gaetner and Ramnarayan, 1983; Jobson and Schneck, 1982; Zammuto, 1982). Tsui (1990) utilized a multiple constituency approach to empirically examine the effectiveness of human resource sub-units. The researcher concluded that any single approach or any multiple criteria, if coming from a single evaluator, might provide only a partial understanding of effectiveness. The multiple constituency approach will yield a richer understanding of the effectiveness phenomenon because it has the capacity to integrate or incorporate aspects from the previous models: goal, system, and internal process approaches.

Cameron (1986) identified some major factors associated with high-level effectiveness in higher educational institutions. The researcher based his evaluation on various constituencies' perceptions of certain managerial strategies represented by nine dimensions. The results indicated that proactive strategies and the external emphasis strategies were more successful than internal and reactive strategies. Gaetner & Ramnarayan (1983) developed a paradigm that was based on an approach, which views effectiveness as the ability of an organization to link successfully its outcomes and operations to its various internal and external constituencies. The researchers argued that "effectiveness in organization is not a thing, or a characteristic of organizational outputs or behaviors, but rather a state of relationship within and among relevant constituencies of the organization "(Gaetner & Ramnarayan, 1983: 97).

Jobson and Schneck (1982) employed the viewpoints of both internal and external constituencies in their investigation of the effectiveness of the Royal Canadian Mounted

Police (R.C.M.P) . The basic assumption of their study was that “the organization itself, cannot be the sole judge of its own effectiveness. Because effectiveness criteria reflect the utilities or self-interest of various groups, a variety of internal and external criteria are needed for more comprehensive evaluation of organization” (Jobson, and Schneck, 1982: 26). Zammuto (1982) concluded that effective performance needs to satisfy its constituent preference, and this satisfaction should be evaluated over time, because what is considered effective today will eventually be ineffective tomorrow. Sport organizational effectiveness literature that utilized this approach will be discussed in the following section.

The multiple constituency approach like all other approaches, has both advantages and disadvantages. According to Slack (1997), Das (1990), and Daft (1989) the strength of this approach is that it takes a broad view of effectiveness. Effectiveness is seen as a complex, multidimensional construct which takes into account both internal and external factors identified above. In addition, this approach allows managers to be aware of the constituent groups that may have the power to affect their operations. However, if the investigator uses the multiple constituency approach he/she may not always be able to identify the relative importance of organizational constituents in assessing effectiveness. But this problem could be resolved by selecting one of the perspectives illustrated by Zammuto (1984). Another problem is that the relative importance of the different constituents change over time, therefore the selection of a particular constituent should be made according to the needs of the organization. As illustrated by Slack (1997), in the founding stage of an organization, the financial institutions are the most important constituents, but in the later stages they are the least important. Regardless of these

difficulties the multiple constituency approach offers a more holistic view about organizational effectiveness than the earlier models. It overcomes the major problems that faced the previous approaches.

In summary, this first section of literature review has demonstrated that the definitions of organizational effectiveness differ depending upon the approach utilized in assessing organizational effectiveness. The literature also showed that each approach has its advantages and disadvantages, and that no approach is considered to be the best method in determining the effectiveness of all organizations. Each approach is useful and critical under different circumstances (Slack, 1997). However, in the current study, the multiple constituency approach has been selected to assess OFA's effectiveness because it allows the researcher to look at different stages within the organization (input-throughput-output). Evan (1976: 19) pointed out "to appraise the effectiveness of an organization with the aid of systems theory ...one must measure its performance with respect to all four systematic processes [including the feedback mechanisms] as well as their interrelationships." This indicates the need to evaluate an organization at various stages since organizations usually have different domains of functions, and each domain have its own specific goals. The multiple constituency approach offers such a comprehensive view about organizational effectiveness, and it subsumes the previous approaches.

In addition, it allows all constituent groups to express their view, including the least powerful constituents, "the prime beneficiary". Chelladurai (1987) pointed out that "choosing the criteria of the most powerful groups makes them more and more dominant till they are able to virtually dictate what the organization should do." The researcher

suggested that “organizations and their administrators need to be concerned about such negative process” (Chelladurai, 1987: 44). The researcher also argued that the perceptions of constituent groups that should be revealed in assessing organization’s effectiveness is the perceptions of the prime beneficiary, because they are the reason for the existence of the organization (Chelladurai, 1987).

Moreover, the multiple constituency approach provides greater insight into the dynamics of effectiveness within the organization, specifically the interaction and relationships between constituents.

Sport organizational effectiveness studies

Researchers have used successfully the previously mentioned theoretical bases in their investigations on sport organizational effectiveness. Neill (1983) used a system perspective, while Frisby (1983) based her study on both system and goal approaches. Chelladurai & Morrow, (1988, 1992), and Vail (1985) utilized the multiple constituency approach, and Koski, (1995), Chelladurai (1991) and Szyszlo (1984) implemented a multidimensional model in their investigations on organizational effectiveness.

Neill (1983) developed a descriptive analytical model for National Sport Organizations (NSO) based on the system theory perspective that focuses on the relationship between an organization and its environment. A random sample of 15 national sport governing bodies (NSGB) was selected to be examined. The model describes four important concepts related to the effective performance of NSGBs. These concepts are the environment, boundaries and boundary spanners, inputs and outputs.

In addition, the model examined the interaction of these components. Neill (1983) has contributed to sport administration research by providing the first system model of sport organization which highlighted the elements of effective organizational performance.

Frisby (1983) employed Weber's theory of bureaucracy to investigate the structure and function of 29 NSOs in Canada. The researcher indicated that the structural variables most strongly associated with effectiveness measures were the critical ratio, paid staff, professionalism and paid staff turnover rate. The investigation showed that the more the sport organizations governing bodies (NSOGB) possessed features of a bureaucratic structure, the more effective they were in acquiring financial resources and in achieving goals of performance excellence. Frisby (1983) contributed to sport theory by showing the relationship between the goal approach and the system resource approach.

Szyszlo (1984) investigated the relative importance attached by both professional and volunteer administrators of Canadian NSOs to six dimensions of effectiveness. The six dimensions were derived by superimposing the three organizational element input-throughput-output cycle over the two domains of NSO activities, mass and elite sport. A sample of 140 volunteer and professional administrators from 48 NSOs participated. Organizational dimensions investigated in this study were input human, input monetary, throughput mass, throughput elite, output mass, and output elite. The results show that both groups of administrators (volunteers and professionals) were congruent in their perceptions of effectiveness. They emphasized that human resources, throughput mass process of both mass and elite programs and output elite programs are the most important dimensions for assessing overall organizational effectiveness based on the above dimensions. The study contributed to sport administration research by utilizing the

contemporary multidimensional view of sport organizational effectiveness. It also provided an adequate scale for assessing a sport organization's effectiveness, which could be used comparatively in the future by researchers.

Vail (1985) applied a multiple constituency approach to measure specific variables demonstrating a level of organizational effectiveness in national sport governing bodies (NSGBs). Five constituent groups were broken down into internal and external representatives. The internal group included 31 executive directors, 33 volunteer presidents and 47 national coaches. The external group contained 14 Sport Canada consultants and 15 corporate sponsors. A total of 130 participants were asked to provide their perspective across six variables: adaptability, communication, finances growth, human resources and organizational planning.

The results showed that within the administrative domain all six variables were important indicators of organizational effectiveness. Significant differences were found between the internal and external groups. The finance growth variables were ranked more important to internal constituents groups than the external groups. The researcher pointed out that the external constituents might have different views or expectations about the effectiveness compared to the internal constituents of the organization. This implies that in order to be effective the internal constituent must understand how the external constituents perceive and evaluate their effectiveness. The study contributed to sport management research by providing a reliable measurement of organizational effectiveness in the administrative domain. The study also addressed one of the major problems in assessing organizational effectiveness, which is identifying the need for the views of both internal and external stakeholders (Vail, 1985: 77).

Chelladurai & Morrow (1988, 1992) utilized the systems model and the multiple constituency approach in investigating the effectiveness of Synchro Canada. Their study had two purposes. The first purpose was to describe Synchro Canada in terms of some selected characteristics related to organizational effectiveness. The selected characteristics were divided into a structural domain which included formalization, centralization, and complexity; and a process domain, which included activities to ensure resources, work flow, control, identification, and homeostatic activities. Chelladurai & Morrow (1988:37) pointed out that the selected characteristics are directly relevant to the dimension investigated in previously mentioned studies. The second purpose of the study was to identify the differences among Synchro Canada constituents in their perceptions on these characteristics. Eighty-five subjects from four constituent groups participated in the study: professional and volunteer administrators, coaches, judges, and national team members.

The results of the study showed that professional and volunteer administrators did not differ in their perceptions of organizational effectiveness in relation to the selected characteristics. A similar result has been found by Szyszlo (1984) who also showed that administrators of several NSOs were congruent in their perceptions on organizational effectiveness.

The results showed that most constituents perceived the dimensions to be contributing to organizational effectiveness. However, coaches constituted the only group who rated some dimensions very low, "in fact, coaches viewed three of the characteristics (activities to ensure resources, control activities, and centralization) as detracting from Synchro Canada's effectiveness" (Chelladurai & Morrow, 1992: 149). The researchers

suggested that their perceptions were low because "...they were particularly dissatisfied with the flow of technical information, their low level of involvement in decision making and the lack of recognition and appreciation for their contributions " (Chelladurai & Morrow, 1992,1988: 149). The study contributed to sport organizational research by providing an alternative guideline approach for analyzing sport organizational effectiveness. This approach, however, contradicted previous studies that dealt with sport organizations as collectives by focusing on an individual organization. Such an approach allows researchers to provide more in-depth information of the phenomenon under investigation, which would be more useful to practitioners.

Chelladurai & Haggerty (1991) utilized a multidimensional approach to assess the effectiveness of 51 Canadian NSOs. The researchers examined the interrelationships among (a) administrators' perceptions of the effectiveness of the process of organization, decision making, personnel relations; (b) sport Canada's rating of NSOs in high performance, domestic sport and combined categories; and (c) administrators' job satisfaction. The 237 subjects were grouped according to work status (volunteer/professional) and Olympic status (Olympic/non-Olympic). The study aimed to find out if there were any differences existing between volunteer and professional administrators on the above three dimensions.

The results of the study show that the volunteer administrators perceived NSO's process to be more effective than did the professional administrators. This finding contradicts what Szyszlo (1984) and Chelladurai & Morrow (1988, 1992) found. The two groups, however, were similar in their expressing a high level of job satisfaction. In addition, there was only a minimal relationship between Sport Canada's ratings and

administrators' job satisfaction or their perception of process effectiveness. This study contributed to sport administration research by using a multiple measures (perceptions, performance, and satisfaction) to assess organizational effectiveness.

Koski (1995) analyzed the organizational effectiveness of 835 Finnish sport clubs by utilizing a multidimensional approach. The researcher examined five dimensions of effectiveness, which included the ability to obtain resources, the internal atmosphere, a level of efficiency of the throughput process, a clear realization of aims, and a general level of activity. All dimensions, except internal atmosphere, were intercorrelated. The results of the study showed that the ability to obtain resources and general levels of activity dimensions were related to a sport club's effectiveness. This finding indicated that "...the notion of togetherness within sport clubs is no longer valid. That is, a greater number of stronger and achievement-orientation aims have replaced the function of social interaction in sport clubs" (Koski 1995: 93). The result also indicates that size and environment are important factors in assessing organization effectiveness.

As mentioned earlier, the major strength of the multiple constituency approach is that it offers a holistic view of organizational effectiveness. However, some current studies of sport organizations have narrowed this holistic view by focusing on individual constituents. For example, Chelladurai (1997) emphasized that an athlete's satisfaction can be used as a measure of organization effectiveness. Wees (1997) developed a target population satisfaction instrument that reveals perceptual information of consumers satisfaction with their campus recreational programs. Ming Li (1993) assessed coaches satisfaction with their jobs and their performance in order to examine selected variables related to organizational effectiveness of spare-time sport schools in China. Other studies

have focused on leadership and its relationship to organizational effectiveness (Kent, 1996; Wees, 1996; Pruijin and Boucher, 1995; Wees and Bourner, 1995). Focusing on the individual constituent implies that constituent perceptions are a critical source of information in assessing organizational effectiveness.

Summary

In reviewing the literature related to sport organization effectiveness research we found that researchers have employed successfully various theoretical approaches to assess effectiveness in sport settings (Frisby, 1983, 1986; Szyszlo, 1984; Vail, 1985; Chelladurai & Morrow, 1988, 1992; Chelladurai and Haggerty 1991; Koski, 1995; and Chelladurai, 1997). It was noted from these studies that each of them has used different sets of criteria or different dimensions to evaluate organizational effectiveness. This variability, perhaps interpreted as ambiguity, only serves to confirm that there is no one universal model of organizational effectiveness (Cameron & Whetten, 1983). Cameron & Whetten (1983) concluded that a focus on a limited set of criteria is the only way to come to grips with a definition and assessment of the problem, since it provides a better understanding of the different components related to organizational effectiveness.

It was noted that most of the studies conducted on National Sport Organizations (NSO) have dealt with them as collectives. From the researcher's knowledge the only study that looked at an individual organization is the study of Chelladurai and Morrow (1992). The proposed study will also focus on an individual organization and it will utilize the multiple constituency approach in assessing the effectiveness of selected characteristics of OFA.

METHODOLOGY

General design

The purpose of the study is to determine the effectiveness of the structure and process of the OFA. The study employed a survey methodology to collect perceptual data. This methodology was considered the most feasible way in such condition where the researcher is in Canada and the study is conducted in Oman. In addition to the survey which examined five dimensions, the study used document analysis to assess qualitative data of the all eight dimensions. Based on general practice, each dimension was classified into sub titles as follows; formalization was broken down into planning activities and policy procedures, centralization was classified into financial decision procedures and policy development procedures, complexity was classified into vertical and horizontal differentiation, activities to ensure resources dimension included human resources and financial resources, work flow activities were broken down into office procedures and reward system, control activities were classified into communication activities and evaluation procedures, homeostatic activities included liaison and decision making regarding elite versus mass and youth participation, and finally, identification activities included activities to promote soccer in Oman and to distinguish the organization from other sport institutions.

The documents used to examine the selected dimensions are job/task descriptions, committee policies, personnel policies, GOSYA annual report 1994/95,

OFA constitution, and the general sport sector constitution. In addition to these official documents the OFA brochures and the Oman newspaper were reviewed.

Sample

Originally the target sample was to compose 120 OFA's constituents made up of administrators (N=20), referees (N=20), Athletes (N=30), coaches (N=20), and GOSYA consultants (N=10). However, because the administrative board prevented the administration of the study by refusing the questionnaires to be distributed to other members of the organization. Thus, individuals had to be contacted to participate in the study voluntarily. A total of 58 completed questionnaires were received with a response rate of (48.3%). Four groups were identified from the received questionnaires: administrators (N=15) which comprises volunteer and paid staff., referees (N=12), national team athletes (N=23), and coaches (N=8).

In order to be included in the study, participants were required to have at least two years experience working with the organization. The means of constituents' experience are as follows: administrators (M=10.4), referees (M=8.10), coaches (M=4.20), and athletes (M=5.52).

Instrumentation

The instrument used in this study is borrowed from the study by (Chelladurai & Morrow (1992). The questionnaire was designed to assess the constituents' perceptions of the existing structure and process characteristics of Synchro Canada. It contains 76 items representing eight dimensions. The questionnaire was validated based on the judgment of a panel of experts of university professors and sport managers. The items

were examined for clarity, conciseness, and their conceptual relationship to the specific dimension under which they were placed.

In order to use the instrument in the present study, the questionnaire was adapted to fit OFA's structure and process characteristics. The questionnaire contains 69 items representing eight dimensions: formalization, centralization, complexity, activities to ensure resources, work flow activities, control activities, identification activities, and homeostatic activities.

The questionnaire was translated into the Arabic language and sent to a panel of 10 experts at the Sultan Qaboos university and to sport organizations in Oman in order to scrutinize the items and check for clarity, conciseness, and relevance of the questionnaire. Based on their feedback, the final form of the instrument was used in the study. The items are initially preceded by the statement "To what extent have the following items contributed to, or detracted from the Oman Football Association's effectiveness". The response format uses a 9-point Likert scale. The scale ranged from -4 to +4 to give participants a chance to classify the items in term of contribution to or distraction from OFA effectiveness. In addition, ten open-ended questions related to the selected dimensions were added in order to get opinions and comments of the participants. The answers to these questions were categorized according to each constituent group and are reported in the result section.

Procedures

The distribution of the questionnaire was through selected individuals. The selected individuals distributed the questionnaire to volunteer participants randomly. The participants were given a period of one week to complete their responses. Then, the

participants were asked to return the questionnaire to the selected individuals. The completed questionnaires were sent to the researcher by mail. The non-returned questionnaires were followed up by phone.

Statistical Analysis

In order to examine whether the items of the questionnaire were correlated to their own dimensions and whether the items within each dimension measured or evaluated the same characteristics, the item-total correlation and computation of internal consistency (Cronbach's alpha) were estimated. The results of the item-total correlation showed that each of the five dimensions was internally consistent (see table 1). The estimate ranged from 0.74 to 0.88. In addition, the total scale was found to be internally consistent as reflected by the total alpha of 0.94 indicating that the dimensions do measure the effectiveness of the structure and process characteristics of the organization.

Table 1.

Item-total correlation for the five dimensions

Dimension	Item	Scale
	Scale	alpha
Formalization		
Its constitution bylaws	.61	
The job description for employees	.50	
Its personnel policies	.46	
Its rules and regulations	.56	
Its policy statements	.55	.76
Centralization		
member involvement in decision making	.57	
the distribution of decision making throughout OFA	.45	
the committee structure	.36	
the autonomy granted to different positions within OFA	.58	
the involvement of members in policy development	.67	
the distribution of responsibilities for finalizing the annual budget	.60	
the opportunity members have to express their views	.71	
the distribution of authority within OFA	.64	.84
Activities to ensure resources		
its methods of recruiting volunteers administrators	.51	
its methods of recruiting soccer players	.54	
its methods of recruiting instructors/coaches	.71	
its methods of recruiting judges and officials	.63	
the process used to select professional administrators	.75	
its activities for the development of administrators	.69	
the internal advice sought in hiring personnel	.50	
its methods of securing funds from the government	.70	
the steps taken to secure funds from the corporations	.44	
the way it secures funds from private donors	.47	
its national team selection process	.69	.88

Continue table 1.

Work flow activities

the participation opportunities for non-elite athlete	.19	
its activities in relation to high performance	.45	
its office procedures	.61	
its judges accreditation program	.54	
its activities to stimulate grassroots participation	.35	
its coaching development program	.61	
its methods of recognizing the contributions members	.46	.74

Control Activities

the methods of evaluating its major corporate and sector plans	.45	
its methods of program evaluation	.58	
its staff evaluation policies/practices	.58	
its planning activities	.56	
its reporting procedures	.48	
its communication plan	.72	
the communication members receive from the OFA	.58	
its priorities regarding budget allocation	.37	
its accounting procedures	.52	
its disciplinary procedures	.53	
its formal channels of communications	.57	
the over all control exerted over programs and personnel	.53	
the feedback procedures built into the various programs	.59	.87

Subgroups differences

The differences among the constituent groups in their perception of the effectiveness of selected organizational dimensions were tested. The scores of the items in each dimension were compiled to yield a dimensional score for each subject. The mean of the items in each sub- scale were the dependent variables and the four constituent groups were independent variables. The Kruskal Wellis test of variance was performed as an alternative to the One way Anova to test the differences among the constituent groups in their perceptions about organizational effectiveness.

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter provides first an introduction of the OFA. Second, it provides a brief description and the findings of the document analysis of the structure and process dimensions of the organization. Third, it provides the results of the survey and the constituent comments on the open ended questions.

In the survey analysis three dimensions, complexity, identification activities, and homeostatic activities are excluded because these dimensions are not clearly defined in OFA to the same extent as it is evident in most North American sport organizations. Secondly, it is assumed that the some constituents (i.e., athletes, referees) are less knowledgeable about these concepts and their judgment may not provide reliable results, hence these variables are described based on the document analysis.

Oman Football Association

Soccer is the most popular sport in Oman. It was widely participated in before the establishment of the Football Association in 1978. The association joined the Arab Football Association (A.F.A) in that year, and the Asian Federation in 1979. One year later it becomes a member of F.I.F.A. In 1983 it was re-proclaimed by ministerial decree 4/1983, and since then until now it has witnessed seven different presidents and more than ten international coaches. The organization has maintained a good relationship with

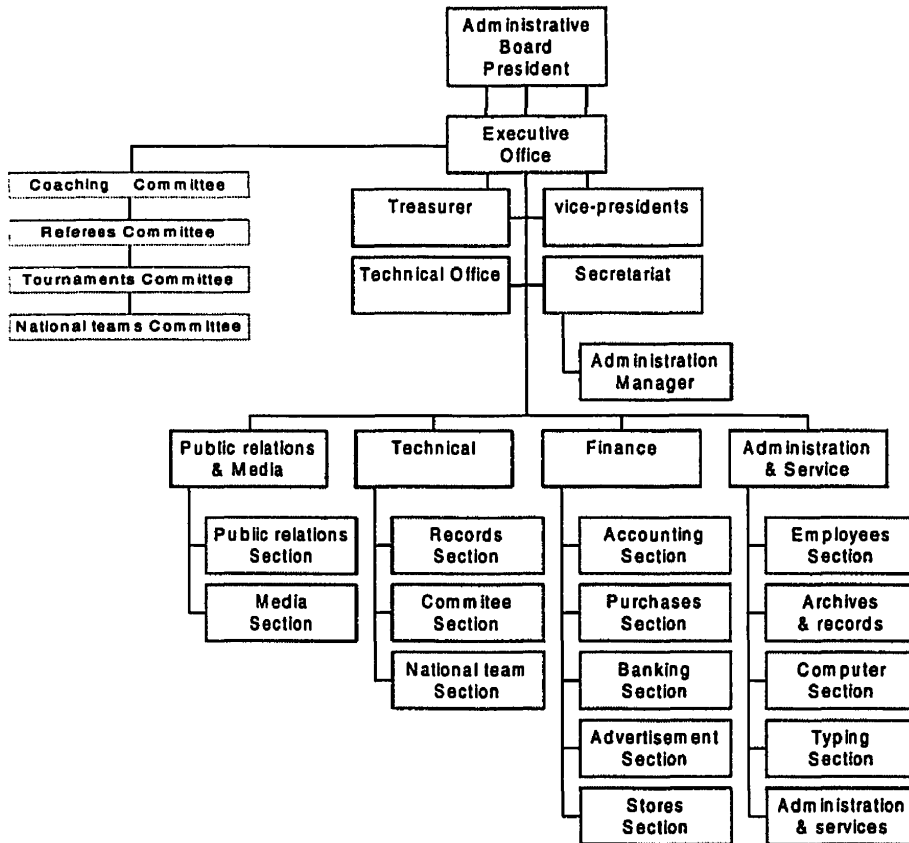
the international federation, which has enabled it to progress to one of the top leading associations. The association organizes the national league, which is divided into three divisions, His Majesty Sultan Qaboos' cup, an international friendship tournament, and two junior leagues for those ages under 17 and 19 years old. Fifty-one sports clubs all over the country participate in these tournaments with a total number of 5610 athletes.

Current structure (complexity)

According to the constitution that governs the sport system in Oman, sport organizations are required to have a general assembly within their structure. It consists of an administrative board and representatives of sport clubs that have a valid membership with the organization. The general assembly meets once at the end of every season. Its mandate is to review the annual report prepared by the board of directors and to approve the budget and programs for the previous year and the following season. In addition, it is the only structure within the organization that has power to disagree with decisions made by the administrative board.

The vertical differentiation of OFA contains three levels: the administrative board, the executive office, and four departments. The administrative board is made up of 12 volunteers appointed by the Ministry of sport. They serve the organization in the following positions: president, two vice-presidents, secretary, treasurer, four heads of the committees and three representatives from the Oman Army, the Royal Oman Police, and the University.

Oman Football Association Chart



The latter three members are involved because the OFA deals regularly with these organizations, due to the large number of athletes who belong to these organizations. Having their representatives on the managerial board facilitates communication and saves time in correspondence. Regarding the positions of secretary and treasurer the sport organizational constitution allows for the appointment of professional staff in these positions if no board member can be found to fulfill these responsibilities. The board of directors is responsible for managing the financial, technical, administrative tasks, and legal aspects of the organization as well as for the hiring and firing of employees, and the preparation of the annual budget and programs of the OFA.

The second level of structure is the executive office, which is formed from the board of directors. The president or one of the vice presidents, the secretary, the treasurer and two selected members are represented on it. The executive office is directed to follow up the implementation of the rules and regulations of the Oman sport system as well as to monitor the application and utilization of organizational decisions. Moreover, it prepares critical and urgent portfolios that must be reviewed by the administrative board and recommends appropriate rewards or punishments for employees.

The technical office and the administrative office assist the executive office. These two departments report directly to the secretariat. The technical department is concerned with the rules and regulations that govern the soccer leagues, club participation in the leagues, as well as suggesting new programs to improve the level of training in sport clubs, and conducting research about issues related to soccer development. In addition, it provides technical assistance for sport and non-sport organizations. On the other hand, the administrative office supervises the work of three administrative sections.

The finance section, the technical section (related to records, committees, and national team), and the public relations and media section. It is concerned with administrative aspects such as the filing of documents, employees' salaries, advertisement, purchasing, and accounting. Managers of these two offices are professional employees fully qualified to carry out these required tasks. The interactions between these two units provide valuable information to the higher levels of authority where decisions are made.

Four departments represent the third vertical level. They also represent the horizontal differentiation of OFA. There are 30 employees working in these departments which are divided into finance, administration and services, technical, public relations and media. Each department is specialized to carry out specific tasks. Units that perform the department's tasks are illustrated in the organizations' chart. The heads of the departments report directly to the executive office and they are responsible for the communication between the units and the higher levels of authority.

In addition to these main structural components of the OFA, individual committees authorize management of specific organizational areas. Four management committees exist, namely, the referees committee, the tournament committee, the coaching committee, and the national teams committee. Through these committees the organization offers different programs and activities such as coaching, referees qualifications program, seminars, and training programs for national teams. It was noted that there is no athletes committee council nor volunteer development committee in the organizations structure (see OFA chart).

Formalization

Formalization refers to the degree to which the activities of an organization are governed by written rules and procedures which enhances the coordination of the operations of the organization. In this section the three major sources of organizational policies are outlined, then the findings of the document analysis are reported.

Policy and procedures

Like all sport organization, OFA is guided by a general constitution. There are two issues of the constitution. The first one was published in 1986, and the second in 1991. This last issue is made up of 209 pages and contains decrees from 1972 until 1990. The decrees found in this 1991 issue evolved from two main sources. First, laws that are related to the establishment of a sport organization, its mandate, its area of function, the development of the structure and the relationship between sport organizations and other governmental agencies, are issued by His Majesty Sultan Qaboos. These rules are known as Royal decrees. Second, the Ministry of Sport issues policies that concern the formation of the general assembly and the administrative board of sport organizations, membership, committees, programs, and other managerial activities. All sport organizations are required to follow the constitution in order to be eligible to perform their activities.

The third source of policies and procedures that guide sport organization activities is the administrative board. It is allowed by the constitution to determine how work should be carried out within the organization, and what procedures to follow while

performing organizational tasks. Moreover, it has latitude to form rules and regulations that govern the work within departments and committees as long as they do not violate the decrees or the policies of the ministry of sport.

Job task descriptions: a review of these documents reveal the responsibilities and accountabilities of the departments. It was noted that the job descriptions do not provide itemized duties of individual positions, nor do they provide criteria for evaluation of these duties. However, detailed descriptions of positions of the president, the executive officer, the secretariat, and the treasurer are well documented in the organization's constitution.

Committee policy: the administrative board has policies in place that control all committees' activities. The reviewed documents provide detailed information about the conditions of formation for each committee, its mandate, and its role and responsibilities. Similar to the job descriptions, the committee policy documents provide general information about each committee but it does not provide details about the manner in which duties should be performed nor any criteria of performance.

Personnel policies: These documents outline procedures for staff development, staff promotion and awards, staff attendance and absence, staff emergency and annual holidays, and an employees' code of ethics. It also contains information about the procedure to follow for processing staff requests and concerns.

Planning Activities

Unlike the Canadian system of sport delivery services, which is guided by the quadrennial plan and the participation development plan, the OFA is guided primarily by the annual plan which is prepared by the administrative board and approved by the Ministry of Sport every season. This annual plan focuses on the preparation of the national teams to participate in regional and international events, the development of coaches and referees, the care of national team athletes, and the organization of local leagues and tournaments (GOSYA annual report 1994/95). All efforts are directed toward an application of the suggested annual plan.

Regarding participation development, OFA is following the sport-for-all plan, which was established by GOSYA. The program aims to provide opportunity to all citizens to participate in sport activities regardless of their age. The association assists the GOSYA to organize activities for the plan by providing technical assistance through coaches and referees. OFA depends on sport clubs to encourage youth participation and to develop their interest in soccer. Its role is limited to organizing tournaments and leagues for youth. It was noted from the documents reviewed that the long-term plans are not clearly defined nor are specific long-term goals stated.

Centralization

Centralization is concerned with the distribution of decision-making authority. In this section we examine the degree to which decision making power is distributed among different positions within the organization. The two types of decisions, which were examined, were the financial decision procedures and the policy development procedures. These two types of decisions were analyzed because they affect the performance of the entire organization.

Financial decision procedures

According to the OFA constitution (1990) the administrative board takes the majority of financial decisions. For instance, the treasurer and the secretariat are responsible for preparing the annual budget which is submitted to the administrative board to be reviewed. Then it is forwarded to the general assembly in order to receive final approval before it is submitted to the Ministry of Sport (GOSYA). The role of coaches and referees during this process is to estimate the total budget of their respective activities and submit a report to the secretariat. In addition, any request to purchase equipment or other necessities must be signed by the president of the organization and the treasurer (OFA constitution, 1990).

It is important to point out that documents that contain information about the organization's annual budget and how it is divided between departments, committees, and

programs, are considered to be highly secret, with access limited to the administrative board.

Policy development

Although the administrative board has the ultimate power to reject or to approve policies, the input of professionals is respected. In developing policies related to the structure or technical aspects of the organization, managers usually rely on the input of professional staff in departments and committees. However, their inputs are limited to providing information, suggestions, and participation in discussions. They are not allowed to vote. The final decisions are made by vote among the members of the board. For example, the main subject that concerns OFA these days is to advance the national amateur league to a professional league. According to the Oman newspaper, (February 1998) this subject has been debated by all members of the organization in order to receive their input. However, only the administrative board will make the final decision and it has to be approved at the general assembly and the GOSYA.

The decision-making power of the administrative board is reflected in the fact that some Omani athletes were forbidden from playing professional soccer in Europe. There was great support from the organization's members as well as the public to allow these athletes to play professional soccer, however, since OFA is an amateur sport organization it does not permit athletes to become professionals.

Departments, committees, and individual staff members have latitude to make decisions in their area according to their job description or their mandate. This latitude,

however, is limited to general decision-making concerning day-to-day activities or technical decisions. To assist their decision-making managers receive input from regular meetings. However, if the decision pertains to a way tasks are performed or if it could affect the structure of the committee or the department, a proposal is submitted to the administrative board. It is reviewed by members of different hierarchical levels. However, it was noted that there is no participation of athletes in policy development, nor do they have a representative on the administrative board.

Activities to ensure resources

Activities to ensure resources include processes designed to attract volunteers, officials, coaches, referees, and administrators; and to secure funds from the government, corporations, and private donations. In this section these activities will be examined with respect to the OFA.

Volunteer and professional administrators

Sport organizations in Canada depend primarily on volunteers to carry out most organizational activities. Thus, they develop plans and ways to increase the volunteers' involvement in their organizations. Some sport organizations have formed a volunteer development committee which is responsible for attracting volunteers. In contrast, the involvement of volunteers in Omani sport organization is limited. The constitution allows

only 12 volunteers to be members of any sport organization and they generally serve on the administrative board. The remaining positions are employees and professional staff.

In the past, the government established a system to recruit volunteers in sport organizations. This system gave the president of GOSYA, and his executive office the power to select and choose volunteers. They were responsible for forming the administrative boards of all national sport associations. This system was changed in 1998. The president of the GOSYA announced in February 1998, that the procedure to assign volunteers administrators would be in two parts; first, the general assembly will nominate selected candidates to be members of the administrative board in certain positions. Second, the GOSYA will be responsible for appointing and recruiting volunteers for the remaining positions (Oman newspaper, 1998). Nevertheless, appointing the president of any sport organization will remain a responsibility of the GOSYA.

Regarding the recruitment of professional staff the administrative board is responsible for selecting and hiring any professional employees in the organization. Usually most of the professional employees in the organization are foreigners who are brought from different countries to serve the organization in positions such as technical manager, program coordinator, and treasurer.

Coaches and referees

One of the main goals of sport organizations is to train and qualify citizens in technical work such as judging and coaching. The OFA, in its annual budget usually assigns a certain percentage of the budget to operate qualification programs. Committees are responsible for organizing these programs. In co-operation with international sport organization such as F.I.F.A, International Olympic Committee (I.O.C), and the Arabian Football Association, OFA offers, annually, several courses at different levels not only in the capital area but also in other regions of the country. Professional speakers and lecturers are brought in to teach the latest and most accurate information. Participants who perform successfully in these courses are sent abroad to take more advanced courses (Annual report, 94/95). With respect to the training of referees, the OFA provides opportunities for Omanies to develop their skills by officiating all tournaments and games. This opportunity allows referees to become qualified as international referees with some of them being invited to participate at the World Cup level. (Oman newspaper, 1998).

However, it was noted that the Omani coaches do not have the same opportunity, since OFA and most sport clubs recruit foreign coaches to train their teams, the local coaches are ignored. Further, it was also noted that there is no coaching association in Oman to take responsibility for the qualifying of citizens as professional coaches.

Athletes

Athletes are the prime beneficiaries of the services offered by the sport organization. Since the sport structure in Oman is a club system, the OFA only deals directly with the national team athletes. Mass participation and the development of young athletes is left to the sport clubs. The role of the association is to assist the GOSYA in the sport-for-all program and to organize leagues and tournaments for clubs. In addition, it monitors clubs' activities and guides them to follow the mandate of the constitution.

Recruiting athletes for the national team is the responsibility of the head coach and his assistants. They monitor the leagues and select the individuals to become members of the national team. The final list of the selected athletes is submitted to the administrative board for approval.

The association offers facilities, equipment, training camps, and professional coaches to prepare the national teams for international tournaments. The preparation programs for the national teams are offered throughout the season. However, the association has long been faced with a major problem, specifically, attracting athletes to participate in this preparation program (Oman newspaper, February, 1998). The private and governmental organizations usually refuse to release athletes to join training camps for long periods of times. As a result, the national team does not fulfill its potential.

Funding

The OFA has several funding sources. However, the only published printed source obtained is the government support, which accounts for 80% of the total budget.

Membership does not play a significant role in overall income since there are only 51 clubs in the country. Recently, the private sector has begun to play an important role in sports. The Ministry of Sport has allowed sport clubs to solicit sponsors and to advertise their product. Satellite television coverage has encouraged the private sector to become involved in sport since their product will be seen in most Arabian and Asian countries. As a result, OFA is now studying the feasibility of selling the national league to private companies. In addition, rules and regulations that organize the relationship between sport organizations and sponsors have been established, and the government is supporting this type of project not only at the level of national sport organizations, but also in the sport clubs.

It was noted that the organization does not generate money from local television coverage for its local games, and the revenue generated from spectators and soccer fans is relatively small. In addition, fund raising and private donations are allowed by the constitution but the documents reviewed did not indicate if they are used.

Work flow activities

Workflow activities are those that create and distribute the output of an organization. They include training programs for members, office procedures, budget accounting procedures, and the reward system. In previous sections the training programs for coaches and referees, the preparation of the national team athletes, and the financial procedures were discussed. In this section, the office procedure and the reward systems will be discussed.

Office procedures

There is no procedural manual, which guides employees in the performance of their tasks. Duties are carried out depending upon the general job description, which is available, and the experience members have gained from working with other organizations, whether private or governmental. Experienced members teach the new employees their tasks. It was also found that no instructional material for coaches or referees exists. However, the organization does follow the constitution of public services regarding the rights of employees.

Reward system

The contribution of members in organizational activities is recognized. Based on the report submitted by the head of department, the executive office nominates individual employees for promotion or for getting a bonus for the work which has been accomplished. The constitution outlines awards for athletes for medals won in regional tournaments, in qualifying games to the Olympic games, the Asian Cup, and the World Cup.

Another set of awards is organized by the GOSYA at the end of every season. This organization gives awards to the best athletes of the year and members who have accomplished remarkable work in sport or other activities organized by the organization. Finally, there is a Legion of Honor Medal presented by His Majesty personally to those nominated. Criteria for being nominated are well established and organized. Few athletes have won this Honor. It was noted from the review of the documents that there is no contract between athletes and the organization.

Control activities

Control activities include communication between members within the organization. It also includes the evaluation of personnel and programs. Communication activities are very important if they are used positively; they can increase the effectiveness

and the efficiency of the organization by informing members about organizational goals and by helping managers in making accurate decisions.

Within OFA, all communication equipment is available except electronic mail. Formal letters and memos are widely used in corresponding between departments and units. No newsletters or manuals are available, nor is access to computers available to all employees. However, some seminars are organized for sport managers to improve communication and management skills. Responsibility for communication with other organizations is assigned to the executive office and the department of public relations. All responses must be signed by the president and the secretariat in order to be mailed. Public relations are responsible for providing official results and television coverage of the games to the media. Moreover, they are responsible for maintaining good communication with local and international sport organizations.

Evaluation of personnel programs

There is not a lot of emphasis placed by the organization on the evaluation of personnel. There are no criteria or guidelines used in evaluation. The evaluation procedure depends on a report submitted by the heads of departments to the executive office. This report outlines general information about the progress and efficiency of each individual's work. The executive office then makes a decision, based on the report. Similar procedures are followed to evaluate programs and national team participation.

Identification activities

Identification activities are the activities carried out by the organization to distinguish the organization from others and to promote the sport nationally and internationally. OFA promotes football through the coaching and referees system, the hosting of regional and international tournaments such as the Gulf Country Council (GCC) championships, and the Friendship Tournament, recruiting professional coaches from other countries, and participating in international conferences and competitions. In addition, the organization has promotional products such as bags, pins, and shirts. These products are used as gifts for the teams participating in tournaments and corporate sponsorships. There are also brochures that are distributed to the public before international tournaments hosted in Oman. However, it was found that the organization does not have newsletters, magazines, nor instructional materials for coaches and referees or other members.

Homeostatic activities

Homeostatic activities are activities taken “to create a state of dynamic equilibrium under changing circumstances...” (Chelladurai & Morrow, 1992: 136). These activities include liaison and decision-making.

In terms of liaison OFA has maintained over the years a good relationship with the government, the Oman Olympic committee, and International sport federations such as

I.O.C and F.I.F.A. Through these relationships the organization receives technical, educational, financial, and leadership support. In addition, the constitution allows for the recruitment of members from external agencies. As mentioned earlier the organization has recruited members from the Royal Oman police, the Oman Army, the university, and the Ministry of Health.

In terms of decision-making for elite versus mass participation, it was found that the organization's annual plan emphasizes the development of elite sport with very little attention paid to mass and youth participation (Annual report 1994/95).

Summary of the document findings

The document analysis provided the following results. In the formalization dimension it was found that the job task descriptions and the committee policies do not provide itemized duties for staff, nor do they provide criteria to evaluate these duties. It was found also that there are no long-term plans identified. In the centralization dimension the financial decisions were centralized. Members were also involved in the development of policies, but they do not vote while making decisions. In addition, no athletes are represented in the organization. In the complexity dimension it was found that there is no athletes committee council and volunteer development committee. In the dimension of activities to ensure resources it was found that the president of GOSYA is responsible for hiring managers, and the organization is facing a problem in recruiting athletes. There are no fund raising programs, and the organization does not generate funds from local television coverage. In the workflow activities dimension it was found that

there is no manual procedures that guides employees to carry out their duties. In the control dimension no criteria guidelines were found for the evaluation procedures. In identification activities OFA participates in international events and it has promotion materials to distinguish the organization from other sport organization in the country. Finally, in the homeostatic activities dimension the organization does have liaison with other organizations.

Survey results

The focus of the study was to determine the effectiveness of selected structure and process characteristics of the OFA, based on the multiple constituency approach. Four groups of constituents were identified, administrators(N=15), referees(N=12), athletes(N=23), and coaches(N=8). The perceptual data were collected by means of a questionnaire. After examining the distribution of the data, it was noticed that the data was not normally distributed. Kolmogorov Smirnov and Shapiro Wilk's tests for normality were performed and found to be significant. Non-normality is a violation of a general assumption underlined in using parametric statistical tests. Thus, non-parametrical testing was suggested because it does not require an assumption of normality. The Kruskal-Wallis test was suggested as an alternative to One-way Anova. It is important to point out that both parametric and non-parametric tests were carried out and that they provided similar results. This step was taken in order to achieve more confidence in the results.

After an examination of the results in Table 2, it was noted that administrators rated all the dimensions higher than any other group of constituents. They perceived the selected structure and process characteristics to be contributing to the effectiveness of the organization. In addition it was also noted that coaches rated centralization (M= .45) lower than referees (M= 0.89) and athletes (M= 0.80). They also rated workflow activities (M= 0.39) lower compared to athletes (M= 0.53) and referees (M= 0.64). It was surprising to note that referees (M= -.08) were the only group that rated the resources dimension as a distraction from organizational effectiveness.

Table 2.

Means and standard deviation of the four groups by dimensions.

Dimensions		Administrators N=15	Referees N=12	Athletes N=23	Coaches N=8
Formalization	M	1.70	0.86	0.75	0.85
	S.D	(1.38)	(1.27)	(1.72)	(1.52)
Centralization	M	1.80	0.88	0.80	0.45
	S.D	(1.31)	(0.99)	(1.68)	(1.77)
Activities to ensure resources	M	1.27	-.08	0.58	0.78
	S.D	(1.77)	(1.18)	(1.58)	(0.72)
Work flow activities	M	1.63	0.64	0.53	0.39
	S.D	(1.62)	(1.24)	(1.37)	(0.61)
Control Activities	M	1.79	0.40	0.78	0.55
	S.D	(1.47)	(0.67)	(1.45)	(0.62)

Table 3.

Significant differences between the groups for the five dimensions.

Dimension	N	M	SD	Chi-square	Df	p
Formalization	56	1.02	1.53	3.7	3	.295
Centralization	46	1.04	1.50	5.1	3	.164
Activities to ensure resource	51	0.66	1.50	4.8	3	.187
Work flow Activities	52	0.80	1.38	7.5	3	.059
Control Activities	53	0.94	1.33	9.6	3	.022*

*P<0.05 on Chi-square Test

Table (3) shows the over all means, the standard deviations, the sample size for all dimensions. It also shows the chi-square results. A significant difference was found between the groups in the control activities dimension, Chi-square = 9.6 p. 0.022. A post hoc Mann Whitney analysis test was carried out. The result showed that administrators (M= 1.79) rated this dimension significantly higher than referees (M= .40) and coaches (M= .55).

In examining the overall means the constituents perceived the five dimensions contributing slightly to the general organizational effectiveness. The means did not accede a mean of 1.5 on a scale ranging from -4 to +4. However, no dimension was perceived to be detracting from the effectiveness of the organization. It is interesting to note that the constituents rated the process dimensions lower than the structural

dimensions. This suggests that more difficulties that prevent the organization to achieve its goals are in the process activities.

The constituent's comments to the ten open ended questions relating to the selected structure and process dimensions of OFA are reported in the following section. Appendix C provides a summary of constituent comments to these questions. The response rate varies per question; however, the range of responses is 27 to 47 of the 58 total.

Formalization

Although the number of subjects who did not respond to question 5 and 7 was relatively large 31-22/8, respectively the comments of those responding revealed some important issues. Some constituents pointed out that the involvement of GOSYA and some individuals (public figures) in making decisions within the organization prevented the implementation of OFA policies. In addition, constituents who responded to question 7 commented that the rules and regulations of OFA should be updated to fit the current organizational environment. Regarding question 6, it was interesting to find that an equal number of constituents perceived the annual plan differently. Some considered that the plan provides clear guidelines to develop football in Oman and some considered it does not. Three constituents suggested that there is a need for a long-term plan.

Centralization

It appears from the constituents' comments on question 9 that the decisions making procedures are appropriate 22/58. Athletes and coaches 12/58 perceived the decision-making is not appropriate. Furthermore, athletes, coaches and referees 9/58 felt that there is a need for more involvement in decision-making.

Activities to ensure resources

Constituent comments to question 10 suggested that the organization should focus on recruiting managers who have a strong background in sport and who are qualified. They also suggested that the hiring for volunteer managers should be by election instead of by appointment. In addition, they also suggested that the private sector should be more involved in organizational activities and other funding sources away from the government support should be sought.

Work flow activities

The majority of constituents of whom 50 % were athletes who responded to question 1 perceived that the work procedures within the organization are appropriate, but 19/58 constituents perceived the work procedures to be not appropriate. Some other constituent's 12/58 suggested that the responsibilities are not clearly distributed within

the organization. Some constituents 9/58 considered that the interference of GOSYA and public figures in OFA activities affect the work procedure within the organization.

Constituent responses to question 2 suggested that the main factors preventing work from being done easily within the organization are that managers are not specialized or qualified enough to carry out their required duties, lack of financial resources, and a lot of managers supervise the work procedures.

Control activities

The majority of constituent' responses to question 3 suggested that the evaluation procedures are not appropriate 23/58 and some suggested that legislation is needed to guide the evaluation procedure within the organization. It appears from the constituent comments on question 4 that the communication between members is smooth. However, in their responses to question 8 it was surprising to find that athletes become informed about new regulations of the organization by individual communication and the media.

Discussion

There were no significant differences found between the four groups in the structural dimensions. However, the document analysis and the open-ended questions of the survey provided important points for discussion.

Formalization

It was found in the document analysis that the job task descriptions and the committees policies do not provide itemized duties for individual staff, nor do they provide criteria for evaluation of these duties. It was also found that most of the rules and regulations exist in terms of memos, and there were no books or manuals that provided comprehensive details of how duties should be carried out. This finding was further supported by the constituents' comments to the open ended questions of the survey (see appendix c). The constituents said that the organization rules and regulations should be updated to fit the current organizational environment. The last issue of OFA constitution was in 1991, but since then a lot of changes have occurred. The organization was placed under the supervision of GOSYA, more pressure was placed on sport organizations to provide high quality of sport services and to produce competitive national teams, and the private sector began to be involved in sport activities. Consequently, the work procedures became more complex within the organization. Thus, more comprehensive rules and regulations are needed to guide managers and employees in there duties.

It is interesting to note that some constituents perceived the involvement of GOSYA and some public figures in organizational activities as impediments to the implementation of the organization's rules (see appendix c). For example, the administrative managerial board of the organization takes a decision to punish or discipline an athlete according to OFA's rules and policies, but the GOSYA and some public figures may interfere to implement such decision. This involvement could be due to the fact that GOSYA has the power over the organization, since it is the representative of the government and it controls the financial resources of all sport organizations in Oman. In addition, individuals (public figures) are able to manipulate the implementation of the organization's rules, probably, through having connections or strong relationships with members of the administrative board.

It was interesting to note that there is a conflict or inconsistency between the constituents in their comments about the organization's annual plan (see appendix c). Some constituents said that it provides clear guidelines for the development of soccer in Oman, while some others said it does not. This finding indicates that there is a need to provide members with more information about the plan, and to clearly identify the aims and the desired goals of the annual plan.

It was also noted that there are no long term plans or long term goals that are clearly defined in the documents reviewed. Rosandish (1991) noted a similar situation. The researcher indicated that sport organizations in the Arabian Gulf tend to overlook long-term plans. Rosandish (1991) concluded that the absence of such plans is one of the main reasons that prevent sport in these nations from succeeding at the international level.

Centralization

According to the OFA constitution, it was found that there are no athletes represented on the organization's board. Athletes' input is usually ignored or not taken into consideration while making decisions. Chelladurai (1997) suggested that athlete's satisfaction could be used as a measure of organizational effectiveness. This implies that the input of athletes is very important and critical for the sport organization. Thus, sport managers should take feedback from the prime beneficiary of the services, because they are the reason for the establishment of the sport organization, and more importantly, they play a major role in fulfilling the organizational objectives (Chelladurai, 1997).

There were no significant differences found between OFA constituents in the centralization dimension. They were congruent in rating this dimension contributing to organizational effectiveness, and they perceived the decision-making procedures to be appropriate. However, some coaches, referees, and athletes suggested that they should be more involved in decision making (see appendix c). It is indicated in the employee involvement literature that employee involvement in decision making has both pros and cons (Slack, 1997); (Cotton, 1993). Therefore, it could be argued that employee involvement is not always a technique that has a positive effect, nor it is the magic solution for all problems, instead it should be looked upon as a process that has a potential to improve productivity and enhance the quality of the sport services. Implementing this notion would make it easier for managers to accept more employee involvement in decision-making procedures.

Complexity

According to the OFA constitution and its organization's chart there is no athlete's council committee. The only section that deals with athletes' issues is the national team section. Its responsibilities are related to providing facilities for training programs, organizing athletes' files, and providing athletes with releasing letters in order to get permission from their work to participate in training camps. Thus, athletes' concerns and problems are solved by individual efforts from the administrative board. However, through an athletes' committee council athletes problems could be solved more effectively. In addition, it was also noted that the organization does not have membership for retired or alumni athletes. The organization, through a volunteer development committee, can benefit from these individuals. They can be used for a training purpose for other members of the organization, and their input could be very useful in planning for new programs or enhancing the quality of the services.

Control activities

In comparing the perceptions of the constituents' groups in the process dimensions, a significant difference was found between administrators and referees and coaches in the control dimension (see table 3). The possible explanation for these differences is that referees and coaches are not satisfied with the procedures followed in evaluating programs and personnel. These findings were supported by constituent's comments to the open ended questions. The majority of coaches and referees perceived that the evaluation procedures are not appropriate (see appendix c). For instance, coaches are frequently fired due to the fact that the team had lost a tournament, programs offered and personnel are not regularly evaluated in a reliable way to improve their efficiency,

and sport managers depend mostly on the reports submitted to make judgments about the organizational activities.

It could be argued that managers do not put a lot of emphasis on evaluation procedures due to several reasons: a) managers are overloaded with their day- to-day tasks because they have a full time job in addition to volunteering to the sport organization, b) managers do not have the skills or valid means to conduct the evaluation process, and c) the goals of these programs are not clearly defined, in other words, they are vague or they are general goals. Therefore, managers depend mostly on the reports they receive from the departments. This finding suggests that managers should place more effort and time in an evaluation process for the programs offered, in fact, it should be the main priority of manager's duties.

The constituents perceived that communication is to be smooth between members within the organization (see appendix c). These findings did not support the statistical findings in the control dimension. The possible explanation is that the estimate of groups differences in this dimension included both evaluation and communication items. Thus, a significant difference was found in both activities.

A variety of communications means are used within the organization. They include formal letters, meetings, media, and individual communication. However, it was found that athletes become informed about new organizational rules and regulations by individual communication and by the media. This implies that there is no formal communication channel between the administrative board and the athletes. One of the athletes said, "there is no schedule or arranged meeting between athletes and the administrative board to discuss organizational issues. We only meet with some managers before the participating in tournaments or before traveling to training camps." These findings suggested that there is a need for formal communication between managers and the athletes.

Based on the author's experience with sport organizations, he noted that language differences limit the communication efficiency in the organization. For example, most head coaches and technical staff are foreigners. Thus, they communicate with managers in English, but most managers in sport organizations are not fluent in English. This situation causes difficulty in getting ideas across and increases the chances of misunderstanding, especially when the subject of debate is technical. This situation is also common with athletes. The coaches depend on a translator for getting ideas across to athletes. In addition, most magazines and books about sport organization management, which are received by the OFA from international sport federations are in English. This discourages managers from reading in order to become knowledgeable with the latest information in the field.

Activities to ensure resources

The constituents were congruent in their rating of the dimension of activities to ensure resources lower than all other dimensions (see table 3). They perceived this dimension to be contributing less to general organizational effectiveness. The constituents suggested that hiring volunteer administrators should be by election instead of being appointed by the Ministry of Sport (see appendix c). It is believed that recruiting volunteer managers by election will fill the gap that exists between sports clubs and the national sport organization. In addition, it will encourage volunteers to participate in organizational activities, due to the increasing opportunity of being nominated (Oman newspaper, 1998).

The constituents also suggested that there is a need for professional administrators in the organization; administrators who are highly qualified and who have a strong background in sport (see appendix c). Introducing more professionals into the OFA would help in many respects. First, it could reduce the workload for volunteer administrators, so

they could focus on the more critical matters affecting the organization, such as solving athlete's problems, and looking for other financial sources. Second, efficiency in work procedures would become more effective, the quality the service could be enhanced, and more accurate decision-making could be made and long term plans could be put in place. However, it should be kept in mind that not only the level of education should be considered as criteria when hiring professionals in sport organizations. Factors such as the ability to generate funds from the private sector, the ability to negotiate with all members of the organization and the possession of a marketing and business orientation in sport management should be also considered. These characteristics are important for managers to meet the current environmental requirements. In addition, the organization should focus on hiring and qualifying Omani professional administrators because they understand the Omani culture better than the foreign professionals do.

Jamal & Ibtihaj (1988) have found that sport clubs in Saudi Arabia have a strong tendency to hire foreign coaches. The local coaches are ignored or they are not given an opportunity to become qualified in higher levels. A similar situation was noted in this study. It was found that there is no coaching association, which can take responsibility to qualify Omani coaches. Further, there is no advance qualification programs offered. The organization depends mostly on programs, which are offered by the I.O.C and F.I.F.A (Annual report 94/95). Depending only on these short-term courses is not enough to produce highly qualified coaches. There is a need for more advance programs and citizen coaches should be given more opportunity to work in this field.

Further, there is other factors preventing the development of citizen coaches in Oman. First, there is no security in coaching jobs; a coach can lose his job any time. Since people are not willing to take such risks they do not consider a coaching career seriously. They take it as part time job. Second, local coaches usually are paid less than foreign coaches are, because they are considered to be less qualified. Third, sport studies was not introduced in the university level until 1990 when the physical education department was

included in the college of education, thus people were less knowledgeable about sport and its importance in society. Finally, the Omani culture does not weight the value of coaching career like the western culture. A coaching career is still seen as low level type of job. As a results of these factors fewer people are willing to take a coaching job as career.

It was found that the OFA has been faced with a major problem. This problem is the difficulty in recruiting athletes to participate in national team preparation programs (Oman newspaper, 1998). Private companies, governmental and educational organizations usually refuse to release athletes to join training camps for long periods of time. These organizations put pressure on athletes to choose between their careers and sport. This could be due to the fact that there is no joint or corporation programs between OFA and these organizations. For example, there are no sports activities or educational programs are organized between OFA with schools or other organizations. Thus there is a need for these types of programs to enhance the value of sport, and inform managers of private and governmental organizations about the benefits and the aims of OFA's programs. In addition, these joint programs could also help to increase the mass participation in soccer activities. Further, stronger rules that protect athlete's rights should be formalized.

The constituents in their comments about the financial sources of the organization, suggested that there is a need for finding other sources of funds away from the government (see appendix c). They agree that the government support is not enough to carry out all organizational activities. It was also noted that the organization does not generate funds from the local television coverage, because it is a government television and it is the only channel existing. However, a small amount is gathered when the games are broadcasted via satellite television. In addition, in the documents reviewed it was noted that the organization depends mostly on governmental support. The private sector sponsorship, membership, funds raising, and private donations are not contributing to the

general budget. Thus, the organization should stop relying only on the government and began to develop other financial resources. Sponsorship and fundraising techniques should be used more effectively. The organization also should use different marketing techniques such as advertising for the games, free give away tickets, and group discount tickets to attract more spectators to the games.

One of the constituents pointed out an important issue regarding the distribution of the annual budget on organizational activities. He stressed that a large percentage of the organizational budget is being consumed in administrative tasks. For example, salaries of employees, transportation expenses, electric and telephone bills, the traveling of officials to international meetings, and the participation of the national teams in regional and international events. After covering all the important activities of the organization, a small amount of the budget is being spent on technical qualification programs and promotion programs. It is suggested that the budget priorities should be distributed in a way that focuses on improving the quality of the programs offered and promoting soccer among youth. In addition, the annual plans should focus on improving the local tournaments more than participating in international events. In other words, sport managers should focus on increasing the standard level of soccer first, and the international success will be a result of internal success.

Work flow activities

The majority of constituents perceived the office procedures to be appropriate (see appendix c). However, the document analysis revealed that there are no procedural manuals for employees or instructional material for coaches and referees. Such materials are important to guide members to carry out their duties effectively, and they also help to evaluate the work of individuals. Therefore, managers should spend time in organizing such materials.

It was surprising to find that the administrators, referees and coaches perceived the involvement of the GOSYA in organizational activities as impacting negatively upon organizational effectiveness. They felt that it has a strong influence on decision making within the organization and it has placed a lot of pressure on the organization by controlling most its activities. They wanted the organization to be more independent. In contrast to constituent's view, the researcher considers that the involvement of the GOSYA is critical, because the supervision of GOSYA on organizational activities makes the organization provide sport services at a high standard level, and it also makes sure that the social goals of forming sport organizations are attained. However, more latitude and autonomy should be given to the organization in order to be able to try out new strategies and make plans to develop soccer in the country. In addition, there is a need to differentiate the responsibilities of GOSYA and OFA.

The constituent responses to question 2 suggest that the number one factor that prevents work being done easily within the organization is that managers are not specialized in their work (see appendix c). This finding supports the previous suggestion of recruiting more professionals in the organization, and it indicates that there is a need for more advanced training programs for all members of the organization. The second factor is the lack of funds, and that is due to the fact that the organization depends mostly on government support. The third factor indicated by constituents is that there are a lot of managers supervising the work. This indicates that there is a need to clearly differentiate the responsibilities and roles within the organization.

Identification activities

It was found that the organization does not have magazines or instruction materials for its members. It could be argued that the organization does not pay much attention to promotion activities since it is the most popular sport in Oman, and it enjoys

the most extensive media coverage. However, other sport organization such as field hockey and volleyball are growing and becoming more popular in the country. As a result, there will be more competition for financial and human sources, specially, in attracting sponsors, qualified volunteers or employees, and youth participation. Thus, magazines, news letters, and instructional materials are needed to inform the members of the aims of the organization, and sell to the public the organization's image in a different light in addition to the normal media.

Homeostatic activities

It was found that the organization does have strong relationships with international sport organizations. It is also recruiting members from other organizations such as Royal Oman Police, the University, Oman Army, and the Ministry of Health. Through these liaison activities the organization is provided with support in terms of technical and managerial aspects. However, the organization should expand liaison activities to other organizations such as schools to recruit physical education teachers as volunteer coaches and the private sector to recruit managers who have a marketing background to help the organization sell its product and provide better quality services.

Regarding the decision making for elite versus mass participation the organization does focus more on the national team's programs whether senior or junior. Little attention is paid to mass participation. Since the communities and schools except the sport clubs do not provide mass participation programs the organization should create a balance between these two types of participation by providing more opportunity for the citizen to participate in soccer activities.

The examination of the results of the means and the standard deviations in table 2 reveals some meaningful comparisons. It was found that administrators rated all dimensions higher than all other groups. This finding supports the finding of Chelladurai

& Haggerty (1991) and Tsui (1990). Chelladurai & Haggerty (1991) argued that differences in evaluation between volunteers, professionals and full time staff are related to the degree of involvement with the existing organizational process. The positive orientation here for administrators is not surprising, since they hold the power not only in finance resources, but also in control over the other members of the organization. Therefore, they tend to view the organizational structure and process favorably.

Athletes and referees rated the centralization and work flow activities higher than the coaches. This perception supports the argument of Chelladurai and Haggerty (1991) about the degree of involvement. Coaches are more involved in day to day activities within the organization and they experience all the difficulties and problems related to the routine involved in making decisions and office procedures more than referees and athletes. With this in mind, they may tend to rate these dimensions lower. However, in the overall effectiveness of the organization the constituents were congruent in their perception about the structure and process dimensions of OFA.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATION

This study provided an overview of Oman as a country in terms of environment, demographics, culture and politics. It also provides a description of the development of modern sports in the country and showed how the sports sector moved from a small department to a large organization. The aim of the study was to determine the effectiveness of OFA based on the selected dimensions related to its structure and process. The structure dimensions include formalization, centralization, and complexity. The process dimensions were control activities, activities to ensure resources, work flow activities, identification activities, and homeostatic activities. The constituent comments and their perceptions of the eight dimensions as well as the document analysis formed the basis of the study of the relative effectiveness of OFA.

Formalization

The document analysis reveals that the job task descriptions and the committee policies do not provide itemized duties for individuals nor criteria for evaluation of these duties. This is further supported by the constituent comments, to the effect that organization rules should be updated to fit the changes in organizational environment. The existing rules and regulations should be formalized in manual forms so they could guide managers and employees to carry out their tasks more effectively. In addition, the

rules should be rewritten with more detail and explanation in order for members to be able to understand and implement them correctly.

Regarding the annual plan, a conflict or inconsistency was found between members in their judgment about the clarity of the annual plan. This finding implied that constituents do not have clear information about the annual plan. Thus, the administrative board should share more information with other organizations' constituents about the strategies and the aims of the annual plan. Sharing information can help to build a trust between constituents and that is an essential component for high performance. In addition, constituents are more encouraged to enhance the organization performance if they have enough information about the organization's plans (Pfeffer, 1996). Moreover, the organization must put in place a long-term plan and enunciate long term goals that can guide the organization activities throughout the years.

Centralization

The financial decisions are centralized, and the policy development decisions, committees and departments have latitude depending upon the job description available. The constituents perceived the decision-making procedure to be appropriate. The involvement of other constituents in decision making is limited to participating in discussion; they are not allowed to vote. The organization should have representation from each constituent group to vote on any decision made by the organization. More importantly, the organization should also have an athlete's representative on the administrative board since athletes play a major role in achieving organizational goals.

Complexity

Generally, the degree of vertical and horizontal differentiation in organizational structure appear to be appropriate. The committees and units are coordinated through their linkage to the executive office. However, it was noted from the document analysis that the organization does not have an athlete council committee, nor a volunteer development committee. It is suggested that it should be established; these units could enhance OFA overall effectiveness by providing input to the administrative board and through ensuring human resources to the organization.

Control activities

A significant difference was found between administrators, coaches and referees on this dimension (see table 3). The explanation of this finding suggests that coaches and referees are not satisfied with the evaluation procedures for programs and personnel. The finding is further supported by the constituent comments and the document analysis. The constituents suggested that there is a need for more comprehensive evaluation of organizational activities. These findings support the problem statement of the current study, thus managers, if they want to improve the quality of the programs and the services offered, and if they want their programs to survive in a competitive environment, should improve the evaluation procedures. No improvement could be made without having accurate information about current performance.

The constituents perceived that communication between members are smooth. Thus, managers should take advantage of this situation in building a strong relationship with all constituent groups. It is found that the national team athletes are informed about the organization's rules and regulations by the media and individual communication. Therefore, the organization should create formal communication between administrators and athletes to get their input about organizational issues, and understand athletes problems from them directly. In addition, the organization should also take into account the ability to communicate in both languages Arabic and English, while hiring members within the organization. Since most of the coaches are foreigners, and most communications with international sport organizations are in English.

Activities to ensure resources

The constituents suggested that the recruitment of volunteer managers should be by election. The election procedure in hiring volunteer managers could help the organization attract more volunteers to participate in organizational activities. It could also help to build trust between organization members and the lower level of constituents will be more willing to support the elected managers and to work together as a group.

The constituents also suggested that more professional administrators should be hired within the organization. Thus, the organization should improve the recruitment procedures for professional administrators by identifying the needs of the organization and establishing criteria that must be applied to a person before being eligible for the position.

Regarding coaches, the organization should provide locally more advanced qualification programs in addition to the programs that are offered by the I.O.C, F.I.F.A, and the Arabian Federation. Further, the organization should provide opportunities for citizen coaches to work in the coaching field and gain more practical experience. To establish a coaching association could be a better way to develop the coaching system in Oman.

It was found that the organization has been faced with the problem of recruiting athletes for its national team preparation programs. Changing the league from amateur to semi professional may help the organization to solve this problem; because athletes will be working only with sport organizations. In addition, rules and regulations that protect athletes' rights in other private or governmental organizations should be put in place.

Government funding support plays a critical role in the organization. However, the constituents perceived that it is not enough to carry out all organizational activities. Thus, there is a need to find other sources in addition to government support. Sponsorship, fund raising, membership fees, marketing techniques need to be improved so they could help the organization to increase its income.

Workflow activities

Generally, the office procedures are perceived by the constituents to be appropriate. However, the document analysis shows that there are no procedural manuals for employees. The organization should formalize such manuals to help employees to carry out their duties more effectively. The availability of such manuals will clearly define the responsibilities of each constituent and it will reduce the conflict that may occur between administrators and other organization's constituents.

It was surprising to find out that administrators, referees, and coaches perceived GOSYA involvement in organizational activities to affect negatively the workflow of the organization. Although, GOSYA involvement is critical to ensure that the organization is providing good services to the public, its involvement should not be on all organizational activities. Managers should be given more latitude so they can create new strategies and plans to develop the sport. Thus the responsibilities of GOSYA and OFA should be differentiated.

Three factors are identified by the constituents that prevented the work to be done easily within the organization; a) managers are not specialized in their work. This suggests that there is a need for training programs for employees, as well as the need to recruit professional managers. b) Lack of funds: it indicates that there is a need to seek other sources of funds and c) many different managers supervise the work. This suggests the need to clearly define the responsibilities and itemize duties stated for each individual on the job/task descriptions.

Identification activities

The organization distinguishes itself from other organizations by hosting and participating in regional and international events, and by hiring professional coaches to train its teams. However, it does not have magazines, or newsletters. And it does not pay much attention to promotion activities because soccer is the most popular sport in the country. The organization should improve promotional activities in order to be able to attract resources both human and financial on an ongoing basis from the environment.

Homeostatic activities

The document analysis reveals that the organization has liaison activities other than governmental organization. The liaison activities could be expanded to private and educational organizations as well. The liaison activities could help the organization to fill the shortage of skilled employees or qualified managers. As suggested earlier, there is a need for administrators who are qualified and who have strong backgrounds in sport. Through liaison with other institutions the organization can fill this gap.

In terms of elite versus mass participation the document analysis reveals that the organization is focusing more on national teams and that little attention is paid to mass participation. Sport organization in Oman still is in a process of building a sport culture and in educating the public about the importance of sport. Thus, more attention should be paid to mass participation and to strengthening the sport culture in the country. The

success in developing mass participation would create a good environment for the development of elite sport. Therefore, the organization should balance between the two types of participation.

Recommendation for future studies

Further studies should include a larger sample in order to get more representative views. Other significant constituent groups such as GOSYA consultants, professional coaches, the medical staff, and other external agencies (i.e., sponsors and suppliers) could be included. Further, additional insight could be gained if only one or two dimensions were selected for thorough investigation.

When using the multiple constituency theory to assess organizational effectiveness in cultures outside of Europe and North America, one requires a clear understanding of both the organization and the country's culture in order to accurately express issues related to the interest of the constituents. In addition, if the sport management theory is not as advanced as it is in North America and Europe the investigator should be concerned with posing general questions about organizational dimensions, and these questions should be related to practice more than theory. It is recommended also for future study to put the educational level as a criterion for the selection of the sample; that is an important factor in the ability of participants to respond to all questions of the questionnaire. Future studies could also utilize interviews to augment questionnaire results. This would provide more in-depth information about the organization under investigation.

The multiple constituency theory was very useful in the current study and provided a comprehensive view about the OFA effectiveness. However, we recommend future studies to use the multidimensional approach (Chelladurai, 1987), specially if the investigation will include organizational goals and the analysis will comprise document analysis and constituents' perceptions.

The current study contributes to sport management theory by applying a North American model of assessing organizational effectiveness to another culture. The study proved that the multiple constituency approach can be used successfully to assess organizational effectiveness despite the differences of culture or the level of development in sport system. The applicability of such type of studies would encourage other scholars to investigate the application of other models of measuring organizational effectiveness.

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Appendix (A)

Items of the questionnaire

To what extent have the following items contributing to, or detracting from the OFA's effectiveness.

Nine point Likert scale used ranging from +4 to -4.

Activities to ensure resources

1. its methods of recruiting volunteers administrators
9. its methods of recruiting soccer players
17. its methods of recruiting instructors/coaches
24. its methods of recruiting judges and officials
33. its activities for the development of administrators
40. its methods of securing funds from the government
49. the steps taken to secure funds from the corporations
56. the way it secures funds from private donors
32. the process used to select professional administrators
36. the internal advice sought in hiring personnel
66. its national team selection process

Work flow activities

2. the participation opportunities for non-elite athlete
10. its activities in relation to high performance
14. its office procedures
- 18 its judges accreditation program
19. its activities to stimulate grassroots participation
25. its coaching development program
41. its methods of recognizing the contributions members

Control Activities

7. the methods of evaluating its major corporate and sector plans
15. its methods of program evaluation
23. its staff evaluation policies/practices
- 30.its planning activities
37. its reporting procedures
38. its communication plan
47. the communication members receive from the OFA
- 50.its priorities regarding budget allocation
- 57.its accounting procedures
61. its disciplinary procedures
- 63.its formal channels of communications
- 64.the over all control exerted over programs and personnel
68. the feedback procedures built into the various programs

Identification Activities.

- 3. its activities to promote the sport in Oman
- 11. its relations with international federations
- 26. its promotional material (e.g., pins, posters, brochures)
- 34. its use of the media in promoting football
- 39. its role in international federations
- 45. its public relation activities
- 51. its relationship with media personnel

Homeostatic Activities

- 8. the steps taken to monitor the needs of the provinces
- 16. its initiatives to address regional imbalances
- 31. its ways of coping with the increased popularity of the sport
- 42. its initiative to address the needs of the mass participants
- 48. its methods of acquiring information from the external environment
- 55. its liaison with other national sport organizations
- 62. its relationship with the General Organization of Sport and youth activities
- 65. its relationship with the Oman Olympic Committee
- 69. its collaboration with other sport organizations

Formalization

- 6. its constitution and bylaws
- 22. the job descriptions for employees
- 53. its personnel policies
- 60. its rules and regulations governing athletes
- 67. its policy statements

Centralization

- 5. members involvement in decision making
- 13. the distribution of decision making throughout OFA
- 21. the committee structure
- 28. the autonomy granted to different positions within OFA
- 44. the distribution of responsibilities for finalizing the annual budget
- 54. the opportunity members have to express their views
- 52. the involvement of members in policy development
- 59. the distribution of authority within OFA

Complexity

- 4. the variety of jobs/tasks within OFA.
- 12. the number of different areas of responsibility
- 20. the distribution of responsibilities among professional and volunteers administrators
- 27. the distribution of work related to internal and external affairs of OFA
- 29. the task description for volunteers
- 35. the ways in which committee activities are coordinated
- 46. its hierarchy of authority
- 58. the assignment of individuals to specific job/tasks

Open questions

- 1- In your opinion, is the work procedures within the organization appropriate? Please give comments.
- 2- In your opinion, are there any factors prevent work from being done easily?
- 3- In your opinion, are the evaluation procedure for programs and personnel appropriate? Please give comments.
- 4- In your opinion, is the communication between members of the organization smooth? Please give comments.
- 5- Do you perceive any problems in implementing rules? Please give comments?
- 6- In your opinion, does the organizational annual plan provide guidelines for the development of soccer in Oman? Please give comments.
- 7- In your opinion, do organizational regulations response to all members needs and concerns?
- 8- How are you usually informed about new regulations? Please describe.
- 9- Are you satisfied with decision making procedures within the organization? Please give comment.
- 10- Have you any suggestions for making Oman football association a better organization?

Appendix (B)

The Arabic version of the questionnaire

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

دراسة تحليلية للاتحاد العماني لكرة القدم

تهدف الدراسة الحالية إلى تحديد العلاقة بين إجراءات العمل الإداري في الاتحاد العماني لكرة القدم ، ومدى فعاليتها في تقديم البرامج والأنشطة الكروية في سلطنة عمان - وللمعاونة في إتمام هذه الدراسة نرجو منكم كأعضاء عاملين بالاتحاد العماني لكرة القدم ومن المهتمين بنشاط كرة القدم الإجابة على عبارات الاستبيان المرفق .

عبارات الاستبيان لا تحتوي على إجابات صحيحة وأخرى خاطئة ، ولكن تقديرك الذاتي للعبارات هو الذي يهم .

المرجو الإجابة على جميع العبارات ، وذلك بوضع دائرة حول الرقم المناسب من وجهة نظرك على الاستبيان نفسه .

كما نرجو عدم مناقشة العبارات أو الإجابات مع الزملاء فعامل الصدق والذاتية في الاستجابات ضروريان للغاية .

والجدير بالعلم ، أن كل الإجابات سوف تحفظ في سرية تامة - ومعالجة البيانات سوف تتم بشكل جماعي ، وليس بشكل فردي .

ولقد وافقت الجهات المعنية بالأمر على تنفيذ هذه الدراسة . ومساهمتمكم ومساعدتكم في الإجابة على الاستبيان سوف تجعل الدراسة تلقى الضوء على مدى التطور الذي حدث في الاتحاد العماني لكرة القدم ، وكذلك الاتحادات الرياضية الأخرى بسلطنة عمان .

ملاحظة : الرجاء إعادة الاستبيان إلى مكتب المدير الفني بالاتحاد العماني لكرة القدم وذلك في تاريخ أقصاه ١٩٩٨/١ م .

منصور الطوقي

جامعة أوتاوا

كندا

استمارة القبول

أنا المتطوع في الاشتراك في هذه الدراسة ، على علم بأنني سوف أقوم بالإجابة على
٦٩ عبارة من عبارات الاستبيان التي تخص بعض العوامل التنظيمية والتنفيذية بالاتحاد
العُماني لكرة القدم .

السرية التامة : إنني على دارية بأن نتائج إجاباتي سوف تحفظ في سرية تامة ولن
تعطى لأي شخص آخر والبيانات التي سوف تستخدم بغرض البحث
العلمي فقط .

حرية الاشتراك : أن رغبتني في الاشتراك والمعاونة في هذه الدراسة ، هي رغبة أكيدة
تطوعية ، وأملك الحق في طلب رد الاستبيان الي .

التوقيع : _____

التاريخ : _____

معلومات عامة

درجة التعليم : _____

اعدادي _____ ثانوي _____ جامعي

عدد سنوات العمل باتحاد كرة القدم أو بمجال كرة القدم

— موقعك في الاتحاد العُماني لكرة القدم :

(رجاء اختيار موقع وظيفي واحد — وإذا كنت تشغل أكثر من موقع فعليك اختيار الموقع
الأكثر مناسبة لك) .

— اداري متطوع

— موظف اداري بالاتحاد في :

— مدرب أو ضمن جهاز التدريب في :

— لاعب منتخب وطني : الفريق الأول الناشئين الشباب

— حكم رسمي بالاتحاد

— مستشار أو خبير من الهيئة لأنشطة الشباب الثقافية والرياضية

الاستبيان

إلى أي درجة تعتقد أن العبارات التالية قد تساهم أو تقلل (تتقص) من فاعلية الاتحاد العماني لكرة القدم .

رقم	العبارات	+ تساهم	- تتقص
1	الطريقة المتبعة في تعيين أعضاء الاتحاد من الإداريين التطوعين	+1 +2 +3 +4	0 -1 -2 -3 -4
2	الفرص التي يتيحها الاتحاد للممارسة بالنسبة للاعبين غير المميزين	+1 +2 +3 +4	0 -1 -2 -3 -4
3	نشاط الاتحاد في نشر رياضة كرة القدم في عمان	+1 +2 +3 +4	0 -1 -2 -3 -4
4	تعدد المهام والأعمال بالنسبة للاتحاد العماني لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
5	إشراك الأعضاء بالاتحاد في اتخاذ القرارات	+1 +2 +3 +4	0 -1 -2 -3 -4
6	قانون الاتحاد ولوائح (دستور الاتحاد)	+1 +2 +3 +4	0 -1 -2 -3 -4
7	الطرق المتبعة في تقييم الخطط العامة للاتحاد وخطط لجانته المختلفة	+1 +2 +3 +4	0 -1 -2 -3 -4
8	الخطوات المتبعة في متابعة ومراقبة احتياجات المناطق المختلفة	+1 +2 +3 +4	0 -1 -2 -3 -4
9	الأسلوب المتبع في اختيار لاعبي كرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
10	انشطة الاتحاد فيما يتعلق بالأداء الرياضي للميز	+1 +2 +3 +4	0 -1 -2 -3 -4
11	علاقات الاتحاد بالاتحادات الدولية الأخرى	+1 +2 +3 +4	0 -1 -2 -3 -4
12	تعدد المسؤوليات والإختصاصات بالاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
13	توزيع مراكز اتخاذ القرار في الاتحاد العماني لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
14	الإجراءات المكتوبة بالاتحاد العماني لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
15	الطرق المتبعة بالاتحاد لتقييم البرامج	+1 +2 +3 +4	0 -1 -2 -3 -4
16	مبادرات الاتحاد لمواجهة احتياجات المناطق المتباعدة	+1 +2 +3 +4	0 -1 -2 -3 -4
17	الطرق المتبعة في تعيين المدربين ومساعدتهم	+1 +2 +3 +4	0 -1 -2 -3 -4
18	الطرق المتبعة لاعتماد الحكام	+1 +2 +3 +4	0 -1 -2 -3 -4
19	نشاط الاتحاد للتأثير على عامة الناس لممارسة كرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
20	توزيع المسؤوليات على الإداريين التطوعين والمعينين	+1 +2 +3 +4	0 -1 -2 -3 -4
21	تشكيل اللجان بالاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
22	توصيف أعمال الموظفين بالاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
23	الإجراءات المتبعة لتقييم موظفي الاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4

رقم	العنوانات	+ تصادم	- تدفق
24	الطرق المتبعة بالاتحاد لتعيين الحكام والموظفين	+1 +2 +3 +4	0 -1 -2 -3 -4
25	برنامج الاتحاد لتأهيل وتطوير الحكام	+1 +2 +3 +4	0 -1 -2 -3 -4
26	المادة الدعائية للاتحاد (اللام - صور - كتيبات ..)	+1 +2 +3 +4	0 -1 -2 -3 -4
27	توزيع الأعمال المتعلقة بالشئون الداخلية والخارجية للاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
28	الاستقلالية المتاحة لمختلف المناصب الادارية بالاتحاد العملي لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
29	توصيف المهام للاداريين المتطوعين	+1 +2 +3 +4	0 -1 -2 -3 -4
30	اجراءات الاتحاد في تخطيط أنشطته	+1 +2 +3 +4	0 -1 -2 -3 -4
31	الطرق المتبعة بالاتحاد للتكيف مع زيادة التشار ممارسة ككرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
32	الطريقة المستخدمة لإختيار الاداريين المتخصصين	+1 +2 +3 +4	0 -1 -2 -3 -4
33	أنشطة الاتحاد لتطوير الاداريين بالاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
34	استخدام الاتحاد لوسائل الاعلام لنشر اللعبة في سلطنة عمان	+1 +2 +3 +4	0 -1 -2 -3 -4
35	الطرق التي يتم بها تنسيق أنشطة اللجان المختلفة بالاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
36	الاستشارات الداخلية فيما يتصل بتعيين الأفراد	+1 +2 +3 +4	0 -1 -2 -3 -4
37	اجراءات الاتحاد في اعداد التقارير	+1 +2 +3 +4	0 -1 -2 -3 -4
38	اجراءات وخطة الاتصال في الإتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
39	دور الإتحاد في الإتحادات الدولية	+1 +2 +3 +4	0 -1 -2 -3 -4
40	أساليب الإتحاد لتأمين تمويله من الحكومة	+1 +2 +3 +4	0 -1 -2 -3 -4
41	أساليب الإتحاد لمكافحة اسهامات الأعضاء	+1 +2 +3 +4	0 -1 -2 -3 -4
42	مبادرة الإتحاد في طرح موضوع احتياجات زيادة المشاركين	+1 +2 +3 +4	0 -1 -2 -3 -4
43	تدخل الجهات ذات المصلحة في أنشطة الإتحاد العماني لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
44	توزيع المسئوليات في اطار الموازنة السنوية	+1 +2 +3 +4	0 -1 -2 -3 -4
45	أنشطة العلاقات العامة بالاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
46	حرية السلطة بالاتحاد العماني لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
47	المراسلات التي يتلقاها الأعضاء من الإتحاد العماني لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4

رقم	العنوان	+ تساهم	- تنقص
48	الأساليب المتبعة بالاتحاد لجمع المعلومات من الوسط أو (البيئة) الخارجية	+1 +2 +3 +4	0 -1 -2 -3 -4
49	الخطوات المتخذة لتأمين مصادر التمويل من الشركات	+1 +2 +3 +4	0 -1 -2 -3 -4
50	تحديد أولويات الصرف من الميزانية بالاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
51	علاقة الاتحاد برجال الاعلام	+1 +2 +3 +4	0 -1 -2 -3 -4
52	مشاركة الأعضاء في تطوير لوائح الاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
53	اللوائح الخاصة بالموظفين	+1 +2 +3 +4	0 -1 -2 -3 -4
54	الفرص المتاحة للأعضاء للتعبير عن وجهة نظرهم	+1 +2 +3 +4	0 -1 -2 -3 -4
55	علاقة الاتحاد العماني لكرة القدم بالاتحادات والتنظيمات الرياضية الوطنية الأخرى	+1 +2 +3 +4	0 -1 -2 -3 -4
56	الطريقة التي يتبعها الاتحاد لتأمين التمويل من مصادر خاصة	+1 +2 +3 +4	0 -1 -2 -3 -4
57	اجراءات الاتحاد الخاسية	+1 +2 +3 +4	0 -1 -2 -3 -4
58	تكليف أفراد معينين لأعمال أو لمهام خاصة	+1 +2 +3 +4	0 -1 -2 -3 -4
59	توزيع السلطة داخل الاتحاد	+1 +2 +3 +4	0 -1 -2 -3 -4
60	لوائح وقوانين الاتحاد للتعامل مع اللاعبين	+1 +2 +3 +4	0 -1 -2 -3 -4
61	اجراءات الاتحاد الإنضباطية	+1 +2 +3 +4	0 -1 -2 -3 -4
62	علاقة الاتحاد بالهيئة العامة لأنشطة الشباب الثقافية والرياضية	+1 +2 +3 +4	0 -1 -2 -3 -4
63	قنوات الاتصال المتبعة بالاتحاد العماني لكرة القدم	+1 +2 +3 +4	0 -1 -2 -3 -4
64	تحكم وسيطرة الاتحاد على البرامج والموظفين العاملين	+1 +2 +3 +4	0 -1 -2 -3 -4
65	علاقة الاتحاد باللجنة الأولمبية العمالية	+1 +2 +3 +4	0 -1 -2 -3 -4
66	اجراءات اختيار الفريق القومي	+1 +2 +3 +4	0 -1 -2 -3 -4
67	سياسة الاتحاد الادارية	+1 +2 +3 +4	0 -1 -2 -3 -4
68	الإستفادة من التغذية الراجعة في برامج الاتحاد المتعددة	+1 +2 +3 +4	0 -1 -2 -3 -4
69	تنسيق وتعاون الإتحاد مع التنظيمات الرياضية الأخرى	+1 +2 +3 +4	0 -1 -2 -3 -4

من فضلك أجب على الأسئلة التالية بمزيد من الإيضاح

لوجهة نظرك ، واعطاء ملاحظاتك .

١. من وجهة نظرك ، هل إجراءات العمل (روتين العمل) بالإنحد مناسبة ؟

٢. من وجهة نظرك ، هل هناك عوامل ترى أنها تعيق سير العمل في الإنحد ؟ برجاء ذكرها .

٣. من وجهة نظرك ، هل إجراءات الإنحد لتقييم البرامج والموظفين مناسبة ؟

٤. من وجهة نظرك ، هل طبيعة الإتصال بين أعضاء الإنحد تصم بالسهولة واليسر ؟

٥. من وجهة نظرك ، هل نعتقد أن هناك معوقات لتطبيق قوانين ولوائح الإنحد ووضعها موضع التنفيذ ؟
الرجاء ذكرها .

٦. من وجهة نظرك ، هل تعتقد بأن الخطة السنوية للإتحاد تقدم إجراءات وإرشادات واضحة لتطوير كرة القدم في عمان ؟

٧. من وجهة نظرك ، هل دستور الإتحاد وفوائمه تلبي إحتياجات وإهتمامات جميع أعضاء الإتحاد (الجمعية العمومية) ؟

٨. الرجاء وصف الطريقة التي يتم بها إعلامك بالقرارات والقوانين الجديدة الصادرة بالإتحاد ؟

٩. من وجهة نظرك ، هل تعتقد بأن طريقة إتخاذ القرارات في الإتحاد مناسبة ؟

١٠. هل لديك أي مقترحات لتطوير عمل الإتحاد وجعله أفضل إتحاد ؟

Appendix (C)

Constituent responses to the open ended questions.

APPENDIX C

Formalization

Q5. Do you perceive any problem in implementing rules? Please give comments

Table of frequency of constituent comments.

Constituent comments	Admin	Referees	Athletes	Coaches	Total
No problem in implementing rules	4	1	5	1	11
No following up in implementing the rules	1	1	1	2	5
GOSYA involvement and public figures	1	1	1	3	6
Rules are not clear	2	2	1		5
No comments	7	7	15	2	31

Q6. In your opinion, does organizational annual plan provide guidelines for the development of soccer in Oman? Please give comments.

Constituent comments	Admin	Referees	Athletes	Coaches	Total
The plan provides clear guidelines	6	2	9		17
The plan do not provide clear guidelines	5	4	6	2	17
Need long term plans	1			2	3
The plan does not change in its activities		1	1	2	4
No comments	3	5	7	2	17

Q7. In your opinion, do organization regulation response to all member needs and concerns?

Constituent comments	Admin	Referees	Athletes	Coaches	Total
Rules need to be reviewed and updated	6	3	14	3	26
Rules response to all members needs	3	1	5	1	10
No comments	6	8	4	4	22

Centralization

Q9. Are you satisfied with decision making procedures within the organization?

Table of frequency of constituent comments.

Constituent comments	Admin	Referees	Athletes	Coaches	Total
Decision making procedures are appropriate	8	4	9	1	22
Decision making procedures are not appropriate	2		8	2	12
Need more involvement of other members in decision making		2	4	3	9
No comments	5	5	3	2	15

Activities to ensure recourses

Q10. Have you any suggestion for making OFA a better organization?

Table of frequency of constituent comments.

Constituent comments	Admin	Referee s	Athletes	Coaches	Total
Involving private sector and finding other sources of fund away from the government	6	1		5	12
Hiring managers by election	1	2	5	2	10
Concentrate on youth participation	4	1	4	5	14
Hiring people who have a strong background in sport (professionals)	3	3	6	3	18
Solving the problem of recruiting athletes		1	3	3	7
No comments	4	3	9	2	18

* Note: A subject could have more than one comment.

Work flow activities

Q1. In your opinion, are the work procedures appropriate? Please give comments.

Table of frequency of constituent comments.

Constituent comments	Admin	Referees	Athletes	Coaches	Total
Responsibilities are not clearly defined or clearly distributed.	3	4	2	3	12
Yes the work procedures are appropriate	6	4	12	2	24
The work procedures are not appropriate	5	3	8	3	19
Interference of GOSYA and public figures in OFA activities.	3	1	2	3	9
No comments	3	5	3	2	13

* Note: A subject could have more than one comment.

Q2. In your opinion, are there any Factors prevent work to be done easily?

Table of frequency of constituent comments.

Constituent comments	Admin	Referees	Athletes	Coaches	Total
Managers are not specialized in their work or not qualified.	3	4	4	3	14
Lack of financial resources	4	1	4	2	11
conflict between members.			2	1	3
A lot of managers supervise the work	3	2	2	3	10
Training programs for OFA managers are needed	2		4		6
No comments	6	5	10	2	23

* Note: A subject could have more than one comment.

- A coach said that the organization concentrate on managerial tasks over the technical tasks.

Control activities

Q3. In your opinion, are the evaluation procedures for programs and personnel appropriate? Please give comments.

Table of frequency of constituent comments.

Constituent comments	Admin	Referees	Athletes	Coaches	Total
Evaluation procedures are appropriate	7	2	6	1	16
Evaluation procedures are not appropriate or no formal evaluation	4	5	10	4	23
They are appropriate but legislation is needed.	2			1	3
No comments	2	5	7	2	16

Q4. In your opinion, is the communication between members of the organization smooth? Please give comments.

Table of frequency of constituent comments.

Constituent comments	Admin	Referees	Athletes	Coaches	Total
The communication is smooth	8	6	10	2	26
It is smooth to a certain extend	2		1	1	4
Difficult or not smooth	1		5	3	9
No comments	4	6	7	2	19

Q8. How are you usually informed about new regulation? Please give comments.

Communication means	Admin	Referees	Athletes	Coaches	Total
Formal letters or memos	8	3	3	4	18
Meetings	2	3	1	3	9
Media	6	2	12	3	23
individual communication	5	2	15	5	27
No comments	3	6	2	1	12

* Note : A subject could select more than one way of communication.

Numbers of constituent responded to the open ended questions

Questions #	Administrators	Referees	Athletes	Coaches	Total	%
1	8	3	7	4	22	38%
2	8	4	10	3	25	43%
3	6	3	6	5	20	34%
4	7	3	5	3	18	31%
5	4	4	3	4	15	25%
6	4	4	6	3	17	29%
7	2	3	3	2	10	17%
8	8	3	16	4	31	53%
9	7	2	5	3	17	29%
10	10	4	10	3	27	46%

Appendix (D)

Organization design types

Institutionally Specific Design Archetypes for National Sport Organizations

	Kitchen Table	Boardroom	Executive Office
Organizational value			
Orientation	Private, volunteer nonprofit (membership & fund raising)	Private, volunteer nonprofit (public & private funds)	Private, volunteer nonprofit (government & corporate funds)
Domain	Broad: mass-high performance sport	Competitive sport opportunities	Narrow: high performance sport
Principles of Organizing	Minimal coordination; Decision making by volunteer executives	Volunteer hierarchy; professional assisted	Formal planning; professional led and volunteer assisted
Criteria of Effectiveness	Membership preferences; Quality services	Administrative efficiency & effectiveness	International success
Organizational Structure			
Specialization	Roles based on interest & loyalty	Specialized roles & committees	Professional technical & administrative expertise
Standardization	Few rules; Little planning	Formal roles, rules, & programs	Formal roles, rules, & programs
Centralization	Decision made by few volunteers	Decision made by volunteers board	Decision decentralized to the professional staff

Institutionally Specific Design Archetypes: A Framework for Understanding Change in National Sport Organizations by Kikulis, Slack, and Hinings (1992).

Dimensions of the Five Organizational Design Types

Dimensions	Simple Structure	Machine Bureaucracy	Professional Bureaucracy	Divisionalized Form	Adhocracy
Horizontal Complexity	Low	High-functional	High-social	High-functional	High-social
Vertical Complexity	Low	High	Medium	High within divisions	Low
Formalization	Low	High	Low	High within Divisions	Low
Centralization	High	High	Low	High within Divisions	Low
Technology	Simple	Regulating/ not automated not sophisticated	Not regulating or sophisticated	Divisible like machine bureaucracy	Sophisticated/ often automated
Size	Small	Large	Varies	Large	Varies
Environment	Simple/ dynamic	Simple/ stable	Complex/ stable	Simple/ stable diversified markets	Complex and dynamic
Strategy	Intuitive & opportunistic	To maintain performance in chosen markets	Developed by individuals controlled by professional association	Portfolio	Seeks new products new markets

The structuring of organizations by Mintzberg, 1979. Adapted by permission of Prentice-Hall, Inc. Upper Saddle River, NJ.

**Profile Means and Standard Deviations of Eight Structural Design
of Provincial Sport Organization**

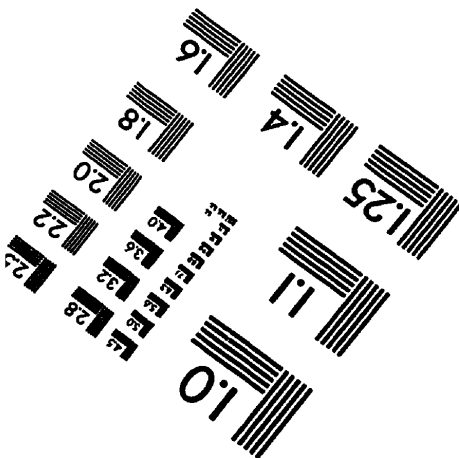
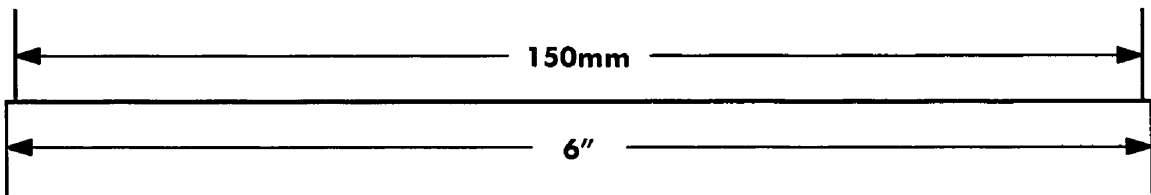
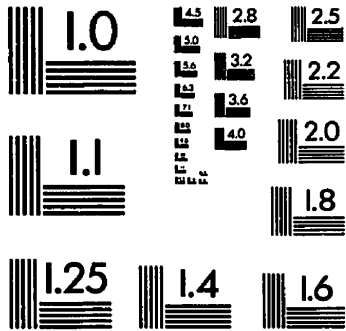
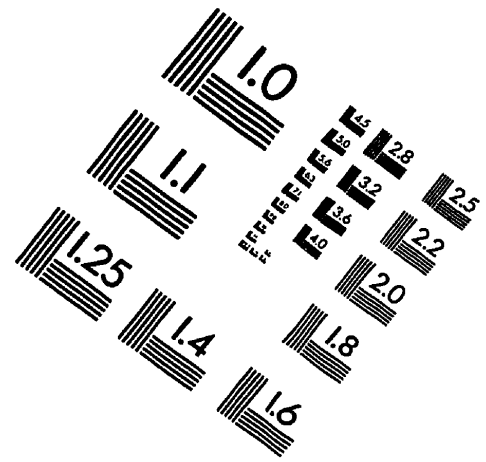
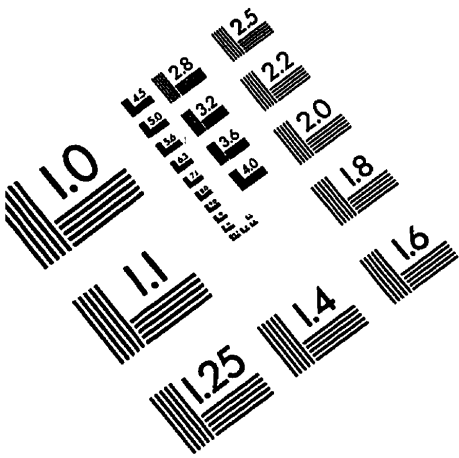
<i>N</i>		Structural designs								Sample 59
		1	2	3	4	5	6	7	8	
Scales		5	15	6	2	3	13	7	8	
<i>Specialization</i>										
Professional differentiation	<i>M</i>	5.20 ^H	2.40 ^H	2.83 ^H	1.00 ^L	1.33 ^M	0.85 ^L	0.57 ^L	0.63 ^L	1.78
	<i>SD</i>	2.39	1.99	3.13	1.41	1.53	1.07	0.79	0.74	2.12
Volunteers-technical	<i>M</i>	2.60 ^M	2.73 ^M	2.33 ^L	2.00 ^L	5.33 ^H	3.85 ^H	2.29 ^L	1.50 ^L	2.81
	<i>SD</i>	1.34	1.75	1.21	1.41	0.58	1.95	1.11	0.74	1.71
Coaching	<i>M</i>	12.00 ^M	11.13 ^M	14.67 ^H	25.00 ^H	18.33 ^H	9.39 ^M	4.57 ^L	6.25 ^L	10.58
	<i>SD</i>	4.95	5.96	15.85	33.94	12.58	3.97	6.45	3.77	9.28
Meetings	<i>M</i>	49.00 ^H	28.53 ^H	36.33 ^H	32.50 ^H	24.33 ^M	14.69 ^L	7.71 ^L	16.13 ^L	23.78
	<i>SD</i>	32.71	11.38	19.63	30.41	11.02	6.82	3.77	6.90	17.68
Programs	<i>M</i>	203.20 ^H	50.93 ^M	49.33 ^M	610.50 ^H	27.00 ^L	21.00 ^L	76.29 ^M	20.25 ^L	73.68
	<i>SD</i>	132.77	44.29	24.19	193.04	18.08	13.20	66.58	15.22	124.99
Volunteers-administration	<i>M</i>	5.00 ^L	7.13 ^H	6.33 ^M	5.50 ^L	5.00 ^L	6.08 ^M	5.43 ^L	5.13 ^L	6.00
	<i>SD</i>	1.23	1.30	1.63	0.71	0.00	0.95	1.62	0.99	1.40
Vertical differentiation	<i>M</i>	3.80 ^H	3.13 ^H	3.33 ^H	2.50 ^L	4.00 ^H	1.92 ^L	2.71 ^M	3.13 ^H	2.92
	<i>SD</i>	0.45	0.74	0.52	0.71	0.00	0.49	0.49	0.35	0.82
<i>Standardization</i>										
Athlete development	<i>M</i>	17.80 ^H	13.87 ^H	14.50 ^H	11.50 ^L	13.33 ^M	11.39 ^L	10.71 ^L	10.50 ^L	12.78
	<i>SD</i>	2.95	3.14	4.93	3.54	3.06	3.80	4.39	2.39	3.97
Athlete assessment	<i>M</i>	15.40 ^H	11.93 ^H	8.17 ^L	8.50 ^M	8.33 ^M	7.39 ^L	6.14 ^L	7.13 ^L	9.20
	<i>SD</i>	3.78	2.37	1.17	0.71	2.52	3.20	1.95	3.72	3.84
Human resource	<i>M</i>	18.40 ^H	12.97 ^H	16.33 ^H	10.50 ^M	13.33 ^H	8.00 ^L	8.86 ^L	7.88 ^L	11.41
	<i>SD</i>	4.16	3.02	3.67	3.54	3.51	2.68	3.85	1.96	4.61
Coaching	<i>M</i>	85.00 ^H	25.00 ^M	15.00 ^L	72.50 ^H	21.67 ^M	14.39 ^L	19.57 ^M	7.88 ^L	25.20
	<i>SD</i>	46.74	18.98	10.64	50.21	18.50	9.24	14.56	2.70	28.49
Officiating	<i>M</i>	105.60 ^H	15.13 ^M	21.33 ^M	34.50 ^H	9.33 ^L	11.54 ^L	8.71 ^L	7.50 ^L	21.20
	<i>SD</i>	47.79	9.57	11.55	31.82	6.81	6.09	8.54	5.37	30.52
<i>Centralization</i>										
Decision making	<i>M</i>	32.20 ^H	29.80 ^H	22.67 ^L	28.50 ^M	32.33 ^H	31.23 ^H	15.14 ^L	26.75 ^M	27.53
	<i>SD</i>	2.78	6.76	5.05	2.12	5.86	5.85	4.77	3.37	7.37
Volunteer participation	<i>M</i>	11.60 ^L	14.33 ^H	5.67 ^L	13.00 ^M	17.33 ^H	15.62 ^H	7.43 ^L	14.25 ^H	12.78
	<i>SD</i>	2.88	2.47	2.34	1.41	1.16	1.50	2.23	2.25	4.10
Levels of involvement	<i>M</i>	19.40 ^H	12.67 ^M	9.50 ^L	8.50 ^L	20.00 ^H	11.46 ^M	4.43 ^L	12.75 ^M	11.92
	<i>SD</i>	5.03	2.85	2.17	0.71	3.00	3.55	0.98	2.96	4.95

Note. The means of each scale for the eight structural designs are described in terms of plus or minus .25 *SD* from the sample mean of each scale. *H* > .25 *SD* from the sample mean; *M* scores fell within + or - .25 *SD* from the sample mean; *L* < .25 *SD* from the sample mean.

- 1- Professional Bureaucratic Structure, 2- Nascent Professional Bureaucratic Structure
 3- Administrative Structure, 4- Divisionalized Umbrella, 5- Technical Structure,
 6- Volunteer Structure, 7- Implicit Structure 8- Simple Structure.

A Structural Taxonomy of Amateur Sport Organization by Kikulis, Slack, Hinings, and Zimmermann (1989). *Journal of Sport Management*, (3)2, 129-150.

IMAGE EVALUATION TEST TARGET (QA-3)



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