An organisational analysis of the national governing bodies of sport in Britain: organisational structures and contexts, management processes and concepts and perceptions of effectiveness

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FOR REFERENCE ONLY
AN ORGANISATIONAL ANALYSIS OF THE NATIONAL GOVERNING BODIES OF SPORT IN BRITAIN:
ORGANISATIONAL STRUCTURES AND CONTEXTS, MANAGEMENT PROCESSES AND CONCEPTS AND PERCEPTIONS OF EFFECTIVENESS

by

Eleni I. Theodoraki

A Doctoral Thesis
Submitted in partial fulfilment of the requirements for the award of
Doctor of Philosophy
of Loughborough University of Technology
June 1996

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AN ORGANISATIONAL ANALYSIS OF THE NATIONAL GOVERNING BODIES OF SPORT IN BRITAIN: ORGANISATIONAL STRUCTURES AND CONTEXTS, MANAGEMENT PROCESSES AND CONCEPTS AND PERCEPTIONS OF EFFECTIVENESS

SYNOPSIS

Sports organisations in public, commercial and voluntary sectors in the mid-1990s are faced with an increasingly volatile environment. It has been claimed that there has been a move away from traditional, large-scale, bureaucratic, organisational structures in the commercial sector (which has predominantly led organisational and management fashions in the public, quasi-public and voluntary sectors), and this research project investigates whether such a shift away from traditionalist organisational forms is evidenced among Britain's national governing bodies of sport (NGBs). In addition, there has been a stimulus for NGBs to move away from reliance on public sector financial support for sporting bodies, and to seek a stronger commercial footing. This raises the question of how organisations are responding to the changing economic environment and whether for example more flexible, entrepreneurial approaches are evident among NGBs. It is with this context as background that the study seeks to embark on an organisational analysis of NGBs in Britain.

The research project was founded on configurationalist approaches to organisational analysis which argue for a holistic investigation of organisations and the investigation is structured in three parts. The first involves identifying the nature and range of organisational structures which exist in NGBs of sport. This gives an account, on the basis of cluster analysis, of a taxonomy of governing bodies consisting of six clusters. The relationships between the organisational types are also examined in the first stage of the research as well as the potential transition processes from one organisational type to another.

The aims of the second element of the study are to identify the nature of management processes and organisational change, to explore ways in which structural
features are affected by individual agency, and evaluate whether processes identified are consonant with the structural and contextual variables from the derived taxonomy.

The third part of the research is a study of organisational actors' perceptions of effectiveness in NGBs drawn from the identified clusters. This 'multiple constituency' approach to understanding effectiveness evaluates both the different concepts of effectiveness, as well as the differential evaluations of effectiveness, which were held by internal constituencies and external assessors.

The research findings provide evidence of a number of predominantly simple organisational structures in a variety of contexts. Management processes are identified for each type of the derived taxonomy and organisational phenomena of professionalisation, bureaucratisation and resource dependence are evaluated. The review of the changing British structural context within which NGBs operate identifies pressures exerted on NGBs to professionalise and bureaucratising their structures and commercialise their operations. However, the review of management processes and organisational change does not reveal a 'unidirectional drift' towards professionalised and bureaucratised structures. In addition, effectiveness levels as perceived by multiple constituents were not significantly higher for any of the 'post-Fordist', flexible organisational types in the NGB sample.
ACKNOWLEDGEMENTS

Sincere gratitude is expressed by the author to her first teachers, her parents and greater family. In addition, thanks are given to school and university teachers for creating a thirst for enquiring and learning. The Greek State Scholarship Foundation is also acknowledged for awarding a 3 1/2 year postgraduate research studentship and in so doing enabling the pursuit of a PhD degree.

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Sincere thanks also go to Professor Sue Glyptis for her moral support, constructive comments and feedback from annual report meetings.

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Finally the author would like to thank her office colleagues for listening to her research concerns, and numerous other friends for their support.
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LIST OF ABBREVIATIONS

ABA  Amateur Boxing Association
AFA  Amateur Fencing Association
ARA  Amateur Rowing Association
BCGBA British Crown Green Bowling Association
BGA  British Gliding Association
CEO  Chief Executive Officer
CCT  Compulsory Competitive Tendering
EBBA English Basketball Association
EFDSS English Folk Dance and Song Society
ELGA English Ladies Golf Association
ESC  English Ski Council
EU   European Union
HBE  Health and Beauty Exercise Ltd.
LMS  Local Management of Schools
NCA  National Cricket Association
NFA  National Federation of Anglers
NGB  National Governing Body (of Sport)
NSO  National Sport Organisation
RAC  Royal Automobile Club
SAO  Senior Administrative Officer
SD   Standard Deviation
SRA  Squash Rackets Association
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CHAPTER 1

INTRODUCTION

The Aims of Research

The last decade has provided a volatile environment for sports organisations in public, commercial and voluntary sectors. NGBs in a sense span these sectors in that they are voluntary organisations, often employing professional staff, usually funded from the public purse (by grant aid from the Sports Council), and increasingly being encouraged to adopt a commercial approach to management. Broader structural changes in contemporary Britain have greatly affected these organisations in a number of ways. For example, the collapse of traditional primary sector and manufacturing industries, it is argued, has led to a decline in size and significance of the working class and a growth in the emergence of new class fractions, particularly in the service sector (Sarre, 1989). This fragmentation of the class structure is seen as being accompanied by the erosion of traditional collective cultural forms and the growth of new individualistic modes of cultural activity, including individualistic sports (Featherstone, 1987). This has clear implications for the management of organisations concerned both with traditional, ‘collectivist’ sports and individualistic sporting activities.

Changes in the economic structure have not only implied changes in the social structure, and therefore in cultural behaviour, but also changes in organisational forms as traditional organisational structures are said to have given way to flexible ‘post-Fordist’ organisational forms, with decentralisation of power, implying greater flexibility of response by organisations to their increasingly volatile environments (Piore and Sabel, 1984). This move away from traditional, large-scale, bureaucratic, organisational structures in the commercial sector has also led organisational and management fashions in the public, quasi-public and voluntary sectors (Farnham and Horton, 1993). Thus there is a need to establish whether such a shift away from traditionalist organisational forms is evidenced in the NGB sector.
Finally, in political terms the role of the state in Britain has changed significantly over the last decade, with its dominantly New Right governments for whom reduction of state involvement in a wide range of welfare areas, including sport, has been a priority (Henry, 1993). NGBs have been encouraged to move away from reliance on public sector support and to seek a stronger commercial footing, either through sponsorship or through trading activities. This raises the question of how organisations are responding to the changing economic environment and whether more flexible, entrepreneurial approaches are evident in the organisations under study.

It is with this context as background that an evaluation is made of the types of organisational structures and environments, management processes, organisational change and effectiveness of NGBs in Britain in the first half of the 1990s.

The Research Project

This research project consists of three stages which seek to investigate organisational issues manifested in the NGBs. The first stage seeks to identify the principal structural and contextual features of NGBs establishing a taxonomy of ‘organisational configurations’. The second stage evaluates selected organisational processes within these different organisational configurations. The third stage addresses the nature of organisational effectiveness, and differential evaluations and levels of effectiveness within these organisations.

The project seeks to identify the structural features of organisations and their contexts, clarify how agents within the organisational environment develop or reproduce these features through a variety of management processes, and evaluate concepts and perceptions of effectiveness in the various organisational types. Thus, stage one deals predominantly with structural features of the governing bodies and the context in which these operate while the second stage of the project progresses beyond the structural features of organisations and their contexts, identifying processes and the role of agency. The analysis of the data generated seeks to a) establish whether the empirical taxonomy of NGBs, developed by cluster analysis in stage one, would be consonant with features of management process and strategy identified and b) explore aspects of organisational change. The third stage of the
research is based on a study of organisational actors in NGBs drawn from the six organisational clusters identified. This stage of the research seeks to examine a) the perceived differences in effectiveness among the diverse organisational types of NGBs in the taxonomy and b) the concepts of organisational effectiveness employed by external assessors and different groups within the NGBs. A 'multiple constituency' approach to understanding effectiveness was used to evaluate the different concepts of effectiveness, as well as the differential evaluations of effectiveness in specific organisations, which are held by those who make up the various constituencies within those organisations (Cameron and Whetten, 1983).

Questions Informing the Research Project
The research agenda of the organisational analysis of the NGBs for each of the three empirical stages of the research is outlined below (more detailed discussion is available in chapters 5, 6 and 7 respectively). A number of questions which were formulated in order to inform the analysis, and a brief discussion of the anticipated findings for each of the three stages are provided here.

Stage 1 Organisational Structures and Contexts
This research stage seeks to identify structural as well as contextual and environmental features of NGBs, and construct a structural taxonomy of these organisations. The questions formulated to inform the analysis of structure and context include the following:

• How can the structure of this sector of the sports industry be described?
• What is the context or environment within which NGBs operate?
• What are the sport specific tasks of NGBs in terms of sport development schemes and inter/national competitions organised?
• What are the size scale, age and human resources evident in NGBs?
• What are the structural characteristics of these organisations and can a taxonomy of such organisations be derived?
It was anticipated that the structural analysis of NGBs would reveal a variety of structures as agents within organisations may react differently to similar organisational contexts, and/or organisational contexts and resources vary from one organisation to another.

Other anticipated findings include the following, which reflect classic relationships suggested by contingency theorists such as Donaldson (1985), and configuration theorists such as Mintzberg (1979, 1981, 1994) and Mintzberg and Quinn (1992). The size of organisations, it was hypothesised, would be positively associated with standardisation of task and the formalisation of objectives, specialisation, age of organisation and professionalisation of staff. Complexity of the organisational environment, it might be assumed, would be associated negatively with centralisation, and standardisation, but positively associated with specialisation. Older organisations would also be expected to exhibit greater professionalisation of staff, and greater standardisation of tasks. The reasoning underlying these anticipated relationships is as follows. The larger organisations become, the more likely they are to require subdivision of duties and responsibilities to remain effective. Thus, because of problems of control, larger organisations would be expected to be more standardised in the way they operate, have more formalised objectives, and greater specialisation. They are also more likely to seek to ensure that standards are maintained by appointing professionally qualified staff, as the resources of the organisation increase with size. Age and size might also be assumed to be related as new organisations will tend to be small, until they are able to establish themselves. This rationale is specified more fully, for example, in Mintzberg's (1979: 227-235) derivation of a series of hypotheses relating to expected relationships between structure and context.

Stage 2 Management Processes and Organisational Change
Having identified different organisational structural configurations, stage 2 of the research goes on to consider organisational and managerial processes, and aspects of organisational change taking place in each configuration. Specifically it seeks to address the following questions:
Chapter 1  

Introduction

- How do explanations of organisational processes differ in each of the identified types of NGBs?
- What management styles are adopted and how is management of human resources practised within the different types of NGBs?
- How are organisational goals established and what types of performance measurement are utilised?
- How is strategic management envisaged and implemented and what is the locus of decision making?
- Which direction has organisational change taken in the last ten years?
- What are the strengths and weaknesses of the organisation perceived by the strategic apex and where are opportunities and threats identified?
- Which are the forms of funding used by NGBs and to what extent are they resource dependent on Sports Council grant aid?
- To what extent do the above (explanations of organisational processes, management styles, organisational goals, strategic management approaches etc.) vary from one structural configuration to another?

Mintzberg argues that there is likely to be an isomorphic relationship between the structure, context, and managerial processes within an organisation, such that where an organisation deviates from one of a number of ideal typical forms which he identifies, there is likely to be a dissonance between structural features and management processes, which will inevitably generate strains or tensions within the organisation, militating against the organisation’s ability to achieve strategic goals. Notwithstanding difficulties such as equifinality (where organisations with very different characteristics, operating in similar environments, achieve very similar levels of performance), and acknowledging the existence of competing sets of strategic goals within organisations, this second stage of the study seeks to establish a) the level of consonance between the structural features identified and the process features anticipated by Mintzberg’s typology and b) the ways in which agents within the various types facilitate management processes which affect structure and lead to organisational change. Given the structural characteristics of the organisational clusters identified, a number of hypotheses were drawn relating to the anticipated
Chapter 1

Introduction

characteristics of organisational processes for each of the clusters. These are discussed in detail in chapter 6.

Stage 3 Concepts and Perceptions of Organisational Effectiveness

The purpose of the third stage of this study is to evaluate a) whether some NGBs’ configurations are perceived as operating more effectively in the volatile environments of the 1990s, and b) whether there is a differential perception of effectiveness on the part of those from different constituencies within these organisations. The questions addressed in this stage include the following:

• How effective are governing bodies, evaluated according to a range of models of effectiveness, as seen in the eyes of external assessors and their work force?
• What are the perceptions of what constitutes organisational effectiveness within the various constituencies of volunteers and paid staff of the NGBs?
• Do perceptions of effectiveness vary according to the management level of the work force?
• Are some structural configurations seen by constituencies as more effective than others?

The ‘multiple constituency’ approach to understanding effectiveness, which was taken in the third stage, evaluated both the different concepts of effectiveness which might be said to exist as well as the differential evaluations of effectiveness in specific organisations, which are held by those who make up the various constituencies within those organisations. It was therefore anticipated that professionals and volunteers as well as employees from the senior, middle and junior management of the organisations under study would score differently both in terms of the way they perceive the importance of particular models of effectiveness, and also in terms of their evaluation of the actual performance of their own NGB along each of these dimensions.

Furthermore, given that each of the different structural configurations might be said to share a particular type of culture (Mintzberg, 1979: 294-295), it was hypothesised that respondents from different organisational clusters would score differently both in terms of the way they perceive the importance of particular models
of effectiveness, and also in terms of their actual performance along each of these dimensions.

Finally, it was anticipated that the performance of organisations from different structural configurations would be perceived differently by Sports Council Liaison Officers. This reflects the fact that the Sports Council has exhibited a preference for a particular structural configuration which is related to professionalising the approach of NGBs to their management (Sports Council, 1990).

The above questions guided the three stages of the organisational analysis undertaken, and answers to such questions are developed and evaluated in this thesis. In addition, implications for governing body design, management and strategic development are discussed, as are the implications for government/Sports Council policy and management training in this sector.

The Structure of the Thesis

The function of this first chapter is to provide a structured rationale and description of the three stage project. The aims of the research project are discussed and its description is provided by reference to the three empirical stages.

Chapters 2 and 3 review the literature. The former focuses on an analysis of the organisation of sport in Britain and provides an organisational profile of the NGBs, while also evaluating the changing contemporary British structural context in an attempt to identify the environment in which NGBs are situated. Chapter 3 reviews the generic literature on organisations and the development of organisation theory with a particular focus on organisational characteristics of non profit and voluntary organisations. Configurational approaches to organisational analysis are subsequently discussed and their incorporation in the current analysis of NGBs is defended.

Chapter 4 describes the theoretical, epistemological and methodological approaches adopted in this project. The process of data collection and choice of research tools are also discussed along with issues of validity of methods and measures, and reliability of data.

Chapter 5 reports the first research stage and investigates the organisational structures and context of the governing bodies of sport in Britain. The analysis
developed draws on a questionnaire survey and investigates the significant structural and contextual features of NGBs. The nature of this study was influenced by Mintzberg's (1979) classic analysis of organisational structures, and seeks to establish whether the analysis of NGBs provides support for the existence of a taxonomy of structural configurations.

Chapter 6 reports the second stage of the empirical work which investigates management processes in the National Governing Bodies of Sport in Britain and the management styles and approaches to strategy which are employed. This stage of the research analyses case studies with in-depth interviews with Chief Executive Officers (or their equivalent) from a range of NGBs drawn from the six organisational clusters identified. The interviews seek to establish respondents’ explanations of significant organisational processes in terms of management procedures, the exercise of power and strategic choice, and organisational change.

The third stage of the research, which is the focus of Chapter 7, is based on a questionnaire survey. This part of the study examines the concepts of organisational effectiveness employed by different groups within the NGBs in order to evaluate whether some NGB’s configurations are perceived by constituents and external assessors as operating more effectively in their environments. A ‘multiple constituency’ approach was used, employing questionnaire responses from those occupying different positions, levels, or ‘constituencies’ within the organisations (Cameron and Whetten, 1983; Chelladurai et al., 1987, 1991).

Chapter 8 reviews the individual discussions from all three stages of the empirical work and identifies the contributions of the overall research project. In addition, the implications which the findings and conclusions have on management of the governing bodies as well as strategy and policy issues, are identified and the implications on Sports Council policy articulated. Furthermore, this final chapter reviews the limitations of the project and discusses the opportunities for future work on organisational analyses.
CHAPTER 2
THE NATIONAL GOVERNING BODIES OF SPORT IN CONTEMPORARY BRITAIN

Introduction
This chapter focuses on an analysis of how sport and the NGBs of Sport have been influenced by structural changes in contemporary Britain and seeks to explain what forms such influences have taken. Discussion seeks to highlight trends both in the organisational environment specific to NGBs and in the wider macro-environment in Britain. The review of related literature undertaken aims to identify the major issues affecting NGBs and in so doing informs the questions raised and the hypotheses tested in the subsequent empirical stages. The chapter is separated into three sections. The first section provides a profile of the NGBs as regards their aims, organisational development, management, policies, and relationships with public sector sport organisations. The second section focuses on sports policy, provision and participation, as well as areas of policy conflict. The final section reviews changes in the wider environment faced by the NGBs in terms of changes in the social, cultural, political and economic spheres.

The National Governing Bodies of Sport
Profiles of NGBs
In Britain the rules and the organisation of each individual, competitive sport or recreation are in the hands of a national governing or representative body which is often responsible for the general administration and development of the sport and the conduct of competitions. The more serious or competitive a sport becomes the more likely it is to take place within a voluntary sports club. This is itself very likely to be a member of one of sport’s governing bodies.
Chapter 2 The NGBs in Contemporary Britain

The organisation of sport in the UK is characterised by fragmentation - 86 sports and 406 governing bodies (Sports Council, 1991). This not only reflects the different national organisational structures but also the historical development of particular sports, especially separate organisations for men and women and highlights the fact that there are sub-disciplines within sports with their own specialist organisations (e.g. bowls, martial arts and shooting; Sports Council, 1991). However, in the past few years there have been moves towards rationalisation and greater integration in the organisation of sport, often in response to pressures from the Sports Council. Several sports have recently established single organisations for men and women (for example, the Scottish Hockey Union and the Squash Rackets Association; Ashton, 1992) and major reorganisations have taken place in martial arts and are being explored for shooting (Sports Council, 1991).

It is necessary to recognise the limitations of the organised voluntary sector in sport. Much of the growth in participation in the past ten years has occurred in recreational sport, outside the organised, often competition oriented, governing body sector. Because the growth in casual participation has outstripped the formal membership of sporting organisations, governing bodies may often represent only a minority of participants (Sports Council, 1991).

Organisational Development of NGBs

The environment in which many governing bodies of sport found themselves during the 1980s was characterised by a pace of change previously only experienced towards the end of the last century, when many governing bodies were originally established and when the concern was to harmonise rules and develop a national pattern of organisation. A number of significant changes in the NGBs’ environment can be identified, although not all will have impinged on each governing body. Of particular importance is the increasing significance of television and sponsorship as sources of income, which has turned administration in a number of sports (such as snooker, badminton, squash and, to a degree, athletics) from being predominantly voluntary, part-time activities to being businesses with enviable turnovers and with some well paid full-time participants. Houlihan (1991) suggests that a factor related to the above change concerns the greater selectivity and overall stagnation, of Sports Council grant aid. This has forced many governing bodies to look to other sources, such as commercial sponsorship, for income. These changes have taken place within the context of a
broader change in attitudes towards individualistic, non-competitive, recreational participation (Borrett, 1991; Sports Council, 1991) and particularly the enthusiasm for newly fashionable sports, such as squash, volleyball and hockey. For the governing bodies of the sports growing in popularity there is the challenge of building on this increase in interest and turning it into long term commitment. For the established sports, such as football, cricket and rugby, the problem is maintaining the share of the market of new sportspersons and women, and of spectators. Other changes include the decline in school sport, the growing importance of international sport federations, and the slow but steady undermining of the amateur basis of many sports. All governing bodies are having to cope with an increasingly dynamic environment which will put at a premium the ability to anticipate and adapt to change. These new entrepreneurial qualities need to be added to the list of more traditional functions of establishing and enforcing the rules of the sport, stimulating the sport's development, selecting international teams, organising events and representing the interests of the domestic sport in the international federation (Houlihan, 1991: 115-116).

A number of processes have been identified as taking place in the British sports bodies, specifically: those of bureaucratisation (Houlihan, 1991), professionalisation (Coalter et al., 1988; Henry, 1993) and resource dependence (Borrett, 1991). A number of researchers (Slack, 1985; Hinings and Greenwood, 1988; Slack and Kikulis, 1989; Thibault, Slack and Hinings, 1991) have researched similar phenomena in Canada and identified that over the period of the past twenty five years those organisations responsible for the delivery of amateur sport in Canada have become increasingly bureaucratised. In large part, this process of bureaucratisation has been linked to: a) the increased availability of government resources to sport organisations for the hiring of professional staff and developing technical programme areas, and b) increased levels of interdependence between sport organisations, government and quasi government agencies. Similar processes are expected in the British context as NGBs embark on greater standardisation of their activities, develop specialisation of the workforce and face extensive reporting requirements to meet the funding criteria of the Sports Council.

The financial resources available to NGBs from the Sports Council have primarily been directed to the human resource and programme areas of these organisations. In order to obtain Sports Council grant aid, NGBs have been required to submit a detailed forward plan in a prescribed format. The quality of the forward planning document submitted to the Sports
Chapter 2 The NGBs in Contemporary Britain

Council and the performance of the NGB representatives at the Grant Assessment Panel which considers each application for financial assistance, determine the amount of grant-in-aid which the NGB will receive. The forward plan exercise demands detailed long term planning, formal evaluation procedures, and evidence of financial appraisal documents whereby the need in relation to programme areas is identified and the amount of income attributable to members and raised from other sources is reported (Sports Council, 1990). Each of the above characteristics are associated with structural configurations which Mintzberg (1979, 1981, 1994) terms bureaucratic. The increased levels of accountability that NGBs have experienced are also likely to invoke elements of a bureaucratic structure differentially. Mintzberg hypothesises that the greater the external control of the organisation, the more centralised and formalised its structure, and that the more power/ownership/authority resides outside the organisation, the more elaborate and therefore bureaucratic is the administrative structure. It appears that some British NGBs (see chapter 5) have adopted the characteristics of a Weberian legal-rational bureaucracy. Manifestations of this tendency, in addition to those discussed above, are found in such areas as the increased number of certification programmes and qualification requirements for those who hold office in voluntary organisations, the tendency to appointing paid professional staff to 'run' the affairs of these groups, and an increasing standardisation and formalisation of the systems that constitute this type of organisation.

The trend towards increased professionalisation in the changing administrative and technical structure of governing bodies of sport is another structural phenomenon. Professionalisation may be defined as the process whereby an occupation succeeds in claiming the status, and therefore the rewards and privileges, of a profession (Jary and Jary, 1991). A number of writers such as Abercrombie and Warde et al. (1994) identify professionalisation processes as manifesting themselves in a series of key traits or characteristics, such as the setting up of a professional association, the establishment of university validated courses which practitioners must attend and pass, and the establishment of a set of tasks unique to the occupational group.

Professionalisation processes in the NGB sector are evident in the activities of professional bodies (e.g. Institute of Leisure and Amenity Management), universities and institutes of higher education providing taught and research courses, as well as NGBs which administer their own coaching awards and instructors' certificates. This reflects
professionalisation both of administration of NGBs and of the coaching and administration of sport and sporting bodies under the jurisdiction of NGBs. The professionalisation process, it can be argued, has also been advocated and promoted by the Sports Council in its funding of specialist administrative or technical NGB posts. Furthermore, the Council's policy to urge NGBs to pursue a commercial footing, attract sponsorship, enhance strategic vision, and develop flexible decision making systems, has indirectly underlined the need for professional staff who possess the required skills.

The increase in professional staff can be justified because volunteer bodies, lacking the support of a sufficient number of full time administrators, planners, and researchers, are no longer equipped to deal with the problems arising from the size and scope of contemporary sport. Organisations involving a high proportion of professional workers tend to have a more flexible administrative character than do traditional types of organisation (Bowman and Asch, 1987). Research on Canadian national sports organisations (NSOs) undertaken by Thibault, Slack and Hinings (1991) attempted to address questions related to the impact of professional staff on structures and systems as regards the changes that professionals introduce across organisational systems, and the extent to which the process of professionalisation complements or counteracts the process of bureaucratisation which they had also identified as emerging. Their findings show that following the introduction of professionals to NSOs there was an increase in both the levels of specialisation (the degree to which organisational tasks are subdivided), and formalisation (the extent to which organisational tasks are performed in a regularised manner and documented in written form) within the organisation. Furthermore, there was an initial increase of the level of centralisation for decision-making followed by a decrease to a point where decision-making actually became more decentralised than it was initially. It was suggested that the reason for this initial increase in centralisation was that professional staff pose a challenge to the traditional culture of voluntary organisations. To retain control of their organisation, volunteers attempted to increase their hold over decision-making. With time this changed and professional staff became more involved in the decision-making processes. Thus, Thibault et al. (1990) argue that there was a link between professionalisation and bureaucratisation in the organisations studied; one led to the other. However, this was a particular kind of bureaucratisation, emphasising technical areas, leading to the development of the professional bureaucracy (Mintzberg 1979, 1981, 1994; Mintzberg and Quinn, 1992).
Governing bodies of sport in Britain depend heavily on government funding for the development and maintenance of their programmes and staff. Sports Council grant aiding of most of these organisations has meant an increased dependence on the government. The following table 2.1 illustrates this dependence, indicating the Sports Council revenue grant payments as percentage of the NGBs turnover.

<table>
<thead>
<tr>
<th>National Governing Bodies</th>
<th>Year 1985</th>
<th>Year 1986</th>
<th>Year 1987</th>
<th>Year 1988</th>
<th>Year 1989</th>
<th>Year 1990</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Golf Union</td>
<td>2.0</td>
<td>2.2</td>
<td>2.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>English Bowling Association</td>
<td>7.9</td>
<td>6.9</td>
<td>7.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Fed. of Shooting &amp; Conservation</td>
<td>5.0</td>
<td>6.0</td>
<td>5.5</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Badminton Association of England</td>
<td>25.0</td>
<td>37.0</td>
<td>41.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>National Cricket Association</td>
<td></td>
<td></td>
<td>18.0</td>
<td>14.0</td>
<td>12.0</td>
<td></td>
</tr>
<tr>
<td>Squash Rackets Association</td>
<td></td>
<td></td>
<td>75.0</td>
<td>65.0</td>
<td>49.0</td>
<td></td>
</tr>
<tr>
<td>Amateur Rowing Association</td>
<td></td>
<td></td>
<td>55.0</td>
<td>55.0</td>
<td>48.0</td>
<td></td>
</tr>
<tr>
<td>English Ski Council</td>
<td></td>
<td></td>
<td>30.0</td>
<td>35.0</td>
<td>36.0</td>
<td>32.0</td>
</tr>
<tr>
<td>English Ladies Golf Association</td>
<td>5.3</td>
<td>5.3</td>
<td>5.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Crown Green Bowling Assoc.</td>
<td></td>
<td></td>
<td></td>
<td>17.0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Handball Association</td>
<td>70.0</td>
<td>74.0</td>
<td>79.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Fed. Sand &amp; Land Yacht Clubs</td>
<td>80.0</td>
<td>76.0</td>
<td>78.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amateur Swimming Association</td>
<td>22.0</td>
<td>32.0</td>
<td>26.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health and Beauty Exercise Ltd.</td>
<td>41.9</td>
<td>45.9</td>
<td>49.4</td>
<td>44.0</td>
<td>39.0</td>
<td>28.0</td>
</tr>
<tr>
<td>English Amateur Dancers Association</td>
<td>48.0</td>
<td>58.0</td>
<td>49.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Grand National Archery Society</td>
<td>41.0</td>
<td>34.0</td>
<td>46.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amateur Athletic Association</td>
<td>4.0</td>
<td>4.0</td>
<td>3.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Amateur Athletic Board</td>
<td>22.0</td>
<td>27.0</td>
<td>21.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rugby Football Union</td>
<td>1.4</td>
<td>1.4</td>
<td>1.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>English Folk Dance &amp; Song Society</td>
<td>8.0</td>
<td>8.0</td>
<td>11.0</td>
<td>10.0</td>
<td>5.0</td>
<td></td>
</tr>
<tr>
<td>Amateur Rugby League</td>
<td>27.0</td>
<td>30.0</td>
<td>35.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Bobsleigh Association</td>
<td>86.0</td>
<td>56.0</td>
<td>55.0</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* The table reports data which were available for inspection at the Sports Council during the time of the empirical data collection.


Among the first four NGBs presented in the above table 2.1 are some NGBs (referred to in the following table 2.2) which enjoy the highest membership. With the notable exception of the Badminton Association of England it is evident that these NGBs do not depend on the Sports Council grant for their financial survival. This is also the case, for example, for the Amateur Athletic Association and the Rugby Football Union which enjoy the availability of alternative financial sources (sponsorship, television coverage rights). Most of the remaining
NGBs reported in the table however, appear to rely heavily on the grant to the extent that severe reduction may threaten organisational survival.

The Sports Council provides services to help with the day to day administration of these governing bodies. Government financial support, such as funds for forward planning and high performance sport centres, has increasingly been tied to compliance with government policies and has created additional demands and pressures on these organisations. An example of how Sports Council pressure can be exerted on financially dependent NGBs is given in chapter 6 in the case of the Crown Green Bowling Association’s reluctance to increase membership fees. While numerous studies have noted a similar dependence in the Canadian sports system (Slack and Kikulis, 1989) there has been little attempt to examine the dynamic and interactive nature of this relationship in Britain. One exception is the work of Coalter et al. (1988) who document the relationship between NGBs and the Sports Council between 1975-1985. They argue that, following the change of government in 1979, the relative autonomy of NGBs was to become eroded and their interests re-interpreted. The 1979 Sports Council Annual Report referred to the ‘unacceptable’ situation that had arisen whereby only 38.5% of the Sports Council funds was allocated to capital expenditure. A shift in emphasis occurred, therefore, in the mid 1980s which was concerned not only with the substance of a policy for sport, but was also concerned with styles of management and administration. A greater degree of accountability, cost-benefit analysis, corporate planning and commercial sponsorship were called for by the Sports Council through modifications to its forward planning requirements made of NGBs in their applications for funding. Coalter et al. (1988) see these policies as a shift from the Wolfenden philosophy of providing a framework for voluntarism to a more interventionist and directive approach. Indeed, such changes can be seen as an attempt to make NGBs more accountable and their policies more democratic, or they could be viewed as a growing corporatist presence and politicisation of what had been previously regarded as an apolitical and pluralist area. With a very substantial amount of funding for the NGBs provided by the government, the resource dependence perspective may be a useful theoretical framework for understanding the structure and processes of these organisations.

Pfeffer and Salancik (1978) argue that an organisation’s control over resources is a basis for power in inter-organisational relationships. They further identify three necessary factors for a resource dependence relationship. The first of these is the importance of the resource in
Chapter 2  The NGBs in Contemporary Britain

tensity of its magnitude to the organisation's functioning. In this regard, NGBs are vulnerable because they obtain a large proportion of their financial resources from one source and could not function in the absence of this resource. The second factor, control over resource allocation, refers to the possession, access, and ability to regulate the use of resources. In this case, the British government regulates access to funding through its various policies and in so doing, in effect may dictate the programmes for which funding will be used. The final factor is the concentration, or alternative availability, of resources. For the vast majority of sport organisations alternative sources of funding are simply not available. In contrast for some of the larger, higher profile sports there is the possibility of gaining corporate sponsorship. However, due to the need for visibility, this is usually for the staging of particular events. Rarely have costs for ongoing programmes or technical staff been underwritten and more rarely still is there support for administrative systems and staff.

Management of the NGBs

The NGBs which are active in British sport range from the large wealthy bodies with substantial full-time staff such as the Cricket Association, to much smaller bodies which rely heavily on voluntary activity, such as the Bicycle Polo Association. Table 2.2 shows the ten largest sports organisations in 1989 based on membership. The classification was based on membership rather than clubs because the varying sizes of clubs make them a less accurate indicator of participation.

<table>
<thead>
<tr>
<th>National Governing Body</th>
<th>Members (000s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>English Golf Union</td>
<td>501</td>
</tr>
<tr>
<td>National Federation of Anglers</td>
<td>285</td>
</tr>
<tr>
<td>Scottish Golf Union</td>
<td>149</td>
</tr>
<tr>
<td>English Bowling Association</td>
<td>132</td>
</tr>
<tr>
<td>British Crown Green Bowling Association</td>
<td>128</td>
</tr>
<tr>
<td>English Karate</td>
<td>110</td>
</tr>
<tr>
<td>English Ladies' Golf Association</td>
<td>107</td>
</tr>
<tr>
<td>British Association for Shooting &amp; Conservation</td>
<td>105</td>
</tr>
<tr>
<td>Scottish Bowling Association</td>
<td>92</td>
</tr>
<tr>
<td>Badminton Association of England</td>
<td>90</td>
</tr>
</tbody>
</table>


Houlihan (1991) argues that Britain's NGBs, despite a substantial increase in the appointment of paid administrators, are typified by their reliance on voluntary support, their
dependence on Sports Council grant and their fierce determination to maintain the lines of demarcation between themselves and other related sports. While it is not common to identify a form of organisation for all governing bodies, certain features are apparent in a substantial number. In general, governing bodies tend to have separate organisations for each of the four home countries, with a minority still retaining separate organisations for men and women. Furthermore, they frequently have a tiered structure with clubs at the base affiliated to county or divisional associations, which in turn send representatives to the NGB. Smaller NGBs do not have divisional branches but have responsibility for the strategic development of the sport in Great Britain as a whole. At national level it is typical to find a core of honorary officers supported by full time staff, whose number obviously varies considerably, depending on the scale and resources of the governing body.

The national sports governing bodies work separately more than collectively. Each is busy developing its sport at local, regional and national level. This is done through the normal procedures of international sports namely leagues, championships, tournaments, special events. Some NGBs are served by professional officers whose salaries are supported by grants from the Sports Council, although efforts may be made to generate funds independently through fees, lotteries, sponsorship and social functions. The work of the NGBs is 'determined' by elected and honorary officials. The larger organisations also have professional national coaches to serve their cause. As regards funding and administration, Coghlan (1990) informs us that administration in NGBs to support coaching programmes and preparation training continued to be assisted financially by the Sports Council. This was in line with policies adopted in the seventies which were subsequently modified following governmental sports policy. With many governing bodies being assisted financially to a very considerable extent the question of how much sport was doing for itself to help improve its revenue base was raised by the Sports Council. Some NGBs levied meaningful subscriptions on their members to help fund the administration of their activities whilst others charged smaller sums relying on money from sponsorship, insurance schemes and the Sports Council for the larger part of their income.

Considerable pressure early in the 1980s was put on those NGBs of sport to lean very heavily on these other sources for their income but this move hit NGBs at a time when subscription income was particularly vulnerable, due to increasing unemployment and in particular youth unemployment. The dependence of some sports on volatile sources of
income, in certain cases, posed a possible threat to their independence and in some extreme cases organisational survival would have been threatened if those existing and somewhat precarious sources, such as short-term sponsorship, had dried up (Coghlan, 1990). The dependence of such NGBs on the Sports Council was considered unhealthy for the voluntary sports movement and individually and collectively NGBs were requested to put their financial affairs into greater order.

Sponsorship of sport by commercial and business operations brings opportunities but also often great pressures. The linkage of sponsorship, sport and television is obvious but not all sponsors seek a high profile return. Some prefer to be seen to be doing good ‘back stage’. Equally some sponsors prefer to assist financially at junior or youth levels and to be seen as ‘doers of good works’. The latter, however, provide limited financial contributions when compared to large event sponsors. NGBs have had to learn how to extract the maximum from any sponsor in return for the exposure the sponsor seeks and some have proved better than others in this area of activity. As 1984 came to an end the need for most NGBs to employ, or to have available to them in a voluntary capacity, sponsorship negotiators was highlighted by the multi-million pound sponsorship deal entered into by the Amateur Athletic Association (AAA) who had appointed professional advisers (Coghlan, 1990).

Policies of NGBs
The major common NGB policy concerns are those of mass participation, promotion of elite sport, provision of sport among school age children and youth, and policy on amateurism and professionalism. There are additional specific policies relating to individual NGBs but the following discussion reflects the major general NGB concerns. The actual and potential role of governing bodies in the foundation and participation levels of sports development varies, however, according to a number of factors, including their traditions, structure, experience and wealth. Houlihan (1991) argues that while the Sports Council referred in 1982 to discussing with the governing bodies the role they wished to play in promoting mass participation, by 1988 the Council was admitting that, although considerable finance had been provided, the contribution of the governing bodies to mass participation was questionable. According to a recent ministerial statement, the NGBs will be required to prepare clear plans with specific targets for the development of their sports, from grass-roots to the highest competitive levels. These plans will be expected to include programmes for
strong and effective links with schools and youth organisations, to make the most of the
talent of young people (Sportsnews, 1994).

Across the period from the late 1970s to the early 1990s there has been an increasing
tendency for the government to promote a focus on excellence for NGBs, more specifically
recently placing responsibilities for fostering mass participation on local government
(Dorrell, 1995). In the late 1970s, the Sports Council with its eyes on the Moscow Olympics,
offered to the NGBs additional financial resources to engage or contract employment with
the best coaches available from any country in an endeavour to raise the platform of
performances dramatically (Coghlan, 1990). Although in the mid - 1980s there seemed to be
a shift in policy emphasis for the Sports Council identified in Colin Moynihan’s open letter to
the Sports Council Chairman, this possibility of policy reversal was short-lived. In his letter
Moynihan posed a number of rhetorical questions in relation to the government’s agenda for
Sports Council policy. Specifically, he asked: ‘Should the Council concentrate its grant-aid
more towards community provision and especially to areas and groups of special need like
the inner cities, youngsters, the unemployed and other groups?’ and ‘Should the Council
disengage itself from the provision of support for elite competitors?’ Competitive tendering
of National Sports Centres and programmes for helping NGBs to seek private sector funding
were also suggested in the letter (Moynihan, 1987). These latter policy directions were
subsequently actively pursued by Robert Atkins (Henry, 1993). More recent ministerial
statements in 1994 (Sportsnews, 1994) and 1995 (Dorrell, 1995) announced: (a) the
reorganisation of the Sports Council, and the institution of the United Kingdom Sports
Council which will focus predominantly on international sports participation and elite sport
and (b) the latest governmental policy initiative on elite sport via a specific development plan
for young people. Thus, although the nature of policy to be pursued by the new bodies of the
UK Sports Council and the English Sports Council have not been fully estimated (Ministerial
statements up to mid 1995 had said little or nothing about for example, sport and the
disabled, or sport and the inner city), nevertheless a focus on sporting excellence was clearly
seen as a priority by the Secretary of State for National Heritage (Dorrell, 1995). Promotion
of elite sport by NGBs is well documented in the annual reports and forward plans of these
organisations but the level of priority, in comparison with promotion of mass participation,
varies among NGBs. The organisations which deal with non-Olympic, recreational sports
(e.g. climbing, dance) place less emphasis on competition and are therefore expected to
receive less support from the UK Sports Council for their development programmes, or may well be cut from funding programmes as the number of sports supported is reduced.

Another policy area for NGBs is related to sports participation of school-aged children. Houlihan (1991) identified three factors increasing the importance of the question of sport in school for these organisations. First, the NGBs of the major sports began to realise that the sport interests of young people were steadily broadening both within the physical education curriculum and outside school time. Athletics and the traditional team sports slowly began to appreciate that they were having to compete with other newer sports for the pool of talented youngsters. The second factor concerned demographic change and the decline in the number of young people, which began to make itself felt in secondary schools in the mid 1980s. This factor compounded the first as not only were more sports competing for the pool of talented young sportsmen and women but the size of the pool was also contracting.

The final factor concerns developments within schools in the 1980s. At the most general level physical educationists were redefining the role of the subject in the education process and in the eyes of some NGBs, reducing the amount of sport within the physical education curriculum. In addition, industrial action in the 1980s led to the withdrawal of voluntary labour provided by staff for running competitive school sport outside school time, thus drastically reducing opportunities for exposure to competitive sport.

The effective governance of sport depends on the application by each governing body of a number of rules under which an appropriate balance can be maintained between the ethics of the game, the interests of the players, officials and administrators, the media, commercial interest and the public. Without such a balance of these factors in a disciplined framework it is difficult for the governing body to maintain effective control. If the rules of the sport have a dual track operation with two separate, autonomous governing bodies then the task of developing the job responsibly becomes even more difficult (CCPR, 1987). For that reason the Palmer report of the CCPR committee of enquiry into amateur status and participation in sport has identified examples of those sports which have control over both the professional and amateur aspects of the activity, sports controlled by separate professional and amateur governing bodies and sports controlled purely for the benefit of amateur players.

The sport of boxing, for example, is controlled by two separate bodies which organise the rules and competitions as well as oversee the disciplinary structure in quite distinct ways. Officials from the Amateur Boxing Association drew attention in their evidence to this clear
distinction and emphasised the important purpose of the amateur sport which contributed to the social and physical welfare of the competition as distinct from the professional sport which was run as a business by promoters and managers. It was felt that professional boxing management should adopt a more ethical approach when encouraging amateur boxers to turn professional (CCPR, 1987).

The importance for NGBs, of having an organisational policy as regards these issues may be revealed when the conflicts and tensions between profit generation, incentives, athletes' rights, and administrators' interests are considered. In this policy area, again, not all NGBs are involved. The increased athlete professionalisation of some sports (car racing, boxing, rugby, football, athletics), however, and the emergence of new professional sports (basketball, American football) indicate that more NGBs will have to consider amateurism/professionalism issues. The implication of this is that there may be a further tension for many NGBs to manage.

Relationships with the Sports Council and the Central Council for Physical Recreation (CCPR)
In the 1970s, although the government, whether Labour or Conservative, was directly involved in sport, very few examples of overt intervention in the workings of the NGBs of sport were evident and the CCPR and Sports Council were treated very much as 'arm's length' organisations. In the 1980s this changed significantly as central control of affairs became more overt and the government, seeing itself as the paymaster, began to exercise greater control and direction (Coalter et al., 1988). This, it is claimed, came to a head during the time in which Neil Macfarlane was Minister for Sport and continued, if in a somewhat different vein, with Colin Moynihan (Coghlan, 1990).

Under the influence of a strong monetarist policy the 1980s witnessed the push towards much leaner and business oriented administrations with financial planning more closely tied to entrepreneurship and commercialism. Furthermore, the establishment of a state financed council has meant that the centre of gravity of sports administration has shifted from the governing bodies and voluntary sports clubs firmly to the public sector. In his address to the CCPR conference in 1988, Moynihan painted a picture of sport in the future paid to a greater degree by membership fees and commercial sponsors. In line with central government policy of reduced public sector expenditure, sport was being encouraged to be less dependent on government subsidy and to exploit more effectively the money available in commerce and
business. The Sports Council has established an advisory service to assist governing bodies in exploiting sponsorship opportunities (CCPR, 1987).

In the same vein, a former Secretary of State for the Environment, Nicholas Ridley, directly encouraged reduced public sector support for sport by suggesting that conventional investment programmes by local authorities should use public money to stimulate investment in sport through the commercial sector and should no longer own facilities (Borrett, 1991). However, such a policy reduces opportunities for the less affluent members of society. The Sports Council has identified this problem and foresaw two markets for sport. It has been suggested that the commercial sector should be major suppliers to the affluent market, and the public sector should direct attention to the generally less well off, those with poor health, unemployed, and living in areas of deprivation. Given the recent political developments which reflect the governments intention to see NGBs more involved with elite sport, one may reasonably assume that the remit of these organisations will exclude provision for previously identified target groups.

It is claimed by Houlihan (1991) that the isolation of NGBs from each other is, to a certain extent, mitigated by their membership of the CCPR and their involvement with the Sports Council. There is no compulsion on individual NGBs to join the CCPR since this is a free assembly but most are in membership. Unfortunately neither the Sports Council nor the CCPR is an effective umbrella organisation for NGBs. On the one hand the CCPR, owing to its past poor relationship with the Sports Council, has been for many years an ineffective vehicle for co-ordinating and projecting the interests of the NGBs. On the other hand the Sports Council, partly owing to its grant aid responsibilities towards NGBs, does not provide an adequate forum for the development of common interests between individual governing bodies. While there are signs that the CCPR is accepting a more limited role vis-a-vis the Sports Council, Houlihan (1991) argues that it remains to be seen whether the two organisations can work together amicably and productively.

The Sports Council has recently commissioned a study from Leeds Metropolitan University (Sports Council, 1993a) evaluating the services which it provides to NGBs. A number of interesting conclusions were drawn which shed further light into the relationship between a governmental agency and the NGB sector. For many NGBs, the performance of the Sports Council in servicing sport is to be judged by the amount of money it provides for them. It must be borne in mind that NGBs represent not those who play the sport, but rather
members of the NGB itself. The Sports Council seems to be keen to lessen the gap by encouraging NGBs to devise plans for their sport as a whole rather than just for their own members. Another of the Sports Council’s aims is to encourage NGBs to become less dependent on Council funding, by increasing their earnings from elsewhere. However, if they are successful in doing this the Sports Council will find it less easy to influence policies. Evidence discussed in the second research stage in chapter six reports a number of NGBs which, although recognised by the Sports Council, did not receive any funding from it and therefore did not have to produce a forward plan shaped by the Council’s funding criteria. Without this linkage, Sports Council influence on sports development in the sports for which these NGBs are responsible is likely to be severely reduced.

**Sports Policy in Britain**

**Policy Planners**

In order to evaluate the development of sports policy in contemporary Britain it is important to identify the sports policy authorities and their interrelationship. Roche (1993) identifies six main ‘players’ in the policy game, three of which are governmental, two are sporting and one is of an intermediate ‘quango’ status between the worlds of government and sport. The two sporting organisations are the British Olympic Association and the Central Council for Physical Recreation. The three governmental agencies consist of: the Sports Minister and his/her support staff in the Ministry of the National Heritage, the Department of Education and Science which operates through and in collaboration with Local Education Authorities to define and deliver the physical education curriculum to the nation’s youth and finance the investment in staff and facility resources, and finally the local authority recreation departments which dispose public sector funding for sports related facilities. The sixth policy related agency is the Sports Council which by virtue of its Royal Charter was intended to operate at arm’s length from the state. In addition to these six distinct and often competing ‘players’ in the policy authority game Roche (1993) identifies the power of the mass spectator and media sports. Indeed, their ability to influence popular images of and attitudes to sport are considerable. A review of the financial power of the policy authorities, measured in financial terms reveals the level of contribution of each provider. Table 2.3 summarises the contributions of the public, private and voluntary sector.
Table 2.3 Indicators of Public, Private and Voluntary Sectors Contributions to Sport in 1990

<table>
<thead>
<tr>
<th></th>
<th>Central Government</th>
<th>Local Government</th>
<th>Voluntary Sector</th>
<th>Commerce Sport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expenditure £</td>
<td>533 m</td>
<td>1,326m</td>
<td>1,647m</td>
<td>4,895m</td>
</tr>
<tr>
<td>Income £</td>
<td>3,556m</td>
<td>906m</td>
<td>1,675m</td>
<td>5,285m</td>
</tr>
<tr>
<td>Employment</td>
<td>1,140</td>
<td>48,270</td>
<td>78,980</td>
<td>133,280</td>
</tr>
</tbody>
</table>

Source: adapted from Sports Council (1993b).

Such a division of power, resources and authority can have a disorganising effect on sports policy. Before examples of conflicts and confusion among the authorities involved in sports policy are discussed, some consideration of the development of modern sports policy and policy rhetoric in Britain must be undertaken.

Policy Development

To describe the evolving nature of sports policy in post-war Britain one needs to identify historically and contextually the changes of rationales within the voluntary, commercial and public sector provision. The initial sports policy rationale could best be characterised, following Bramham’s and Henry’s (1991) analysis, as a period of what might be called ‘traditional pluralism’ in which the market and voluntary sectors represented the major providers of sporting opportunity, with the state playing a supplementary role, the former sectors having traditionally been more important than public sector as suppliers. The first major step in the development of a policy for sport in Britain in the post-war period was, according to Roche (1993), the Wolfenden Report *Sport and the Community* commissioned by the CCPR and published in 1960. Among other things the report recommended better co-ordination and an increase in government finance for governing bodies and multi sport bodies like the CCPR and the BOA, and it proposed a small Sport Development Council to administer these funds.

During the 1960s, the case for greater intervention was gradually acknowledged, Binfield et al. (1993) argue, with a Sports Council capable of controlling and spending money on sport for sport’s general social function as a part of social welfare policy. The concept of ‘Sport for All’ was subsequently accepted by the members of the Council of Europe, including Britain, in 1967. Important sports policy developments following this were (a) the re-organisation of the local government structure to grant local authorities greater control over sport and recreation services and (b) the institution of nine Regional Councils for Sport
and Recreation consisting of local authorities and sport bodies, to advise government on issues of facilities and financial aid through grants. Sport was perceived at the time as servicing basic human needs and a necessary part of social planning (Dept. of Environment, 1975). The metaphors of sports literacy and illiteracy were utilised in Sports Council circles and are indicative of the notions attached to the Sport for All campaign. Sport for All did not meet with success and reasons identified by Roche (1993) included: (a) that the launch of the campaign coincided with economic problems with national and international repercussions like the oil price crisis, inflation, world recession, and taxpayer and capitalist resistance to the costs of the welfare state and (b) after a series of marginally successful changes of focus in the campaign in an attempt to improve results and achieve progress in participation, a conclusion was reached that there was a gulf between the perceived community needs and social reality.

This stage in the development of sectoral relations in sports organisation is characterised by Bramham and Henry (1991) as 'welfare reform' as there was an emphasis on the proactive role of the public sector in meeting the needs of groups disadvantaged in the commercial and voluntary sectors. 'Sport for All' as a campaign and the development of sporting provision in the public sector for disadvantaged groups reflect this shift in policy which was evident in the recommendation of the Select Committee of the House of Lords on Sport and Leisure in 1973, that areas of priority need should be established and differentially funded. The following stage in the evolving relationship between the sectors represents a form of 'managerialist critique' of welfare reformism. While 'Sport for All' might be the openly declared goal of sports policy, with a particular emphasis on reaching disadvantaged groups, research evidence throughout the latter half of the 1970s increasingly indicated a failure on the part of public sector services to attract the target groups. This was seen as being partly explained by the style of management employed, with recreation professionals as experts, seeking to prescribe for the needs of disadvantaged groups to which the professionals did not belong (Bramham and Henry, 1991).

The decade of New Right politics, of de-industrialisation and 'post-industrial' transformation in Britain, introduced change in the traditional ideology of Britain's national community. Unregulated market forces, Roche (1993) argues, restructured and 'disorganised' British society, and in such a climate the Sports Council was drawn to justify the community benefit of sport by the jobs that sport markets and the sport economy
produce (The Henley Centre for Forecasting, 1986). Sport policy now provides for the
tourist market, and the international media market. In Bramham’s and Henry’s (1991)
analysis this stage represents a departure from the emphasis on publicly-funded provision
towards one on voluntary and commercial sector investment. This stage was termed by them
as the ‘neo liberal phase’ in which the political thinking of the New Right represented the
rationale for the rejection of state led provision. The introduction of compulsory competitive
tendering of management of a variety of sport and leisure facilities and services by the late
80s should also be seen as a significant policy direction of New Right rationale.

A ministerial statement in 1994 suggests a change of policy direction as regards the work
of the Sports Council. In a statement to the House of Commons, Sports Minister Iain Sproat
said: “We have re-affirmed the conclusion of our 1991 policy review that the combination of
Great Britain and England functions in the current Sports Council hinders their effective
development.” It is therefore intended to set up two bodies to be called the United Kingdom
Council spreads itself too thinly and operates in a series of areas more appropriate to other
agencies. The new English body will have a sharper focus, concentrating on an increased
programme of direct support to the governing bodies of sport to help the grass-roots, and on
services in support of sporting excellence, including the national sports centres currently
administered by the Great Britain Council. There will be a substantial re deployment of
resources away from bureaucracy and from programmes which do not reflect this new focus.
In particular, the new body will withdraw from the promotion of mass participation and
informal recreation, leisure pursuits and from health promotion. These are laudable aims but
secondary to the pursuit of high standards of sporting achievement” (Sportsnews, 1994).

This recent decision and previous New Right prescriptions have prompted resistance and
criticism. Marxist and feminist analyses of sport and sports provision point out that the
commercial and voluntary sectors can hardly be described as freeing individuals to express
their own interests if they are denied the resources to participate in voluntary or commercial
transactions (Bramham and Henry, 1991).

Excellence has clearly been fostered throughout the traditional pluralist and welfare
reformist phases of policy development. Traditional pluralist values see national prestige as a
public good unlikely to be supplied by the free market and therefore a legitimate concern of
the state, while welfare reformism is consistent with affording to all the opportunity to
maximise potential in their chosen field of endeavour. The emergence of neo liberal attacks on state funding and the recent Ministerial statements seem likely, however, to have a clear impact on state funding of sport, leaving a residual role for public sector sports subsidy among more volatile, difficult groups. The recent developments at policy level are a clear sign of the government’s intention to focus on sporting excellence leaving Sport for All and informal recreation development to the market, voluntary sectors and local government. It is clear, however, that while the commercial sector is profit driven sport will only be provided for attractive market segments. The voluntary sector is also likely to be more developed in affluent rather than deprived areas (Hogget and Bishop, 1985). Thus reliance on the voluntary sector is likely to reinforce, rather than compensate for, market inequalities. The introduction of CCT also threatens to make local government provision more commercial-like in its orientation. Thus, such a policy seems likely to further undermine Sport for All as a policy goal, though it remains to be seen how effectively Sport for All has been written into CCT contracts, and how carefully monitored such social aspects are in the CCT system.

A governmental policy statement on sport was released through the Secretary of State for National Heritage, in the form of Stephen Dorrell’s speech at the Recreation Management (Rec Man) conference in March 1995. This underlined the government’s focus on elite sport via a specific development plan for young people. Dorrell identifies the government’s objective as: “to ensure that talented competitors have the support necessary to allow them to exploit their talents to the full, because the success of the talented will encourage others to improve and because sport at the highest level will engage the wider community”. If sport is to play its ‘proper’ role in building a healthy society, he argued, it must be ensured that young people are introduced to it early in life. The White Paper which the government is preparing will set out the ways in which the state intends to deliver these objectives. The NGB role in developing talent will also be highlighted in this context. The Secretary of State referred to the Prime Minister’s intention to ensure that sport stands as one of the principal beneficiaries of the National Lottery for the achievement of the above mentioned goals. At the first £3 million lottery money payout earlier in March 1995, the National Lottery Sports Grants Panel chose to divide the money to a variety of rural projects with no money earmarked to provide urgently needed sports facilities for the inner cities (Evening Standard 20/3/1995). Former England soccer star Trevor Brooking, chairman of the Sports Council’s lottery awards panel, admitted that urban schemes were und...
represented in the first awards. He said that: “Most of the first awards have gone to rural projects because they have tended to be simpler plans with less detailed analysis to be carried out by us. We are going to be here for a long time and we will make sure that the awards are evenly distributed across the country and across sports” (Evening Standard 20/3/1995).

Bearing in mind the elite orientation of the government it comes as no surprise that the biggest single award of £752,600 went to the West Midlands Sutton Coldfield’s Arthur Terry School, which has produced a string of athletic stars. It remains to be seen whether geographical and inter-sport equity materialises, and whether this is matched by equity between elite and non-elite sporting provision.

The foregoing review of policy change highlights ways in which the development of sports policy has changed over time, reacting to and generating its own tension. A number of potential and actual policy conflicts have developed across the period reviewed, thrown into stark relief more recently by changed financial and political circumstances. Some have been internal government conflicts and concerned the Ministry, the Department of Education and the Local Authorities. Roche (1993) identifies such a conflict in the relationship between central and local governments produced by Thatcherite policies during the 1980s. This conflict included the introduction of tendering of service provision to the private sector and the financial constraints placed by central government both on its subsidies to local authorities and on local authorities’ powers to raise income through rates and loans. Another type of conflict in the policy area can be found in the relationship between government and the Sports Council, and concerns the Council’s level of funding required to operate effectively. Lastly, there are conflicts between the Sports Council and the CCPR as regards the roles which these bodies are expected to fulfil and most importantly, the funding of the CCPR by the Sports Council (Macfarlane, 1986; Roche, 1993). The above review of sports policy in Britain has highlighted the apparent disarray among the policy players and the gap between sport policy rhetoric and the historical and social realities surrounding the low levels of participation in sport. Following this analysis of the state of sports policy, attention will now be paid to structural forces in Britain and how these have altered the micro and macro environment of the NGBs.
Structural Change in Britain and its Implications for Sport

Sport as a social phenomenon is both a product and mediator of social change. The social, economic, political and cultural context of sport has been subject to rapid change over the last two decades, and thus any analysis of NGBs should be situated within an analysis of the implications of such change for sport as a social phenomenon and for the organisational environment within which NGBs operate.

Economic Change

In the context of international recession in the last decades, the British economy has experienced major restructuring, of which the most prominent feature has been the decline of manufacturing industry. While the decline in such jobs has been to some extent 'compensated for' by a growth in service sector employment, new jobs are not as plentiful, as likely to be full time, as well paid, or as stable as those which were lost (Allen, 1988). Optimistic claims of a shift to a post-industrial society are in such circumstances regarded as naive (Lash and Urry, 1987). As a brief illustration of the distribution of jobs in Britain highlights (see figure 2.1) there is a major segment of the workforce in part-time employment and of these individuals many are working in low paid, seasonal service jobs (Champion and Townsend, 1990). Perhaps the most significant feature of this change is not then the development of a service based economy but rather the growing number of people (10% of the population) who now live on income support (The Economist, The World in 1995, 1994). This is indicative both of deprivation, and of the existence of a visible underclass.

Figure 2.1: The Distribution of Employment in Britain in 1994

Services 15,305,000*  
Production 4,534,000*

Britain's Workers 25,225,000

Full-time 19,235,000*
Part-time 5,990,000*

Men 937,000
Women 5,053,000

Male 10,799,000*  Female 10,600,000*

* Excluding the self-employed

Source: Adapted from The Economist, The World in 1995, 1994
An element of the growth in service sector employment is the growth in sports related employment which is estimated by the Sports Council (1993b) as 467,000, representing a growth rate since 1985 of 22.4%. The split between men and women in such employment is 51.7% and 48.3% respectively, although women make up 76% of part time workers. In terms of sport-related employment the private sector was the largest employer, followed by the voluntary and the public. Within the sport employment field, semi-skilled and unskilled, manual work represents the largest category accounting for 34.6% of workers, followed by routine non-manual, 26.4%, then professional and managerial 25.6% with skilled manual at 13.4%.

The process of industrial change in Britain has been associated with changes in management style, and approaches to understanding how organisations operate. Taylor’s scientific management of the early part of the century which sought to rationalise tasks and increase efficiency, accompanied by human relations approaches to fostering social aspects of organisational efficiency, provided the managerial philosophy underpinning what has become known as the Fordist system of production. The term Fordism, coined by Gramsci, denotes a system of mass production, to supply mass markets, fuelled by increasing wages. Henry Ford is credited with having realised that if he paid his workers well and produced his cars cheaply and efficiently they would be able to afford the very cars they were producing. This would increase his potential market and expand profits. The cost to the workforce of this arrangement was deskillled jobs on a production line, compensated for by high wages and a high social wage (state welfare provision). This social wage included access to health, housing, education and other social services, including ultimately sports services (Henry, 1993).

However, the growth of technology, globalisation of production systems and the availability of cheap labour, meant that Fordist production in advanced economies was undermined. Mass production with high labour input was transferred to low wage economies. Remaining jobs in the manufacturing sector were to involve either automation or high level craft inputs. Workforces shrank and organisations had to adapt to niche, rather than mass, marketing in a highly volatile situation. Thus Fordism is deemed to have given way to Post or Neo-fordism (Boyer, 1986; Lipietz, 1987) or flexible accumulation (Piore and Sabel, 1984). In such contexts bureaucratic structures and corporate management styles
associated with Fordism gave way to flexible, decentralised management fashions (Peters and Waterman, 1982).

Such changes in industrial organisation theory invariably impact upon management fashions in the public and quasi public sectors, and management in NGBs is therefore unlikely to be immune. The development of industrial division of labour as reflected in developments in organisation theory is discussed more fully in chapter 3.

Social Change

Estimated changes in the age structure of the UK population between 1989 and 1997 have been identified by the Sports Council (1993b) and have a number of implications for future sports provision at central and local government, voluntary and commercial sector level. Changes in age structure imply that the number of primary and secondary school pupils will continue to rise until the beginning of the next century. However, the decline in the young adult population which is traditionally one of the most active groups, has a significant impact on levels of sports participation (Sports Council 1993e). Other changes in the population include the ethnic minority population growth, the increasingly middle-aged yet active population and the larger numbers of people over the age of 75 associated with the likelihood of disability which comes with age. Changing patterns of demographic growth and decline have significant implications for sport and recreation provision. As regards geographical distribution, the Sports Council identifies continued trends of migration out of the former metropolitan cities and counties; the movement of people to mainly rural areas beyond the immediate bounds of the large urban centres; and the marked variation in population growth highlighted around south-east England. In terms of household structure, average size is shrinking while the number of people living alone is rising. Such changes in household composition hint at an increasing diversity of lifestyles which it is assumed will require new and different methods of leisure/sport provision (Sports Council, 1993b).

Industrial change inevitably affects class relations and the class structure. Abercrombie and Warde et al. (1994) for example, point out how occupational structure has changed, with the number of manual workers declining, and the number of professional and semi-professional jobs increasing, but with an even more significant increase in the underclass of unemployed, or underemployed sectors of the class structure (Lash and Urry, 1994). In addition, the changing size and composition of British classes has reduced the strength of the
working class as a force for change. In many respects the income and work-situation of routine clerical workers is no longer different from that of manual workers. A recent study (Centre for Leisure Research, 1994) confirms the continuing importance of social class in terms of impact on sports participation, identifying this factor as a strong discriminator. Its effect varies widely between sports and was greatest for sports which were not facility based, like outdoor swimming, cycling, jogging. As figure 2.2 reveals, participation rates continue to be higher among non-manual than manual workers.

Figure 2.2: Sports Participation by Socio-Economic Group as Percentage* of Total for 1987 and 1990

![Bar chart showing sports participation by socio-economic group.](image)

* Percentage participating in at least one activity in the four weeks before interview.

Source: adapted from Sports Council (1993b)

Although participation by the professional group far exceeds that of the unskilled manual group, the gap between them may be closing (Sports Council, 1993b). Some groups however remain relatively disadvantaged. The low participation rates amongst the semi-skilled and unskilled are especially acute for women in these groups. They are considerably less likely to take part in sport than other women. The pattern of association with socio-economic groups is not uniform across all sports. Some sports, like soccer, exhibit little difference whilst others such as squash and golf do. Bowls is also particularly popular amongst managerial groups, and darts and snooker amongst skilled manual workers.

As regards structural changes in Britain, it should be noted that women have played a critically important part in the redefinition of the social division of labour in the last 20 years. Although, the number of women in paid work is increasing all the time, the jobs that women have are relatively low paid and carry little authority (Massey, 1985). As feminist theorists
point out patriarchal relations coexist with the logic of capitalist inequalities, producing the particular structure of inequalities between men and women in Britain (Walby, 1990). Patriarchy is a concept which recognises inequalities of power between men and women, inequalities which can be seen in the unequal distribution of housework, stereotypes of femininity, and male violence against women, but which are also clearly evident in status and nature of employment.

Women's increased participation in waged labour has made gender division a central issue in debates about the impact of restructuring. However, there is further reason why gender has become a central issue since the mid 1970s. British economic and social relations since 1979 in particular, have been based on a fundamental contradiction between material changes that have challenged but also reinforced women's traditional roles as carers and providers in the home, and in the community, and as waged labourers. Women have been recruited as an essential part of the wage-labour force but, at the same time as real cuts in welfare expenditure have reduced state provided services, individual women's labour has become even more essential in caring for children, the sick and the elderly, as well as servicing the day to day needs of other workers. These two trends - welfare cuts and increased participation in waged labour - have deepened the contradiction between what is known as women's dual role. Associated with this deepening contradiction has been a strengthening of an ideology of domesticity, that is, of women's role in the family, and a reinforcement through the tax and social security systems, of the institution of marriage (McDowell, 1989). These pressures are likely to affect the use of free time for leisure and have clear implications for women's participation in sport and recreation (Gamble and Wells, 1989).

The advent of a radical New Right government in 1979 led to increased reliance on women's unpaid labour, as state provision was reduced in many areas. An ideological emphasis on self reliance and individual moral responsibility actually meant the strengthening of family responsibilities and women's increased economic dependence on men. The coincidence of economic and social changes reinforced by government social policy, has led to a deepening contradiction for individual women and the society as a whole between women's roles in waged and unwaged work (McDowell, 1989).

In contemporary British society men and women share, by law, equality of opportunity. The Sex Discrimination Act, 1975 makes sex discrimination unlawful in employment,
training, education and the provision of goods, facilities and services. Women, however, continue to face inequalities in certain areas of their lives and these are also reflected in the culture of sport. The Sports Council and the Women's Sport Foundation have addressed these barriers (Sports Council, 1993c, 1994a) and sought to identify their influence in order to gradually remove them. These barriers, social and practical, include the social control exerted when women have to negotiate time for sport with their partners, myths about the masculinity of sport and the male sport culture, lack of time and money, cultural and religious factors, lack of positive role models as sportswomen have a low profile in the media, lack of transport and childcare provision, and location, design, management and marketing of sport facilities (Sports Council, 1994a). Notwithstanding the increased pressures experienced, particularly by working class women, and outlined above, during the last twenty years there has been an increase in women's participation in sport which amounted to two and a half million additional female participants. Much of this is due to the growth in popularity of health related activities, such as swimming, jogging and aerobics. However, this increase has not been matched by a similar increase in the involvement of women as recreation/leisure managers, sports administrators or decision-makers. This applies to women working in a voluntary as well as a paid capacity. The Sports Council policy and frameworks for action document on women in sport (Sports Council, 1993c) points out that within governing bodies and sports organisations, women rarely hold more senior positions on boards and committees except where there are separate governing bodies for women's sport. An analysis of trends in governing body executives since 1960, undertaken by White and Brackenridge (1985), reveals little change up to the mid-1980s in the proportion of women occupying positions of power. With the move away from control by voluntary organisations to an increasingly professionalised and state controlled sports environment, it appears that women are effectively losing some of the power they used to enjoy, for there are very few women among the new professionals in the field (Ashton, 1992). In voluntary organisations, as in professional organisations, traditional attitudes prevail about what kind of work is appropriate for women. The Sports Council policy document on women in sport highlights the fact that women are more likely to be encouraged to serve on junior or social committees than on technical or competitive committees. Furthermore, there is a tendency to undervalue the skills and experiences that women can bring to organisations. In the first stage of the research reported in this thesis, the number of female employees in the NGBs
studied was evaluated and the positions which the female employees held in the management hierarchy were identified. The representation of women in the British NGBs and their positions are discussed in chapter 5.

In a similar way that patriarchal relations are characterised as the root cause of gender inequalities, Rich (1986) sees the intersection of capitalist social relations and cultural stereotypes creating a further social division which is a source of social conflict, that between ethnic groups. Many members of ethnic groups, particularly those of Afro-Caribbean and Asian descent, even if born in Britain, suffer social and material deprivation when compared with white Britons. The Sports Council study on black and ethnic minorities and sport (Sports Council, 1994a) addresses the issue of participation of these groups. The main conclusions of the review of existing research and project work undertaken by the Sports Council were that:

(a) personal and institutional racism is still prevalent in sport and manifested both directly and indirectly
(b) ethnic minorities are under-represented in all areas of decision-making including sports management, coaching and administration
(c) needs and aspirations of these groups are not fully understood and too few resources are being targeted specifically to address racial inequalities.

It is noted that large scale normative studies from which patterns and trends in ethnic minority participation can be identified are almost completely absent. Even analysis of the General Household Survey (GHS) requires great care in view of the small sample representing these communities. The GHS data suggest that factors associated with sport participation of these groups are socio-economic status and gender. As regards representation of these groups at policy levels the Sports Council study has been unable to provide any statistical information due to lack of research in the area. The same applies to data about ethnic groups in the governing bodies. The first research stage which is reported in chapter 5 presents information about the number of employees from ethnic minorities who work for the NGB in a paid post or in a volunteer capacity. Furthermore, information was gathered at that stage about the management levels, junior, middle or senior, in which these employees are located in the NGBs under study.

Another area of social inequality to be considered is that experienced by disabled people. The exact number of people with disabilities in the population is not known because
registration is voluntary. Figures from 1988, quoted in the Sports Council study on people with disabilities and sport (Sports Council, 1993d), suggested that there are 6.2 million adults with disabilities in Britain; this amounts to 14.2% of the population. The study admits that the numbers of people with disabilities taking part in sport are not known. Many people with disabilities experience discrimination and have been excluded from every level of the mainstream provision of sport. No data was available in the literature about the representation of people with disabilities at policy or administration level.

In 1989 the Minister for Sport's Review Group into sport for people with disabilities prepared a report entitled *Building on Ability*. This report recommended an increasing responsibility for NGBs to include people with disabilities into their sport. In 1992 a number of NGBs were funded to extend their provision with money being available from that scheme. In assessing the scheme the following points were identified:

(a) for many NGBs providing for people with disabilities is still seen as different and peripheral to their main activities

(b) the national disability organisations have too limited resources themselves, to be able to assist all NGBs in development provision, and

(c) there is need for disability awareness and equity training for NGB administrators, officials and coaches (Sports Council, 1993d).

Having considered these lessons the Sports Council organised a one day conference in 1994 entitled *Extending Provision for People with Disabilities - The Role of the NGBs*, to discuss good practice as performed by certain NGBs, and to raise the awareness of NGB officers. Furthermore, a set of guidelines for NGBs on sport and people with disabilities was published to enhance ongoing integrated provision and advise NGBs on the development process. Nevertheless, despite initiatives of this nature, the forthcoming structural and policy changes in the Sports Council announced by the Minister and discussed earlier in this chapter, seem to signal a reduction of Sports Council focus on sports equity in respect of the disabled, women, ethnic minorities or other disadvantaged groups.

**Cultural Change**

The study of culture is primarily concerned with how meanings are generated and circulated in modern societies, and especially how these meanings are assembled by people in different
sub-groups (Thrift, 1989). The UK is culturally diverse; within its boundaries are many cultures and subcultures formed out of the divisions, like class, ethnicity, gender and consumption. To complicate the picture further, these cultures and subcultures may be locally differentiated.

One particularly important cultural shift is related to the emergence of a service class, an occupational group made up of managers and professionals. It is after the Second World War that the service class is said to have become fully formed (Abercrombie and Warde et al., 1994). Since then it has had considerable influence in the UK. Meanwhile, traditional working-class culture has become more marginal, partly because of the fact that some of its members have taken on service-class interpretations of the world (while others may be more accurately assigned to the underclass). The rapid growth of the service class in the 1970s and 1980s has, it is claimed, led to the spread of service-class culture, helped along by this class's favourable degree of access to education and the media. The values of the service class are firmly rooted in consumer culture. It gains much of its collective identity from consumption, from the value its members place on products as signs of the taste and dignity of their users. Since 1979 it is argued, the service class has increasingly absorbed and disseminated the ideas of competitive individualism inherent in the spread of an enterprise culture. The private sector fraction of the service class is now in the ascendant, and more likely to accept the enterprise culture as a valid interpretation and vehicle of social change in Britain (Thrift, 1989).

The work of the French sociologist Pierre Bourdieu in the field of leisure and lifestyle has been widely cited in the Anglo-Saxon literature as demonstrating how the prevailing system of class based inequalities is sustained. Bourdieu claims that an individual's upbringing within a particular type of family and class has a powerful influence upon this person's choice. This choice is not solely confined to activities but expands to the styles and dispositions adopted in their pursuit. Therefore, although surveys of most activities might suggest that participants and consumers are not drawn from any particular strata, Bourdieu suggests going beyond the mere descriptive data to analyse styles, tastes, preferences and the meaning of particular activities for different people. According to him, it is clear that individuals are restricted in their choice through a range of factors related to cost, demands of employment, age and gender, but their choices are also shaped by learned disposition.
Bourdieu's theory of practice is that practices and experiences (predominantly from childhood) give rise to a 'habitus'. This is a system of transposable dispositions which function as a collection of perceptions, tastes, preferences, appreciations and actions; forming a way of perceiving the world and distinguishing between appropriate and inappropriate activities. By 'transposable', Bourdieu means that an individual's taste and preferences in any one field are inter-related with the taste and preferences manifested in all other behaviours. The habitus operates according to a coherent logic of practice and because it is internalised in early childhood it operates unconsciously, and cannot be wholly supplanted (Bourdieu, 1984).

Featherstone (1987) reviews Bourdieu's work in an attempt to demonstrate that leisure tastes like other lifestyle tastes can be related to the class structure. He claims that it is pointless to seek to detach the analysis of leisure practices from the way in which more general life style tastes are structured by their relationship to the habitus of particular class fractions and groups. The set of distinctive preferences and classificatory schemes, which operate as the habitus, generates perceptions and practices which encompass a wide range of aspects of life style. The same principles of structuring taste and meaning, in effect the modus operandi of a class fraction or group, are to be found in housing patterns, dietary patterns, style of dress, artistic and leisure tastes.

Much of the work in the cultural studies field drawing on Bourdieu lacks empirical referents. However, Savage et al. (1993) seek to operationalise the notion of the service class in investigating clustered lifestyle preferences and conclude that there are separate and identifiable class fractions among the 'service class'. Thus references to the new service sector are unlikely to represent a single homogeneous entity.

It is important to note that the focus on the development of a new service class (or perhaps more accurately new service class fractions) has de-emphasised the significance of the growth of the underclass, those existing on state funding or part-time, low paid insecure work. Research here is lacking, and understanding new (perhaps 'deviant') lifestyles may be an even more significant need, than understanding of the lifestyle patterns emerging in the new service classes (Lash and Urry, 1987).
Changing Patterns and Fashions in Sport in Britain

The 1990 General Household Survey recorded a general increase in participation in sport. The factors explaining increases in sports participation are complex, and vary between sports. It is claimed that increased provision, sport for all promotional campaigns and broader changes in social attitudes to health and fitness have all contributed to increased participation (Sports Council, 1991). However, in addition to these general factors, it is perhaps significant that two of the sports experiencing growth - snooker and golf - received extensive television coverage during the mid 1980s.

Table 2.4 lists the most popular sports in 1990 in Britain. Of the fifteen most popular sports, only one, football, is a traditional team game. Most of the rest lend themselves to individual non-competitive recreational participation. The widespread popularity of these types of physical recreation supports the contention that there has been a divergence of trends between individual activity and group activity, reflecting broader trends towards a more personal and individualistic type of experience.

<table>
<thead>
<tr>
<th>Table 2.4 Participation in the Fifteen Most Popular Sports in Britain in 1990</th>
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<tr>
<td><strong>Sport</strong></td>
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<tr>
<td>Walking</td>
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<tr>
<td>Swimming</td>
</tr>
<tr>
<td>Snooker/billiards/pool</td>
</tr>
<tr>
<td>Keep fit/yoga</td>
</tr>
<tr>
<td>Cycling</td>
</tr>
<tr>
<td>Darts</td>
</tr>
<tr>
<td>Golf</td>
</tr>
<tr>
<td>Tenpin Bowling/skittles</td>
</tr>
<tr>
<td>Running/jogging</td>
</tr>
<tr>
<td>Soccer</td>
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<tr>
<td>Weight lifting, training</td>
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<tr>
<td>Badminton</td>
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<td>Tennis</td>
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<tr>
<td>Squash</td>
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<td>Fishing</td>
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*Source: Social Trends (1994)*
The effect of fads and fashions on the rise, decline and revival of certain sports has been documented in the Digest of Sports Statistics (Sports Council, 1991). An example given is that of the early popularity, decline and subsequent revival of tenpin bowling, not only in terms of the expansion of commercial provision, but also in terms of increased membership of the British Tenpin Bowling Association. Others, such as skateboarding and BMX, enjoyed rapid growth and widespread publicity in the late 1970s only to settle down to the status of minority recreational activities in the 1980s. One partial consequence of the BMX craze is the fad of mountain biking which gave rise to the constitution of one of the newest NGBs, the British Mountain Bike Federation in 1990. Another newcomer is the American Football Association, formed in 1987. The popularity of American Football has grown steadily, largely as a result of the television coverage on Channel 4, and its growth in popularity is seen as particularly significant among the new service classes (Maguire, 1990).

Political Change

The welfare framework which characterised the period of economic growth in the decades following World War II was founded upon a post-war settlement between capital and labour. Cochrane (1989) and Gamble and Wells (1988) emphasise the inherent weaknesses of the post-war settlement, which undermined the widespread acceptance of political democracy by encouraging the making of promises, particularly in terms of collective consumption, which ultimately could not be met. Given the failure of the British state in the 1930s to deal with economic crisis, a more conscious state policy of restructuring and modernising the economy was seen as being required. Labour's policies of the 1960s and 1970s and the Conservatives in the early 1970s can be seen as attempts to achieve this, which foundered on an inability to carry the major corporate interests of business and unions with the programme. The 1979 election of the Thatcher government heralded a break with corporatist methods and a confirmation of economic individualism.

The growth of nationalist movements was also a part of the political crisis of the 1960's and 1970's challenging the assumptions of the 'British'-wide Keynesian welfare state. The old mechanisms which tied the nations of Scotland and Wales to the UK began to break down in the 1960's, as the 'United' Kingdom became increasingly incapable of delivering the economic or political goods. In addition, regional differences within England began to grow as the de-industrialisation of the North in particular took hold.
Chapter 2 The NGBs in Contemporary Britain

Henry and Bramham, (1990) support the claim that Thatcherism constituted a hegemonic project which sought in the 1980s to establish elements of a new economic order complimented by a new system of social regulation. The policy decisions of the Conservative governments since 1979 represent attempts to move away from Fordist structures. Henry (1993) argues that the government in the early 1980s sought to abandon the corporatist practices underpinning Fordist regulation. Monetarist attacks on welfare spending sought to reduce spending on services such as health and education. The Thatcher government employed monetarist tactics which accelerated the restructuring of British Industry and in this process manufacturing industry requiring labour intensive production was lost. Ideological change came hand in hand with economic change as the government put moral and political values on the agenda implicating leisure practices and policies. This agenda, Henry (1993) argues, aimed at preventing welfare dependency on the state and promoting entrepreneurial spirit, an inevitable consequence of such a move being a growing division between core and peripheral workforces and rich and deprived areas. Thatcher’s legacy has influenced the current government with institutional changes, such as local government expenditure restrictions remaining in place still today. John Major’s governments have continued many of the policy programmes of his predecessor.

The replacement of Margaret Thatcher by John Major in 1990 though seen by some as marking a change in Conservative policy, may be viewed more as a change of style and rhetoric than of direction and ideology. Farnham and Horton (1993) argue that there is still the same commitment in the new Conservative party to transforming the mixed economy into a more regulatory state through implementation of free market economic policies, creating an enterprise culture and facilitating popular capitalism.

Sport and recreation are inevitably affected by a wide range of government initiatives, both on the international scene including the ever-increasing range of European initiatives, and in terms of domestic legislation such as education reform and local government finance. On the international stage political changes can have a major impact on sport. The European Community has drafted a sports policy and created a sports forum to advise the Commission on the needs of sport (Sports Council, 1993f). Much of the legislation introduced to achieve a single market influences sport in Britain. Important areas of legislation include the free movement of labour, capital, goods and services; value added tax harmonisation throughout member states; the letting of public work contracts; and the introduction of European
technical standards for manufactured goods (Council of Europe, 1994). Another vital area of importance to local authorities is the availability of grants and loans from the European Union (EU) (Directorate-General X, 1992).

A Coopers and Lybrand (1993) report on sport in the EU concludes that, although legislation ought to be introduced at the European Union level to foster and shape growing commercialisation and professionalisation of sport, sport remains an area for the exercise of political subsidiarity. Nevertheless, at the time of writing, discussions were ongoing as to whether sport should be incorporated into the activities of the Union in the same way as responsibility for culture had been formally recognised in the Maastricht Treaty.

As regards political change at the domestic level, the introduction of Compulsory Competitive Tendering (CCT) and Local Management of Schools (LMS) constitute important developments. The government’s CCT legislation was extended to the management of local authority sport and leisure facilities under the 1988 Local Government Act in October 1989 (Sports Council, 1991). CCT has created an unprecedented debate in the field of sport and leisure facility management. The debate has stretched across public, private and voluntary sectors and has involved users of facilities as well as the providers and operators. Some believed that the competition with outside contractors will bring savings to local authorities and a better standard of service to the customer, while others argued that the legislation is unfairly weighted against a local authority’s own workforce and that the service offered will increase in price to the customer and be restricted to activities that ‘pay their way’ (Lawrence et al., 1994; Ravenscroft, 1993).

The 1986 and 1988 Education Acts brought a number of changes that affected sport. The Acts aimed to make the education service more responsive to consumer needs, devolve responsibility to a local level, and reduce bureaucracy. LMS was also introduced in England and Wales (Sports Council, 1993b) and involved the devolution of management of schools from local education authorities to school governors and head teachers. This, it was argued, could influence the extent to which school facilities were made available to the local community and to local sports clubs, and the charges that apply. Indeed, it was predicted by the Sports Council (1993b) that the necessity to break even and the desire to raise income could lead to increases in charges but also to greater availability of school facilities.

Political change at the domestic level in terms of funding and social policy rationales has had implications for NGBs. The central government attacks on welfare spending meant
decreased levels of grant-aid to NGBs which have subsequently had to start considering alternative sources of finance (sponsorship, trading activities). Developments like the introduction of competitive tendering for sport management and services, and LMS have also affected NGBs by changing prices and practices for use of facilities (e.g. National Centres of Excellence).

Though all of the above policy shifts impact on the sporting environment, perhaps none will impact as directly on NGBs as the reorganisation of the Sports Council, with its implications for changes in policy and funding priorities.

Conclusion
Discussion in this chapter has focused on issues affecting NGBs firstly within the NGB sector, secondly at sports policy level and lastly within the changing social, economical, cultural and political British context. The issues raised here have informed the processes of hypothesis formulation and testing (which are discussed more fully in chapters 1, 5, 6 and 7).

Part one of this chapter referred to the profiles of NGBs, their organisational development, management and policy, and identified the processes of commercialisation, professionalisation, bureaucratisation and resource dependence which are said to be taking place in the NGB sector. The two empirical research stages reported in chapters 5 and 6 have sought to examine these processes and test hypotheses in relation to them.

Part two identified the main sports policy planners and reviewed accounts of the development of this policy in post-war Britain. Such discussion raises the questions of how governmental sports policy has affected NGBs, and what the impact of the introduction of CCT, LMS and the changes in the grant-in-aid procedures on these organisations has been.

Part three reviewed structural changes in Britain in economic, political, cultural and social terms. In summary this review has drawn conclusions and led to the following questions which are addressed in the empirical stages of the research.

- The collapse of traditional primary sector and manufacturing industries, it is argued, has led to a decline in size and significance of the working class and a growth in the emergence of new class fractions, particularly in the service sector. Changes in the employment patterns in terms of full and part time workers, and womens' employment also have implications for leisure time and sport participation. Following these broader
changes in society the question is raised about the impact of changing demography on
management in NGBs, more specifically, and to what extent women, Britons from ethnic
minorities, and people with disabilities are incorporated in NGB management.

- This fragmentation of the class structure is seen as being accompanied by the erosion of
traditional collective cultural forms and the growth of new individualistic modes of
cultural activity, including individualistic sports. Changes in the economic structure have
not only implied changes in the social structure, and therefore in cultural behaviour, but
also changes in organisational forms since traditional organisational structures give way to
flexible 'post-Fordist' organisational forms, with decentralisation of power, implying
greater flexibility of response by organisations in their increasingly volatile environments.
This raises the question of how NGBs are responding to economic crises, and whether
NGBs for traditional team sports exhibit different organisational characteristics from those
of new individualistic sporting activities.

- Finally, in political terms the role of the British state has changed significantly over the
last decade, with the domination of New Right governments for which reduction of state
involvement in a wide range of welfare areas, including sport, has been a priority.
Therefore, the ways in which politics have affected NGB development needs to be
explored, and the effects of the decline of public spending also require evaluation.

The research approach undertaken in discussing, a) the NGBs as organisations, b) the
changing sports policy, and c) the changing British context, is based on the premise that
NGBs and their operations should be considered in their broader setting. The following
chapter reviews tenets of organisation theory and discusses the theoretical basis on which the
organisational analysis of NGBs is conducted.
CHAPTER 3

ORGANISATION THEORY AND THE STUDY OF NGBs OF SPORT

Introduction
Discussion in this chapter falls into three parts. The first reviews non-profit, voluntary organisation theory in an attempt to define particular features of organisations in this sector in general and the NGBs in particular. The second section discusses the development of organisation theory and identifies the dominant theoretical frameworks employed in organisational analysis of structure and context, processes and effectiveness since the post war era. After critically evaluating the application of such frameworks to the non-profit voluntary sector, the third section of the chapter focuses on configuration theory, its underlying assumptions and hypotheses, elaborating on the ways in which it has informed the analysis of NGBs for the purposes of this study.

Organisational Characteristics of Non-Profit Voluntary Organisations and the NGBs
The present analysis refers to voluntary and non-profit organisations as a discrete and readily identifiable population of organisational types, although within this population is a wide range of organisations with commensurate variations in many of their characteristics. Following Wilson and Butler's (1986) definition their key elements are:

• a considerable proportion of the labour force as voluntary and hence, unpaid: such organisations are still voluntary, however, even if some of
their members are paid, or if they receive financial aid from government agencies.

- such organisations are engaged in the non-commercial provision of goods or services: they do not seek profit from the selling of goods or services, although many set up profit-seeking subsidiary trading companies with the purpose of providing funds for the organisation.

Clearly, NGBs differ from profit making organisations in many respects, and these differences must be taken into account when one embarks on an organisational analysis of the former. In essence, the structure and context in which NGBs operate is different from those of profit-making organisations. To identify the difference structural and contextual dimensions of voluntary and non-profit organisations are explored.

**Structural Characteristics**

To characterise non-profit and voluntary organisations as a homogeneous group is mistaken, since a great variety exists which ranges from established, professional, and well resourced organisations, to small, exclusively voluntary, often poorly resourced organisations. Handy (1988) argues that such organisations could be more appropriately defined negatively in terms of what they are not. He nevertheless, places them in the categories of: service provider; research and advocacy organisations; self help groups aiming at support and assistance, as well as those with a common interest; and lastly, intermediary bodies. Furthermore, he suggests that there are three broad types of volunteer activity: mutual support, service delivery, and campaigning. Such a categorisation may be used to reflect the plurality of the NGB sector, though as a typology it is simplistic, since NGBs do not fit neatly into separate categories and some non-profit, voluntary organisations may even appear to perform all the above mentioned tasks. However, one defining structural characteristic of non-profit voluntary organisations, including the NGBs, is the prominence of elected board members and is discussed more fully in the following section on power issues.

Voluntary and non-profit organisations have a variety of internal structures, processes and other characteristics in line with the context in which they exist. Such contextual characteristics include the goals of the organisation, power relations,
resource dependence, external coalitions, environmental contingencies, and measures of organisational effectiveness employed.

**Contextual Characteristics**

**Goals**

Not all organisations are profit-maximising organisations but they normally have to make some level of profits in order to survive. Other so-called objectives such as increasing market share, being technically innovative, or caring for the environment, can more usefully be regarded as strategies, a means to an end rather than ends in themselves (Heffron, 1989). Most non-profit organisations have goals which are more qualitative in nature, which may often be conflicting, changing, and open to different interpretations. For example the English Basketball Association has its objectives identified in the statement of aims of the organisation:

**General Aims**

- To govern and enhance the sport of basketball in England.
- To enhance the reputation and influence of English and British sport overseas.
- To encourage and enable all people, regardless of age, ability, sex, social and ethnic group, or physical condition, to participate in basketball.

**Specific Aims**

- To organise national teams, develop excellence, and compete successfully in international competition.
- To provide a competitive structure to enable every participant to reach the level of his/her aspiration and ability.
- To increase overall public interest and awareness of the sport of basketball.
- To ensure that the English Basketball Association has a secure administrative and financial basis.
- To increase membership of the Association and to service its members.
- To assist and encourage all member organisations and to enable them to contribute to the fulfilment of the aims of the Association and achieve their own particular aims.
- To provide technical services in support of the other aims (EBBA, 1992).
On the face of it this appears straightforward enough, and, unlike some other NGBs at least the English Basketball Association does have some clearly articulated aims. However, there is a set of built-in dilemmas in these guidelines, such as that between the development of excellence and the promotion of participation. This dilemma is a very real one for members of the organisation. Some resolve the problem by organising the two objectives into a definite hierarchy, of excellence first, mass participation second (interview with CEO, EBBA). Often the NGBs follow the process which is found in politics where conflicting goals are coped with by a process of shifting priorities over time. Instead of trying to reconcile conflicting goals the NGBs pursue one goal until such time as internal or external pressures force a change of direction in favour of another goal. In a similar vein the Sports Council has seen distinct shifts in emphasis in its work - an increased emphasis on sport for school aged children, and the concerted development of the Council's provision of support services within the performance and excellence sectors, with a diminishing emphasis on sport for all.

**Power, Resource Dependence and the External Coalition**

Power use or abuse issues often emerge in voluntary non-profit organisations. Drucker (1990) identifies four types of power: resource power, position power, expert power and personal power. In the NGB context all the above types are evidenced in one form or another. The first type surfaces in the context of relationships with the main financier of NGBs, namely, the Sports Council (and has been discussed in detail in chapter 2). The second is evidenced in the roles of elected board members as well as the expectancies of the CEO's role. Expert power will tend to lie in the professionals' hands either in administration or coaching. Finally, personal power is that used by charismatic leaders or for example, ex-high sport performance participants who staff many NGBs.

Non-profit organisations are often influenced by a fragmented external coalition made up of a variety of individuals and organisations, each with a different perspective. The client or recipient of the non profit organisation services, typically pays only a small proportion of the cost (if any) of providing the service; hence, the degree to which the clients' interests will be of paramount importance may well be
small. As membership fees represent a considerable income for NGBs the organisations try to accomplish satisfaction of their members by offering the services they expect well. This relationship however, should be viewed in light of the fact that most NGBs enjoy an oligopolistic or monopolistic status whereby their service is not offered elsewhere and this may affect the extent to which they will pursue members satisfaction. NGBs' external coalitions also tend to involve the governmental agencies who grant-aid them. These include the Sport Council and to a smaller extent, local authorities. As discussed in chapter 2 most NGBs are dependent on grant aid and have to conform to the Sports Council’s policies and meet the Council’s requirements and expectations. Sponsors of NGBs are also increasingly forming an additional member to the external coalition of these organisations and introduce a set of compliance agreements.

Interconnections with other organisations can be of central importance to some types in the non-profit, voluntary sector. These can take various forms, from being simple information exchanges between organisations, to complex formal and informal interlocking networks limited by resource and information flows. For some organisations the management of these relationships is of critical importance to the achievement of the mission. The turbulence and complexity of the environment facing the organisation will tend to increase the need for inter-organisational relations. The organisation’s level of awareness of other organisations in the field as well as the geographical proximity of those will affect the level of inter-organisational interaction. Domain consensus in terms of the catchment area, agreement about role or task differentiation and most importantly consensus relating to the compatibility of goals and ideologies demand some degree of inter-organisational relations.

Dependency of one organisation on another often forms the basis of their interaction, and so an understanding of power relationships stemming from dependence can help tune in some issues of conflict and co-operation between voluntary organisations. Where there is mutual dependence, organisations will try to maintain co-operative relationships; where dependence is asymmetrical, other power strategies can be employed. In the context of the NGBs, some have had to consider developing inter-organisational relations with other organisations for their sport. The case of the Ladies Golf Association is indicative, where an interrelationship strategy...
was developed for communication and information exchange with the men's organisation in an attempt to negotiate access to facilities and availability of time slots for the use of courses. This topic appeared to be of great importance to the ladies association as members' participation was directly affected by the dominance of the older and financially established men's organisation.

More distinctive characteristics can be found in non-profit organisations as regards the role of the board. Bowman and Asch (1987) review the role of the board and its policy making characteristics. Non-profit oriented organisations often have large boards consisting of elected members. Large boards may tend to confuse the signals reaching management, with the result that often the CEO is able to enforce his/her own value system, the conflicting signals acting so as to neutralise the board's effectiveness. Most voluntary organisation boards have fixed terms for membership, often with a rotating chairmanship, the average length of service, Bowman and Asch (1987) claim, being significantly short. This can lead to a lack of long term focus of the board and a risk that the board's relative ignorance of the organisation's workings is perpetuated. The diversity of interests and ambiguity of purpose stemming from the composition of the voluntary organisation board, it is argued indirectly affects the internal decision processes. Lack of goal clarity and strategic direction positively invites internal political behaviour.

Drucker (1992) suggests that to be effective, non-profit and voluntary organisations need a balanced interrelationship between the board and the CEO. The contribution of the former is considerable in the context of such organisations as a board composed of independent but committed individuals enables the democratic representation of paying members and can give the non-profit organisation the clear focus on mission, the definition of results, and the accountability for the money entrusted to it.

Effectiveness

There is an inherent lack of clarity - due to conflicting goals - in the objectives of the NGBs of sport, and moreover, even if goals are clear, achievement of them may not be readily measurable. Thus assessing the performance of the organisation becomes extremely difficult. One way around the problem is to measure some aspect of the task
which is measurable in the hope that good performance on this criterion will reflect the achievement of the non measurable true objectives. An unfortunate consequence of using proxy measures is that the measurement system can distort the efforts of people within the non-profit organisations in favour of the measurable objective. Because of problems with measuring outputs, emphasis may shift to the measurement and control of input costs (Bowman and Asch, 1987).

A variety of models exists in the literature which claim to measure organisational effectiveness and these are discussed in detail in chapter 7. When confronted with the necessity of describing the qualities of an effective organisation all models are influenced by their implicit values. Some focus on the organisation's goals, others on systems attributes, on treatment of employees or on internal processes. The ultimate conclusion to be drawn from the various definitions and theories of organisational effectiveness is that this is a multidimensional concept, and any specific organisation may vary considerably in terms of its performance as measured by the different concepts. This, Heffron (1989) suggests, is especially likely to be true for non-profit organisations which are subject to evaluation by so many different individuals and groups with so many conflicting values and criteria. He concludes that as in everything else in organisation theory, the answer to the question of what is an effective organisation will depend on who is being asked and how the question is formed (for a more detailed discussion see chapter 7).

Having considered the defining structural and contextual features of non-profit, voluntary organisations the focus now turns to a discussion of the ways in which organisation theory evolved since the post war era in an attempt to a) acquaint the reader with the plurality of theoretical premises and b) critically evaluate their potential to provide a framework for analysis of the NGBs.

**Developments in Organisation Theory**

Organisation theory may be defined as the sociological and multidisciplinary analysis of organisational structure and the dynamics of social relationships in organisations (Jary and Jary, 1991). It is concerned with how organisations are created and maintained and how they function internally. The unit of analysis, therefore, is the
whole organisation (Banner and Gagne, 1995). The focus of this specialist area is upon all types of organisation (including non-profit, voluntary organisations) in an attempt to arrive at a general theory of organisations, develop typologies of organisations and explain similarities and differences in organisational structure. In practice, the boundaries between the multi-disciplinary study of organisation theory and the sociology of organisations are difficult to discern, since writers in these fields often publish in the same journals, and many organisational issues (such as managerial strategy, decision-making and innovation) draw upon a multi-disciplinary framework.

Over the past half century, researchers from a wide variety of disciplines have developed various strategies for studying organisations. Historically an interdisciplinary field, organisation theory has been particularly influenced by its constituent disciplines especially sociology, psychology, anthropology and economics. As a consequence, diversity has long been a dominant feature of research on organisations. Such a diversity has contributed to the dynamic and pluralistic growth of organisational research, and assisted in avoiding academic isolation and conceptual stagnation. However, it has also produced differences in concepts, terminology and methods which have led to disagreements.

The growth of an interest in organisation paralleled the growing economic and industrial development of the United States of America and Western Europe. The forces of expanding technology, paired with new advances in transportation and communication, dramatically increased the scope and complexity of organisational undertakings. These changes necessitated the formulation and investigation of new concepts for the design and function of organisations (Bedeian, 1980). Since the 1970s much sociological writing on organisations has adopted a more critical stance towards managerially defined applied issues and 'problems' in organisations, such as worker motivation and efficiency, in an attempt to re-establish the study of organisations in historical context and in relation to the wider society, to include, for example, studies of the way in which class and gender inequalities are reproduced in organisational contexts (Bauman, 1982; Clegg 1989; Lash and Urry, 1987; Lash, 1988; Lever-Tracy, 1988).
Classic School of Organisation Theory

Weber's ideal-type of bureaucracy provided the point of departure for the post-war development of a sociology of organisations. His work has been a key resource for mainstream perspectives, especially on questions of rationality and efficiency. His ideas in this area have to be considered as part of a broader conception of rationalisation which was considered to be the key modernising characteristic of the development of industrial societies. Gouldner's (1955) distinction between 'punishment-centred' and 'representative' bureaucracy and Burns and Stalker's (1961) comparison of 'mechanistic' and 'organic' forms of organisation have been particularly influential for later research. Gouldner demonstrated how bureaucratic rules can be resisted and suggested that bureaucratisation can take different forms with varying levels of participation by its members. The contrast between mechanistic and organic organisation was used by Burns and Stalker to suggest that different organisational structures are appropriate depending on the degree of stability or uncertainty in the environment. Mechanistic structures are bureaucratic, hierarchical and rigid in contrast to organic structures which are flexible, decentralised and more able to cope with innovation and rapidly changing environments. Morgan (1986) informs us that comparison between organisations was further elaborated in the attempt to develop general organisation typologies based on types of goal which lead to different outputs (Parsons, 1956) the criterion of who benefits from the organisation's existence and activities (Blau, 1955) and on structures of compliance in which those who control organisations utilise types of power to secure the involvement of other members (Etzioni, 1961).

The Human Relations School

The subsequent development of organisation theory reflects both the various theoretical approaches in sociology as a whole and the influence of managerial perspectives, particularly scientific management and the human relations school. The ideas of Taylor, the founder of scientific management at the turn of the century, complement those of Weber. Despite his emphasis on rationality in organisations, Weber did not explicitly deal with the role of management. In developing schemas for the potentially scientific character of management Taylor was building on the themes
Chapter 3  

Organisation Theory and the Study of the NGBs

of rationality and formal control, subsequently advocated by Weber. Emphasis was put on a series of techniques to measure and control work and define clearly the relative tasks of management and worker. It fits clearly in a positivistic framework of belief that there are objective means of measurement which can help discover laws governing work activity. Taylor's ideas were a crucial ingredient in legitimising the conception of management as a rational, scientific activity, and this has been an enduring feature of mainstream analysis ever since (Clegg and Dunkerley, 1979; Morgan, 1986).

Following Taylor, the sociological analysis of Emile Durkheim had a major impact on approaches to organisational analysis. His contribution centres on the significance of the division of labour in sustaining the social solidarity necessary for the survival of the 'organism' of society, or the enterprise. He recognised that the bureaucratic arrangements and formal structures developing in industrial societies contained sources of social disorganisation, conflict and individualism. It was, therefore, management's role to organise the technical and formal needs of the organisation and cater for the social needs of those who worked in it (Durkheim, 1957, 1964). This represents the beginning of the human relations tradition. A prominent figure within this tradition was Elton Mayo who was principally responsible for publishing the Hawthorne experiments. Echoing Durkheim, he felt that scientific and technical developments had outstripped the social skills and social arrangements of man, one consequence of which was widespread anomie (Mayo, 1949). His approach underlined the importance of the social engineering role given to management in maintaining equilibrium and integrating the parts of the organisation. This strand of management is clearly related to the humanistic school of psychology of Maslow and reappears in contemporary management writing such as Peters' and Waterman's (1982).

The main weakness of human relations theory is that it fails to acknowledge the relations of power implied by social engineering. In so doing, it provides a management-centred view of organisational reality, in which theory is used to legitimate the manipulation of the work force to achieve managerial ends.

**Systems Theory**

The classical, and human relations theories tended to have a rather static view of the organisation in which structures and practices could be internally regulated, with little
reference to the outside world. Organisations were conceived of as closed systems balancing the various human and technical components. To counter this, the notion of organisations as systems was introduced drawing on the basic organic analogy used by Durkheim and others, in which all social systems were described as adapting to the environment in order to survive (Katz and Kahn, 1966). This became a theme of functionalist social theory which regards social systems as self-regulating bodies, tending towards a state of equilibrium and order. Each part of any system plays a positive functional role in this process. Thus the organisation is a system of interrelated parts or sub-units each functioning to mobilise resources towards meeting wider goals. These parts are at the same time differentiated and interdependent, aiding processes of integration and co-ordination (Parsons, 1956).

A crucial development within systems theory was the acceptance of the importance of interaction with the environment which was based on the premise that the survival of an organisation depends on its capacity to adapt to markets and technologies. Open systems theory became the mainstream approach explaining how organisations coped with uncertainty through exchange and transaction with the external environment (Parsons, 1956). Functionalism has exerted a powerful influence on organisation theory either explicitly, as in the concept of the organisation as a system, or implicitly via assumptions about organisational ‘survival’ and ‘adaptation’ to the environment.

Open systems analysis developed the assumption that organisations should be studied within their sociological ecosystems (Warriner, 1961). In the biological world, ecosystems consist of an array of elements of various kinds in which the contents of the environment reside. These elements are interrelated through transactions in various ways and these relationships constitute the structure of the ecosystem. Such systems cannot be described completely because there is an almost infinite variety of elements and relationships between them. As a consequence, most ecosystem analyses focus on the structure of the system, the elements and their relationships, that are relevant to a particular species or type of element, or upon one kind of relationship. These general problems of ecosystems, it is argued by Warriner (1961), are also true and perhaps even more so, of sociological ecosystems. If so, he suggests that it is essential to describe the social environment of organisations in terms of the elements that are connected to organisations through transactions.
Open-Systems Theory

Following increases in the levels of environmental complexity experienced by organisations, open systems theory has focused on interdependencies with the environment (although the environment is seen as existing separate from and outside of the organisation's system). Managing and controlling an environment has become an important managerial goal, especially because the environments in which organisations operate are characterised by increasing turbulence, or rapid change along with increased uncertainty. Open systems theory provides a model for the understanding of organisations in which an 'energetic' input-output system exists. Social organisations are open systems in that the input of energies and the conversion of output into further energetic input consists of transactions between the organisation and the environment (Scott, 1981). Open systems theory defines an organisation in terms of interrelated subsystems, and attempts to establish congruencies between different systems, (e.g. strategic, environmental, technological, managerial, structural subsystems), and to identify and eliminate potential dysfunctions (Morgan, 1986).

Collectively, these ideas have pointed the way to theories of organisation and management that allow a move away from bureaucratic thinking, and the fostering of organising in a way that meets the requirements of the environment. These insights have been used under contingency theory which is discussed below. The difference between systems and open systems approaches rests in the assumptions of adapting to the environment (systems theory) or modifying it (open systems theory). Both approaches however, suffer from the weaknesses of functionalist thinking more generally, with the 'function' of organisational changes being explained by the needs of the organisation (to adapt etc.) rather than by reference to the interests and intentions of organisational actors.

Population Ecology Model

The goal of much organisational research is to discover how organisations adapt to change, but one school of thought has as its hypothesis that organisations can not adapt very much. This is the population ecology model (Hannan and Freeman, 1977). All ecological perspectives attribute patterns in nature to the action of selection processes, whereas the bulk of the literature on organisation-environment relations
focuses on adaptation processes. The crux of the natural selection view of population ecology is that the environment enables particular types of organisations to survive and others to fail based on the fit between structural and environmental characteristics. Proponents of the model argue that because constraints or inertia make it difficult for organisations to adapt their structures to a given set of environmental conditions, an organisation must find a niche where its particular structural strengths are useful.

Population ecology theory contradicts the basic premise of the industrial paradigm which refers to the ability to manipulate external circumstances or internal structures to produce results pleasing to the individual or the organisation. An argument that being at the right place at the right time is the major factor in determining organisational survival will not be accepted by those who wish to argue that managerial decisions, strategic and tactical, control an organisation’s destiny (Aldrich, 1979). Furthermore, population ecology runs counter to the premises of structuration allowing no room for human agency. Empirical evidence suggests that not only does equifinality occur (i.e. similar outcomes for organisations of very different structures and employing varied strategies) but also different outcomes occur for organisations employing similar structures and strategies operating in the same environment (Whittington, 1989). The ‘effects’ of the environment therefore, are not uniform across organisations with similar structural and strategic characteristics. Some account of agency is therefore required for explanations to be adequate.

Contingency Theory

The main ideas underlying contingency theory include the notions that organisations are open systems that need careful management to satisfy and balance internal needs and to adapt to environmental circumstances. Furthermore it is recognised that no single formula of structure or strategy will be applicable in all circumstances. Appropriate organisational forms and strategies will depend on the kind of task or environment with which one is dealing. Management thus is to be concerned with achieving good fits. Different approaches to management may be necessary to perform different tasks within the same organisation, and quite different types or species of organisation are needed in different types of environment (Lincoln, 1985). One of the most influential studies establishing the credentials of this approach was that
conducted by Burns and Stalker (1961) who identified the distinction between mechanistic and organic approaches to organisation and management, and thought that more flexible forms are required to deal with changing environments. Lawrence and Lorsch (1967) refined the contingency approach by showing that styles of organisation may need to vary between organisational sub units because of the detailed characteristics of their sub environments.

Contingency theory has been widely employed as an empirical, survey based approach to establish correlations between ‘contextual variables’ (size, technology and environment), structural aspects of the organisation (degree of formalisation, standardisation and centralisation) and their effect upon performance. The most influential of these empirical studies were what became known as the ‘Aston studies’ (Pugh and Hickson, 1976). The contingency approach has been embraced by management theorists because of its potential in relating organisational design to performance, and the implication that earlier prescriptions from scientific management for organisational structure and strategy ‘blue-prints’ were inappropriate. Interestingly, contingency approaches have been criticised by some management theorists with a renewed emphasis on universal principles such as the need for a ‘power organisational culture’ (Peters and Waterman, 1982). Within the organisation theory field, contingency theory has been criticised for its deterministic assumptions and untheorised empiricism (Clegg, 1990). The neglect of power relations by contingency theorists has been stressed by Child (1985), who proposes a strategic contingency approach to organisations which concentrates upon the role of managerial choice in actively shaping organisational structures in response to contingencies. Contingent factors, such as the environment, are, in turn, not treated as ‘independent variables’ but partly chosen or controlled by particularly powerful organisations.

In its prediction of organisational performance or effectiveness, resulting from the congruence between elements of the organisation’s context - size, technology or environment - contingency theory specifies an interaction. Pfeffer (1982) suggests that this interaction has seldom been tested. What is needed, he argues, is much more precisely stated and potentially falsifiable hypotheses. These might include more attention to which of the various elements of organisational context was important for understanding which elements of structure, and under what conditions.
Configuration Theory

The configuration approach makes a clear break from the contingency mainstream, which has been preoccupied with abstracting a limited set of structural concepts like centralisation and formalisation, and measuring their relationships with a limited set of abstracted situational concepts, such as size and technological uncertainty. By synthesising broad patterns from contingency theory’s fragmented concepts, and grounding them in rich, multivariate descriptions, the configurational approach may help consolidate the past gains of contingency theory (Meyer et al., 1993). Configurational inquiry assumes an holistic stance, asserting that the parts of a social entity take their meaning from the whole and cannot be understood in isolation. Social systems are seen as tightly coupled amalgams entangled in multi-directional causal loops. Non-linearity is acknowledged, so variables found to be causally related in one configuration may be unrelated or even inversely related in another. In acknowledging that there is more than one way to succeed in each type of setting, the configuration approach explicitly accommodates the important concept of equifinality.

Organisational analysis has a research tradition rife with attempts at classifying organisations, as documented by Carper and Snizek (1980). Classification has been at the basis of organisational theorising, from Weber’s notions of charisma, traditionalism and bureaucracy, through Burn’s and Stalker’s distinction between mechanistic and organic structures, to Mintzberg’s distinctions between simple structure, machine bureaucracy, professional bureaucracy, divisionalised form, adhocracy and missionary organisation. It has been used to support a central tenet of organisation theory, namely that there are different kinds of organisation and that many (or all) aspects of organisational functioning are related to organisation type.

Organisational scholars taking configurational approaches fall into the group of typologists or taxonomists. Conceptually derived sets of configurations are referred to as typologies while empirically derived ones as taxonomies. Typologists generally follow the Weberian logic of ideal types, accentuating key characteristics so as to draw a priori distinctions between organisations. The logic of taxonomy, on the other hand, lies in empirical classification based on multivariate analysis of multiple dimensions that may cover structures, processes, strategies, and contexts (Meyer et al., 1993). So the rationale for the production of theoretically based, empirical taxonomies is the
theorised impact of taxonomic position on a wide range of other organisational phenomena. The historical emphasis on classification derives from the idea of generalisable, holistic, structural differences between classes of organisation which are central to all aspects of organisational life.

**Transformational View**

There is consensus in the literature that organisational environments are becoming more turbulent (Abercrombie and Warde, 1994; Banner and Gagne, 1995). As British society moves on from an economy dominated by materials and industrial, mechanical technology towards a knowledge-based economy dominated by information, the pace of change has accelerated. In addition, future organisational environments may be characterised by interdependence, uncertainty and resource scarcity. Thus volatility is a key feature of organisational contexts for most organisations.

The origins of the transformational view can be traced to the ‘T-groups’ initiated in Bethel, Maine, at the National Training Laboratories in the late 1940s and 1950s. These ‘sensitivity groups’ as they came to be called, introduced the idea of group dynamics/group norms and studied issues of trust and openness. The T-group experience proved an important point. If the culture of an organisation (its norms and its ‘accepted behaviours’) did not support behaviours such as openness and trust, then those behaviours quickly disappeared. This was the crude beginning of the recent interest in culture as a relevant organisational dynamic (Banner and Gagne, 1995). Out of these developments grew what has been called the human potential movement which addresses the following implications for organisations.

(a) Organisations, if one adopts the transformational perspective, need to be seen as inextricably intertwined in the larger social fabric. Everything they do affects everything else. This relates to obvious factors, such as pollution and resource waste, as well as not so obvious factors, such as destructive and competitive attitudes, lack of integrity, and workaholic cultures.

(b) From the macrocosm to the microcosm, life is organised in discrete forms of energy, each a whole unto itself. As a part of a larger society, the organisation is
'organised' by prevailing consumer tastes, interest rates, lending policies, competitor actions, international events etc.

(c) Organisational actors must be seen as creators of organisational reality (i.e. forms observed by their consciousness are then made 'real' externally to them by a process of creation, called manifestation).

(d) Organisations must align to the forces of life to achieve harmony and integration. Markets have rhythms and these need to be respected. More and more, the phrase 'go with the flow' is beginning to replace the imperative 'make it happen' in the organisational world (Banner and Gagne, 1995).

The new paradigm as discussed by Peters and Waterman (1982) provides suggestions for strategies which consider the overall operations of organisations that can appear to replace the old divisionalised and segmented ones. These include attitudes towards organisational flexibility, customer care services, and seeking to establish collaborative relationships with interdependent elements of the external environment. Under the new paradigm it is advocated that an organisation's members should be able to distinguish events that signal significant shifts in environmental contingencies that have implications for them, and that a collaborative stance should be developed with elements of the external environment as steps for survival (Morgan, 1986). These efforts signal the shift into the transformational paradigm found in the emerging post-industrial era.

Transformational views which acknowledge the multiple perspectives within organisations, go some way to redressing the imbalances identified with the previous theories and reflect aspects of the organisation's 'post-modern condition'. However, one should distinguish between post-modern theorising (which may collapse into claims of relativity), and theorising post-modern organisations which identify multiple perspectives within organisations. The latter is legitimate, the former is self defeating in that it is by definition only one of an infinite variety of explanations of the organisation, the superiority of which can not be ultimately defended.
Comments on the Development of Organisation Theory

Within organisation theory modernist thinking is seen to find its clearest expression in the intellectual dominance and ideological power of systems analysis. The latter is aligned with the control needs of large scale technological systems. 'Post modernist' writers have argued that the dominance of modernist thought in organisational analysis has been challenged and undermined by movements that have striven to expose the limitation of systems driven theories of formalisation. By the late 1970s there was a perceived crisis in organisation theory (Reed, 1991). The established rational systems approach was perceived to have no answer to issues such as the production of organisational reality, the connection of organisations to the larger set of structural arrangements in society, and the continuously emergent character of organisational patterns. This movement in organisational analysis away from paradigm polarisation and towards a renewed search for forms which are flexible enough to accommodate a plurality of divergent views, is reflected in a range of transitions in the field. First, there was an attempt to locate developments within organisation theory in their wider socio-historical context. Second, a realisation that epistemological uncertainty, theoretical plurality and diversity of methods do not lead to a disordered field of study. Third, there is an attempt to establish the dialectical interaction between intellectual development and changing control practices in organisational forms through which social order is managed in advanced industrial societies. Finally, there is a reaction to relativism and paradigm use. In its place, there is an inclination to discover the nature of the epistemologies in use in organisation theory and the social networks through which debates are held between different theory or research groups (Clegg, 1990; Willmott, 1990; Hassard, 1993).

The impact of the shifts in intellectual focus and direction outlined in the above section has been to provide a context in which a different kind of research agenda to that prevailing in the late 1970s and early 1980s, has taken shape in the late 1980s and 1990s. While the development of this agenda has been influenced by 'post-modern' thinking (most obviously in regard to the growing interest in organisational cultures), both its content and analytical focus seem to stress the continuity with older traditions of thought and research (Reed, 1991). This is to the extent that paradigm incommensurability and closure invoked by post-modernist writers has given way to a
Chapter 3 Organisation Theory and the Study of the NGBs

much more relativistic assessment of the need for mediation between conflicting paradigms. Underpinning the themes of a ‘new’ organisation theory, lies the debate as regards the extent to which modern organisations can be seen as the primary institutional carriers for the diffusion of technical and instrumental rationality in western industrialised societies (Clegg, 1990). However, the tendency exhibited by recent organisational studies has been seen as entailing a retreat from rationality as the defining feature of discourse and analysis. The proliferation of alternative perspectives that reject the rationalistic bias of mainstream writing seem to have left the field in a state of dissolution and the theory of rational analysis, has given way to a ‘cacophony’ of multiple and contested rationalities (Reed, 1991).

The trajectory of changes in organisation theorising indicated above, highlights the managerialist limitations of theories such as scientific management and human relations, the functionalist weaknesses of systems theory approaches, and the similar structuralist limitations of population ecology. In essence, the two managerialist schools of thought are flawed ‘agency’ accounts providing ‘objective’ rules of thumb for maximising efficiency by legitimating managerial control. The latter theories, systems and population ecology, focus on structure, failing to account for the actions of agents or interests groups within organisations.

The Weberian tradition, as seen in Weber’s analysis of bureaucracy in the political and cultural hegemony in which it was developed and operationalised, has been sustained in organisation studies and is seen as presenting, a more fruitful basis for exploring the dynamics of organisational change and institutional transition. What this implies is not that organisations should be seen to be constituted of single, rational accounts of reality. Rather it implies that the domain assumptions on which this theory is based have been (and continue to be) the dominant ones in both organisational analysis and management prescription. Thus it is this theoretical tradition which provides a useful focus for evaluation. Mintzberg’s configuration theory provides a theoretical approach closely related to Weber’s analysis of bureaucracy, in that structural and contextual characteristics are explored which constitute an organisation’s micro and macro environment.
Configuration Theory as a Framework for Organisational Analysis of NGBs

This study has sought to provide an organisational analysis of NGBs in Britain. To this effect, the research aimed, primarily, to develop a taxonomy of these organisations based on the analysis of empirical data on structural, contextual and process characteristics which they exhibit. Mintzberg’s typology of configurations represents the only account of configurations of such characteristics and has been very influential because it goes beyond a twofold distinction retaining the essential elegance and simplicity which is the hallmark of typologies (Meyer et al., 1993). In incorporating Mintzberg’s typology of configurations in the study of NGBs a careful consideration of its boundary conditions was undertaken. Typologies may be valid in some industries and not in others, or in some sectors of the economy and not in others. Research has shown that Mintzberg’s theory is a powerful predictor of organisational effectiveness when it is not interpreted as a grand theory of organisations intended to apply across the population of organisations (Doty et al., 1993). Mintzberg’s typology, therefore, informed the processes of operationalisation of concepts and drawing of hypotheses on relationships among organisational characteristics variables, but did not reflect an assumption that the taxonomy of NGBs developed will necessarily resemble Mintzberg’s typology. Indeed, evidence of particular characteristics of organisations in the non-profit, voluntary sector, as discussed in the beginning of the chapter, suggests that NGBs will exhibit similar defining features, such as existence of powerful volunteer boards and resource dependence, in a variety of predominantly simple structures.

Listed below are some classic relationships anticipated by theorists such as Donaldson (1985) and Mintzberg (1979). These have influenced the nature of research questions and aided the researcher in the generation of hypotheses. The size of organisations, for example, is anticipated, to be positively associated with standardisation of tasks and, the formalisation of objectives, specialisation, age of organisation and professionalisation of staff; while complexity of the organisational environment, is assumed to be associated negatively with centralisation, and standardisation, but positively associated with specialisation. Older organisations are also expected to exhibit greater professionalisation of staff, and greater standardisation.
of tasks. The reasoning underlying these anticipated relationships is as follows. The larger organisations become, the more likely they are to require subdivision of duties and responsibilities to remain effective. Thus, because of problems of control, larger organisations would be expected to be more standardised in the way they operate, have more formalised objectives, and greater specialisation. They are also more likely to seek to ensure that standards are maintained by appointing professionally qualified staff, as the resources of the organisation increase with size. Age and size might is also assumed to be related as new organisations will tend to be small, until they are able to establish themselves. This rationale is specified more fully in Mintzberg's (1979, pp. 227-235) derivation of a series of hypotheses relating to expected relationships.

Configuration theory extends contingency approaches by demonstrating that dimensions of organisational structure, environment, culture, ideology, and process can cluster together as a coherent whole. Unlike contingency theory which is reductionist in its approach to understanding organisations, configuration theory is concerned with the holistic nature of organisations. By acknowledging the importance of interpretive schemes and ideologies configuration theory recognises and takes account of the role that agency plays in the generation of organisations (Greenwood and Hinings, 1988; Meyer, 1982). Configurational inquiry represents a holistic stance to understanding organisations, an assertion that the parts of the social entity take their meaning from the whole and cannot be understood in isolation (Meyer, Tsui and Hinings, 1993). Mintzberg (1992) has sought to take the criticisms of contingency theory into consideration concluding that the dependence approach (i.e. appropriate organisational forms and strategies will depend on the kind of task or environment with which one is dealing) should be altered and that structures should be designed on the configuration approach. Spans of control, types of formalisation and decentralisation, planning systems, and matrix structures should not be decided upon independently. His configuration approach claims that convergence is evident around several configurations, which are distinct in their structural designs, in the situations in which they are found, and even in the periods of organisational history in which they are first developed. Another basic point is that in obtaining an appropriate configuration, an organisation achieves a sense of order and integration. There is internal consistency, synergy among processes and fit with the external context. Thus,
for classification, comprehension, diagnosis and design, configuration according to Mintzberg, is effective; but only so long as the relationships among the independent structural and contextual variables are balanced. Following the introduction of evolutionary change the balance of such relationships is affected and the configuration becomes ineffective. Furthermore, classification should not amount to causal explanation, for example, 'as a classic machine bureaucracy, organisation x was unable to respond to the changing structure of its industry'. To accord typological classification with the methodological status of causal explanation is to introduce stereotyping as a mode of scientific explanation (Meyer et al., 1993).

Another criticism relates to Mintzberg's research approach to examine planning through structured observation methods. Snyder and Glueck (1980) have raised the argument that Mintzberg's work on planning has a tendency to examine discrete activities or events. In concentrating on series of discrete planning activities rather than programmes of action Mintzberg, they argue, is not reviewing the whole range of management actions but rather a series of different ones. The collection of anecdotal information as observation data has been used by Mintzberg to tackle this problem.

**Mintzberg's Configuration Analysis**

Mintzberg (1979, 1983) presented both a typology and a theory. As a typology, his work provides a rich descriptive tool that identifies six potentially effective configurations of structural, contextual and process factors. As a theory, it presents a series of logical arguments that result in specific predictions about organisational effectiveness as a function of the degree of similarity between a real organisation and one or more of the ideal types (Doty et al., 1993). Mintzberg's typology of configurations was subsequently used to consider various postures that planning, plans, and planners might take under different circumstances. The strategy process is viewed by Mintzberg (1992) as an interplay of the forces of power, sometimes highly politicised. Rather than assuming that organisations are consistent, coherent and cooperative systems, tightly integrated to pursue certain traditional ends, Mintzberg exhibits different premises. He shares the views of Quinn (1977) that organisations' goals and directions are determined primarily by the power needs of those who
populate them. His analysis raises the question: for whom does the organisation really exist? For what purposes? If the organisation is truly a political entity, how does one manage effectively within it? Of course these questions are also the focus for analysis of, for example, Marxist and feminist theorists. The difference here is that Mintzberg does not give primacy to structures of class or gender in addressing this question. Indeed he may be described as class/gender blind though his work does potentially have important implications for analysis of wider social structures.

To understand the structural configurations, their planning activities, and power contexts, one must first understand each of the elements that make them up. Accordingly, before the typology of structural configurations is discussed, reference will be given to Mintzberg’s account of the basic parts of organisations, the processes of co-ordination of activities, the parameters used to design their structures, and the contingency or situational factors as these are defined by Mintzberg (Mintzberg and Quinn, 1992; Mintzberg, 1979; 1981). What follows therefore is a fairly detailed account of Mintzberg’s scheme.

**Parts of the Organisation**

These consist of a) the operating core where the operators, those who perform the basic work of producing products or rendering services are found b) the strategic apex of managers who oversee the systems operation c) the technostructure of analysts or staff d) the support staff and e) the ideology or culture of the organisation which encompasses the traditions and beliefs of an organisation.

**Co-ordinating Mechanisms**

The structure of an organisation can be defined as the total of the ways in which its labour is divided into distinct tasks and then its co-ordination achieved among those tasks. These are: a) mutual adjustment whereby co-ordination is achieved by the process of informal communication b) direct supervision as co-ordination is achieved through orders c) standardisation of work processes d) standardisation of outputs e) standardisation of skills and f) standardisation of norms (common beliefs).
Parameters of Design

The essence of organisational design is the manipulation of a series of parameters that determine the division of labour and the achievement of coordination. These include:

a) job specialisation, performed horizontally and vertically of unskilled and professional jobs
b) behaviour formalisation through the imposition of operating instructions, job descriptions, rules and regulations
c) training through use of formal instructional programmes
d) indoctrination which refers to programmes and techniques by which norms of the members of an organisation are standardised and
e) unit grouping which refers to the choice of the bases by which positions are grouped together into units, and those units into higher order units (typically shown on the organisation chart)
f) unit size as the number of positions contained in a single unit

g) planning and control systems which are used to standardise outputs

h) liaison devices which refer to series of mechanisms used to encourage mutual adjustment within and between units

i) decentralisation which refers to the diffusion of decision-making power and can be either vertical or horizontal.

Situational Factors

The following contingency or situational factors influence the choice of the design parameters and include:

a) the age and size of the organisation which affect particularly the extent to which its behaviour is formalised and its administrative structure elaborated. As they age and grow organisations appear to go through distinct structural transitions, for example, from simple organic to elaborated bureaucratic structure or from functional grouping to market based grouping.

b) the technical system of the organisation which influences especially the operating core and those staff units most clearly associated with it. When the technical system of the organisation regulates the work of the operating core, as is done in mass production, it has the effect of bureaucratising the organisation by virtue of the standards it imposes on lower level workers. Alternately, when the technical system succeeds in automating the operating work, as is done in process production, it reduces the need for external rules and regulations enabling the structure to be organic. When the technical system is complex, as is often the case
in process production, the organisation has to create a significant professional support staff to deal with it and then decentralise selectively to that staff many of the decisions concerned with the technical system.

c) the environment of the organisation which can vary in its degree of complexity, in how static or dynamic it is, in the diversity of its markets, and in the hostility it contains for the organisation. The more complex the environment, the more difficulty central management has in comprehending it and the greater the need for decentralisation. The more dynamic the environment, the greater the difficulty in standardising work, outputs, or skills and so the less bureaucratic the structure.

d) the power factors of the organisation include external control, personal power needs, and fashion. The more an organisation is controlled externally, the more centralised and bureaucratic it tends to become. This can be explained by the fact that the two most effective means to control an organisation from the outside are to hold its most powerful decision maker, the chief executive officer (CEO), responsible for his/her actions and to impose clearly defined standards on him/her (performance standards or rules and regulations). Moreover, because the externally controlled organisation must be especially careful about its actions, often having to justify these to outsiders, it tends to formalise much of its behaviour and insist that its CEO authorises key decisions. A second factor, individual power needs (especially by the CEO) tend to generate excessively centralised structures.

Structural Configurations

Simple Structure

In the simplest case, co-ordination is achieved at the strategic apex by direct supervision. The configuration called simple structure emerges, with a minimum of staff and middle line. Little of the behaviour in the organisation is formalised and minimal use is made of planning, training, or of liaison devices. The organisation has to be flexible because it operates in a dynamic yet simple environment, often by choice since that it is the only place where it can outsmart the bureaucracies. The organisation is often young, in part because time drives it toward bureaucracy, in part because the vulnerability of its simple structure often causes it to fail. Many of
these organisations are often small, since size too drives the structure towards bureaucracy.

Planning, plans, and planners are likely to meet considerable resistance in this form of organisation, which relies on very different means for co-ordination and control. Here, everything revolves around the chief executive; this person controls activities personally, through direct supervision. Serious planning may get in the leader's way, impeding free movement.

The autocracy of the CEO in this configuration faces a passive external coalition, but develops a quite different internal coalition as the power focuses on this person who controls by personal means. This tight means of control means a virtual absence of political games, insiders express loyalty to the chief or leave. The autocracy can pursue and, if need be, maximise any goals to the CEO's liking.

Machine Bureaucracy

The machine organisation is the offspring of the industrial revolution, when jobs became highly specialised and work became highly standardised. Such organisations require a large technostructure to design and maintain systems of standardisation, notably those that formalise its behaviours and plan its actions. To enable the top managers to maintain centralised control, both the environment and the production system of the machine bureaucracy must be fairly simple, the latter regulating the work of the operators but not itself automated.

The machine organisation requires stability to function, but it also acts to ensure that stability. Planning serves it in both respects, since it works actively to impose stability on the operations, and sometimes on the environment as well, while passively it discourages the radical change that upsets the established stability.

Two types of power configurations are found in this configuration:

a) the instrument, which is a power configuration where the organisation serves a dominant external influencer. Such a configuration tends to emerge when an organisation experiences external power that is focused and organised, typically around a critical dependency or key legal prerogative, wielded by an external influencer with clear and operational goals.
b) The *closed system* is the alternative power configuration found in machine bureaucracies and also has a utilitarian, bureaucratic internal coalition with internal control being based on bureaucratic standards of work and output. The difference from the instrument configuration is that the closed system does not face a focused power in its environment, but rather a dispersed and unorganised set of external influencers. It tends to appear in more established organisations, typically large ones in simple, stable environments with unskilled operators and dispersed external influencers.

*Professional Bureaucracy*

In this configuration co-ordination is through standardisation of skills of its employees. The organisation needs highly trained officials in the operating core and considerable support staff. In having to rely on trained professionals to do its operating tasks, such organisations surrender a good deal of their power to the professionals. So the structure emerges as highly decentralised horizontally. The professional organisation is called for whenever an organisation finds itself in an environment that is stable yet complex. Complexity requires decentralisation to highly trained individuals, and stability enables them to apply standardised skills and so to work with a good deal of autonomy.

As noted in earlier sections, the field of planning, in its literature and its manifestations in practice, has generally taken the machine form for granted, and promoted formal planning for all organisations. Such thinking, Mintzberg argues, does not fit the professional configuration which is driven by operating work that is highly complex in execution.

The power configuration evidenced in these organisations is called in Mintzberg’s terms meritocracy and expertise lies with the operating core and/or support staff. Hence its internal coalition is professional. But the presence of different types of experts typically means a fair amount of political activity too, especially in the administrative structure where the experts disagree over resources, territorial boundaries, and each other’s strategic candidates. The key condition that gives rise to the meritocracy is the need for an organisation to
perform complex work, which requires a high level of expertise in its internal coalition.

**Divisionalised Structure**

Organisations will sometimes be divided into parallel operating units, allowing autonomy to middle-line managers of each, with co-ordination achieved through the standardisation of outputs of these units.

The divisionalised configuration differs from the others in the respect that it is not a complete structure, but a partial one superimposed on the others. Each division has its own structure. The result is a limited form of decentralisation down the chain of command. The central headquarters cannot use too much direct supervision to control the divisions so they rely on performance control systems, in other words, the standardisation of outputs. Because headquarters’ control constitutes external control the structures of the divisions tend to be drawn toward the machine form.

The headquarters tends to rely on planning not so much to program strategy per se as to effect financial control. There may be a bit of a role for headquarters’ planners as catalysts, to convey knowledge about the strategy process, but otherwise the roles seem logically left to planners within the divisions themselves.

As regards power relationships in the divisionalised structure, Mintzberg identifies similarities with the machine configuration and argues that the same type of dependencies emerge. As the divisionalised structure is found in established, mature organisations which grew and developed smaller structures within their structures, they exhibit all the characteristics of a closed system.

**Adhocracy**

Complex organisations engage sophisticated specialists, especially in their support staffs, and require them to combine their efforts in project teams, co-ordinated by mutual adjustment. This results in the adhocracy configuration in which line and staff as well as a number of other distinctions tend to break down.

It is an organic structure that relies for co-ordination on mutual adjustment among its highly trained and highly specialised experts, which it encourages by the
extensive use of the liaison devices, integrating managers, standing committees, and above all various task forces. Typically the experts are grouped in functional units but deployed in small market based project teams to do their work. To these teams, located all over the structure in accordance with the decisions to be made, power is delegated over different kinds of decisions. So the structure becomes decentralised selectively and distributed unevenly, all over the structure, according to expertise and need. All the distinctions of conventional structure disappear in an innovative organisation like adhocracy. With power based on expertise, the staff distinctions evaporate.

Adhocracy has a project based structure, drawing together the complex skills of different experts to deal with a different environment - complex and dynamic. Planning would thus seem inappropriate. Yet some adhocracies do require the intricate coupling of a number of tasks. The consequence seems to be a very loose form of strategic programming, which outlines broad targets while leaving considerable flexibility to adapt. Strategy formation is a complex and non-traditional process in adhocracy. Because the strategies of adhocracies tend to be emergent, the role of finding strategies likewise becomes crucial, again providing opportunities for innovative planners. Moreover, conditions in adhocracies can be so complex and can change so rapidly that there is a tendency towards strategic analysis.

Missionary Organisation

Mintzberg identifies a sixth structural configuration which is a variant of the professional bureaucracy and the simple structure. Because the operators of the missionary organisation can be trusted to pursue its goals, free of any central control, the structure can be highly decentralised and so Mintzberg (1994) likened it to a professional bureaucracy. Because the members of this charismatic type of organisation allow immense power to their leader, Mintzberg describes it as having a simple structure. This, he suggests, is a hybrid structure. Moreover, the work of such organisations is often simple and routine, as in the Machine Bureaucracy; its members often work in quasi-autonomous cells or orders, as in the divisionalised form; and the members are prepared to co-operate with each other when
necessary, as in the adhocracy. The missionary configuration would have its own prime co-ordinating mechanism - socialisation, or the standardisation of norms - and a corresponding main design parameter - indoctrination. Its members would co-ordinate their behaviours by virtue of the norms they share, in part a result of their indoctrination by the organisation. Ideology, Mintzberg argues, represents a sixth important force in these organisations. Such organisations can be found in political and voluntary organisations.

Within a context of intense politics, formal planning would seem logically to diminish. Here the assumptions of conventional planning fail and different means must be found to make decisions and evoke actions. Planners may be present in the political context too Mintzberg argues. Formal planning may seem excessively impersonal and technocratic in such ideological organisations, which prefer to rely for co-ordination on the standardisation of norms through socialisation and indoctrination.

The missionary organisation is dominated by ideology, so much so that the external coalition is rendered passive. Indeed, rather than experiencing influence from its environment, the missionary often seeks to send influence the other way, imposing its mission on the environment. The missionary tends to emerge when an organisation has experienced charismatic leadership in its past and perhaps a distinguished history, and develops strong traditions around a clear, distinctive mission attractive to its members.

Comments on Configuration Theory and Implications for the Study
The creation of a workable taxonomy of NGBs could provide many benefits for the organisational analyst. One of the more obvious of these would be that a taxonomy will allow large amounts of information about various forms of organisations to be collapsed into more convenient categories that would then be easier to process, store and comprehend. In their paper on the nature and types of organisational taxonomies Carper and Snizek (1980) explain that past research has primarily concerned itself with what are, in effect, specific dimensions of organisations in isolation from each other. What is needed, they contend, is the development of a more integrated approach, which would look at organisations from a holistic framework considering multiple
organisational characteristics, rather than collections of disjointed and unrelated dimensions.

Child (1972) introduced the idea of strategic choice within contingencies which implied that organisational structure and performance were influenced by the actions of organisational members with formal or informal power, who have choice in the design of organisations and influence over the contexts within which organisations find themselves. One implication of the article was that the rather static relationships between variables that were a feature of findings associated with contingency theory were bound to be limited until a sense of process and agency could be injected into the field. Bryman (1989) also suggests that a major issue for the future of organisation theory, is the degree to which human agency can be introduced into the other environmental determinist approaches. Indeed, it is hard to believe that organisation studies could accommodate for long a situation in which perspectives which give minimal consideration to human agency could coexist with theory and research on strategic management and leadership wherein agency occupies a prominent role.

The concept of structure is usually understood to imply a configuration of activities that is characteristically enduring and persistent; the dominant feature of organisational structure is its patterned regularity. Yet descriptions of structure have typically focused on very different aspects of such patterned regularity. Some have sought to describe structure as a formal configuration of roles and procedures, the prescribed framework of the organisation. Others have described structure as the patterned regularities and processes of interaction. Ranson, Hinings and Greenwood (1980) in their article on the structuring of organisational structures, agree to the above analytical distinctions, but argue that the continuous counterpoising of framework and interaction is unhelpful because of its implicit and inaccurate opposition of constraint to agency. The recent works of Bourdieu (1984) and Giddens (1979, 1982), they suggest, offer a more fruitful perspective, focusing upon the interpenetration that is often mutually constituting and constitutive.

In the application of configuration theory this research project moves away from a structuralist account to allow analysis of both structure and agency. Thus, Mintzberg’s configuration typology was employed in generating a set of hypotheses, and informing the operationalisation of concepts. Following the derivation of a structural and
contextual taxonomy of NGBs in Britain and an exploration of ways in which human agency affects structure and context through agent originated management processes, the effectiveness of the various organisational types was tested.

**Conclusion**

This chapter discussed particular organisational features of non-profit, voluntary organisations and reviewed related organisation theory examining its implications for the study of NGBs. The development of organisation theory since the post-war era was documented and the premises of the schools of thought discussed. Following a critical analysis of the emergent, often conflicting, paradigms, the configurationist approach was adopted. The work of configuration theorists who seek to address a holistic theory of structure, context, power, strategy and planning was also reviewed and particular attention was paid to Mintzberg's theory and typology of configurations.

This chapter, then, has aimed to clarify the theoretical background which has informed the epistemological foundations and value assumptions underpinning action in the research project. Chapter 2 outlined the broader environmental framework for NGBs by identifying structural changes in contemporary Britain which had direct implications on sports policy, provision of services, levels of participation, and NGB development. In much the same way, this chapter focused on organisation theory and explored the ways in which theoretical approaches may be used in the study of NGBs. The overall research strategy and the methodologies utilised in the three empirical stages of this research project have been formulated on the basis of the knowledge which theory provided on the nature of the phenomena under investigation and are discussed in the following chapter.
CHAPTER 4

RESEARCH METHODOLOGY

Introduction
Configuration theory, as mentioned earlier, informed the overall research strategy of the project consisting of three stages which seek to investigate organisational issues manifested in NGBs. This chapter discusses the nature of the three empirical stages and outlines the research strategy that links them together. Furthermore, data collection, handling and analysis processes, in each stage, are described and issues of reliability of data and validity of measures are addressed.

The first empirical stage seeks to identify the principal structural and contextual features of NGBs establishing a taxonomy of ‘organisational configurations’. Following this, stage two evaluates selected organisational processes within these different organisational configurations. Finally, stage three addresses the nature of organisational effectiveness, and differential evaluations and levels of effectiveness within these organisations.

Given that little work has been undertaken in the organisational analysis of the NGBs of sport in the British context, the research which forms the focus of this thesis may be characterised as exploratory, which implies the addressing of particular research questions as well as the more formal process of hypotheses testing.

Research Strategy
The first research stage seeks to investigate structural and contextual features of NGBs and was undertaken via a questionnaire survey of the full range of NGBs which are recognised by the Sports Council, in order to provide a taxonomy of these organisations. The building of a taxonomy of NGBs forms an important component of analysis and the research aims to delineate subgroups within a general category. The
Chapter 4 Research Methodology

questionnaire employed in the first stage used predominantly closed questions and its construction is more fully discussed in chapter 5. The dimensions of structure and context operationalised in the questionnaire were initially identified by review of relevant contingency and configuration theory literature on organisations, and results were subjected to cluster analysis (see chapter 5 for further details concerning the process of analysis). This first stage, clearly draws on actors views of structure and context. The approach adopted in the first phase of this study should, however, be viewed in the wider context of a configurationist strategy, even though the first stage itself dealt in 'positivist' fashion, with structural and contextual features of organisations and their environments.

The second stage of the research compliments the structural analysis of stage one by evaluating actors' perceptions of processes within such structural contexts. This stage involved interviews with key informants in a sample of NGBs, employing open-ended questions in a semi-structured interview situation. Interviews focused on the respondents' explanations of management processes employed within the organisation, and their explanations of organisational change and effects of the external environment. Functions of this aspect of the analysis were to enrich the structural and contextual taxonomy of NGBs with qualitative data in a number of ways. Firstly, the nature of management processes (e.g. strategic management, decision making, performance measurement and management of human resources) which were initiated and/or performed by organisational agents in each configuration was identified. Secondly, the effect(s) of these processes in altering or sustaining structural features were explored. Thirdly, following configurationalist assumptions that 'ideal' type organisations achieve a fit between elements, the consonance between management processes identified in stage two and the structural and contextual characteristics of configurations in the derived taxonomy was tested. This stage developed an actor-centred explanation of organisational processes as interviews were conducted with CEOs or their equivalent. It was recognised that this represents only one view of 'organisational reality', that provided by a member of the strategic apex of the organisation.

In part to redress this imbalance, to evaluate the potential divergence of concepts and perceptions of organisational effectiveness which may exist within and among
NGBs, and to explore the effectiveness levels achieved by organisational types from the derived taxonomy, a multiple constituency approach was employed in the third stage. The constituencies identified within organisations are described in detail in chapter 7, and were designed to reflect management level, volunteer, professional differences, and organisational cluster. The external constituency of Sports Council liaison officers for the NGBs under investigation was also employed so as to explore additional views of NGB effectiveness to those of internal actors.

The research instrument employed was a set of questionnaires with closed questions. These questionnaires incorporated dimensions of four discernibly different models of organisational effectiveness, and statistical analyses were undertaken to establish whether respondent's evaluation of their organisation's effectiveness could be differentiated along each of these four models. Issues of methodology for each of the three stages including: a) sample selection, b) construction of research instruments, c) operationalisation of concepts, and d) validity of constructs and reliability of data, are dealt with in detail in the three constituent chapters which follow. However, some general points of principle need to be addressed before a detailed account of method can be given.

Descriptive developmental research was undertaken in the first stage of the project as a structural and contextual snapshot of the NGBs was obtained. Analyses of secondary sources were also undertaken at various stages in order to inform the researcher about the aims, scope and modus operandi of the NGBs. In addition, annual reports and accounts were reviewed after permission from the NGBs under study, and with the co-operation of the Sports Council, in order to obtain data related to the NGBs developmental and financial performance over time. Quantitative as well as qualitative methods were utilised as parts of the overall research strategy and multidimensional measurements of structure, context, management processes, organisational change, and concepts and perceptions of effectiveness were employed. Correlations were also explored for a number of variables to enable an investigation of the interrelationships among them. The methods employed included utilisation of questionnaires and semi structured interview items lists. The use of these tools in combination is particularly suited to the gathering of data on the values and beliefs of members of organisations as well as information pertaining to the characteristics of the
organisations of which they are a part (Bryman, 1988a, 1989). Further discussion of the research analysis strategies, methods, tools and ways of presentation of the data is reported in the following sections of this chapter which describe the processes involved in the three-staged research project in detail.

Use of Secondary Sources

In an attempt to gather information related to the structure, context and financial situation of the NGBs, all these organisations were contacted at the beginning of the project. Permission to view their organisational documents, including annual reports, forward plans, financial accounts and grant assessment panel financial summaries, was sought and where granted, a review of the material took place centrally at the Sports Council headquarters where these files were kept. This reading gave access to an account of the NGBs' organisational life as documented in the various above mentioned forms.

Administrative records of this kind were collections of documents containing mainly 'factual' information compiled in a variety of ways and used by NGBs to record the development and implementation of decisions and activities that are central to their functions. Documents were subjected to an analytical reading and provided information which was indicative of the organisation's scope. In reviewing secondary source materials the researcher exercised caution as the accuracy of the material is sometimes subject to question (Hakim 1987; Bedeian 1980). In particular, documentation in some instances was incomplete and different methods of measurement and/or translation of incidents may have been used in the various cases reviewed.

Stage 1 Organisational Structures and Contexts

Postal questionnaires were used in the first empirical research stage as a form of survey. It was aimed to design a questionnaire which would a) gather data on all significant structural and contextual variables, and b) be easily understood by respondents. The questionnaire was introduced to respondents in a way which highlighted the fact that it was dealing with a topic of relevance to the respondent, and which was recognisable as important and worthy of the time it took to complete so
that a greater response rate was secured (Cohen, 1980). Since questionnaires were sent to chief executives of the NGBs and signed by them as the persons completing them, the researcher was assured of the fact that the questionnaire had not been passed on for someone else to complete without at least the CEOs having had to approve responses. For many commentators, the most fundamental drawback of self-administered questionnaires is that they can generate low response rates. A 48.5% response rate was reached in the first research stage which is accepted as a respectable level for organisational analysis of this type (Bryman, 1989).

The approach adopted in editing questionnaire data from the first stage incorporated the tasks identified by Bryman (1988a, 1988b, 1989) and Cohen and Manion (1980). The questionnaire was designed to obtain completeness, accuracy and uniformity of understanding, and these qualities were assessed by conducting a pilot survey, questioning respondents as to their rationale for completing the questionnaire in the way they did.

Data reduction through coding of responses was employed for the questionnaire analyses. The statistical analysis of the data generated involved two principal stages. The first was a review of the strength and direction of the relationship between the variables employed in the study (a fuller discussion of this is available in chapter 5). The second involved conducting cluster analysis on the data to establish whether homogeneous group of cases could be identified and in so doing establish a taxonomy of NGBs. Both analyses were conducted using the Statistical Package for Social Sciences (SPSS-X). The method employed for the cluster analysis was Ward's method of hierarchical agglomerative clustering with squared Euclidean measures. The variables employed in the analysis were converted to Z-scores, since different scales had been used in the generating of raw scores. The number of clusters employed was decided by inspection of squared error via a dendogram produced by the SPSS-X. A copy of the parameter file for the statistical analysis and a set of results indicative of the tests, are listed in appendix I.

A particular feature of the data analysed and the phenomena observed is that they provide a structural and contextual snapshot of NGBs. Stage one, therefore, lacks in its capacity to evaluate organisational transition towards other conditions.
Stage 2 Management Processes and Organisational Change

In the second research stage, data was collected during interviews with 14 CEOs. The interviews lasted between 60 and 120 minutes and generated data relating to CEO's perceptions of management processes and environmental context. The fact that responses reflected respondents' perceptions, and data was not collected by the researcher through direct observation of these phenomena within the organisation itself, must be recognised as a characteristic feature of the data. Nevertheless, respondents were often able to point to substantiating materials (in, for example, organisational documents) to support their claims and the interviewer was thoroughly briefed in relation to the history, structure and modus operandi of the organisation prior to interview, so that anomalies identified during the interview were explored and accounted for. As the researcher had to elicit common information from all the respondents, a semi-structured interview was called for. When probing attitudes, and/or situations where diverse opinions were prevalent, a more unstructured approach had to be employed (Denzin, 1970).

The first step in constructing the interview questions was to specify the variables which the research was trying to evaluate. Before the actual interview items were prepared, it was important to give some thought to the question format and the response mode. The choice of question format, for instance, depended on a consideration of one or more of the following factors: the nature of the subject matter; whether the interviewer was dealing with 'facts', opinions or attitudes; whether specificity or depth was sought; and the respondent's educational background. Having given prior thought to those matters, the researcher was in the position to decide whether to use open and/or closed questions, direct or indirect, specific and non specific. Data analysis then had to be considered alongside the choice of response mode so that the interviewer could be confident that the data would serve the purposes and analysis of them could be duly prepared. Once the variables to be measured or studied had been identified, questions were constructed so as to reflect them. When the data from the interview had been collected, the next stage involved coding and scoring them (Bryman, 1989; 1988a; 1988b; Bryman and Burgess, 1994; Cohen and Manion, 1980). All interviews were tape recorded after permission was granted from the interviewees. The tapes were subsequently transcribed and analysed.
in an attempt to draw cognitive maps of the key respondents' perceptions of organisational processes, and aspects of change. Selections from the detailed transcribed interviews are appended at the end of the thesis for reference (see appendix 2).

When the interviewer visited the organisations to carry out interviews collection of further data was possible through observation and/or by requesting organisational documents. During the interview the respondent was not free to choose what was to be discussed, nor was s/he free to carry a topic through to completion, the interviewer directed the discussion. However, a conscious attempt was made by the interviewer to ensure that important emerging issues were not excluded even if they did not form a part of the questions list. Thus, the range of issues explored at interviews was only partially prescribed by the researcher.

The analysis of the interviews started with an identification of the process characteristics in each cluster and continued with an examination of the effect(s) of processes in altering or sustaining structural features. Data from NGBs belonging to the same structural cluster were collated in charts to assist the researcher in identifying the main trends as regards processes which were prominent in each of the clusters, and also to enable comparison on the process characteristics among clusters. Nevertheless, given the number of interviews undertaken per cluster, findings in relation to individual clusters had to be treated with considerable caution since how typical of the cluster the organisational response was, was impossible to determine.

In his typology of 'ideal' organisational configurations, Mintzberg (1979, 1992), discusses the structural characteristics of each type and explains why distinctive process and managerial characteristics are expected to appear in them. Data related to perceptions of processes in NGBs were analysed to examine the fit between structural and contextual characteristics of configurations and management processes in NGB configurations from the derived taxonomy.

Data gathered in stage two evaluates management processes as these are perceived by one type of insider account, the CEO, and therefore claims of reporting the plurality of organisational views were not made.
Stage 3 Concepts and Perceptions of Organisational Effectiveness

In the third stage of the research, respondents were drawn from 17 organisations. These organisations were selected from among those which took part in the first and second stage of the project and reflect the full range of structural and contextual types of the taxonomy identified by the cluster analysis. Selection of particular organisations was informed to some degree by pragmatic concerns of willingness to participate, geographical proximity and ease of organisational access. Although the intention was to incorporate all organisations investigated in stage two in the third stage, not all NGBs agreed to participate. The sample of 17 organisations in stage three, was drawn from 8 out of 14 NGBs from stage two and 9 NGBs investigated in stage one only.

The different constituencies within the NGBs were conceptualised by grouping respondents: a) by employee status (professional or volunteer) and b) by level of seniority (senior, middle and junior management). The categorisation of these constituencies along two dimensions generated (2 by 3) six types of constituency. In addition to the six constituencies, the perceptions of NGB effectiveness held by Liaison Officers of the Sports Council of Great Britain were investigated.

Identification of professional as opposed to unsalaried volunteers within these organisations was fairly straightforward based on self reported status. The selection of staff and volunteers from senior, junior and middle levels of responsibility in the organisation was undertaken in consultation with the Chief Executive Officer's evaluation of the role of the respondent based on criteria provided, relating to control of budget, and line management role or (for volunteers) committee position. In a number of instances organisations were small and lacked personnel at middle or junior levels. Questionnaires were either given to selected constituents in person by the researcher, or sent to them by post, as in the case of the volunteers who were not working from the headquarters base.

The analysis of the data started with a set of hypotheses related to the effects of: a) work status, either volunteer or professional; b) management level i.e. senior, middle, junior and c) organisational cluster membership, on perceptions of what constitutes organisational effectiveness, and of how effective the respondent's own organisation was. The statistical analyses were undertaken using SPSS-X and concerned with: a) the sub-scale structure of the sets of instruments developed for the study; b)
correlations among the dependent variables and c) identifying differences in the models of actual and perceived importance models of effectiveness of organisations related to the independent factors of work status, management level, and organisational cluster, employing analysis of variance. The statistical tests performed are discussed in detail in chapter 7 and the analysis itself is reported in appendix 3.

The third stage aims to investigate concepts and perceptions of organisational effectiveness as perceived by multiple constituents drawn on the basis of management level, volunteer-professional status and organisational cluster, but the respondents do not include constituents, for example, representing the perceptions of national coaches, and members (sportsmen and sportswomen) of the organisation; furthermore ‘objective’ financial performance of NGBs is not appraised.

Reliability of Data
Reliability of data stems from the appropriateness and consistency of the measures used. This notion can be taken to comprise two elements: external and internal reliability. External reliability refers to the degree to which a measure is consistent over time. The most obvious way of establishing reliability is to administer a measure on two different occasions and to examine the degree to which respondent's scores are consistent between the two time periods (test/retest reliability). However, indications of low levels of stability over time may at least in part be attributable to intervening events and/or changes to the respondent. If the span of time between the tests is reduced to minimise such effects, it is not inconceivable that the proximity of the tests and retests will engender a spurious consistency, since people may recollect their initial responses. A repetition of the three stage research survey undertaken in this study, which incorporated questionnaires and interviews, was perceived to be neither absolutely necessary nor possible within the research time available. It was felt that the researcher should focus on the reliability of the research tools and their strength in measuring the various concepts.

Internal reliability refers to the degree of internal consistency of a measure. This issue was of particular importance in the context of multiple item measures used in the first and third stage since the question had to be addressed as to whether the
constituent indicators cohered to form a series of single dimensions. One widely employed method of establishing reliability in this sense, which uses a great deal of information about the items in question and their correlations, was through calculating Cronbach's alpha score as a measure of internal consistency (Bryman, 1989; 1988a; 1988b; Bryman and Burgess, 1994). In essence this method computed the average of all possible split-half correlation coefficients. The Cronbach Alpha score was measured for each composite measure used in stages 1 and 3 and where internal consistency was low, the variables were either disaggregated or excluded.

Data from stage 2 was qualitative in nature and statistical internal reliability tests were not employed. Samples of the coding undertaken by the researcher, however, were double checked by a third party with expertise in the field to avoid: a) mistakes in the way in which the data was collated in charts and reported, and b) situations whereby the original transcribed conversations might have been misinterpreted and have therefore been different from what the researcher thought was actually said.

Validity of Measures

The process of validation of the research strategy, of measures, and of variables employed, also has two dimensions; internal and external. The former addresses the question of whether the research strategy has controlled for the influence of extraneous variables that could serve as alternative explanations for why the results of the study turned out the way they did. This underlines the necessity, which is advocated by Bedeian (1980), of making certain that the influence of all variables that might account for observed changes are taken into consideration both in the design of the study and in the interpretation of its findings. If, when compared to the reported findings, there were no equally likely interpretations of the study's results, the study was said to possess internal validity.

The question of internal validity of the measures raises the issue of whether measures are really related to the concept that they are claimed to operationalise. One basic way of establishing this aspect of internal validity was to gauge whether a measure had 'face validity'. Quite simply, this meant that it was necessary to examine whether for expert opinion there appeared to be a correspondence between the
measure, be it a single indicator or a multiple-indicator index, and the concept in question. This approach to establishing validity was highly judgmental, the main problems associated with it being even greater when the meaning of the concept itself was controversial and complex (e.g. organisational effectiveness). The Sports Council Officer responsible for liaison with NGBs was contacted at the early stages of the research and provided comments and suggestions in relation to the validity of operationalised measures. She had direct contact with the NGBs as she was involved with their forward planning and reviewed their performance at the grant assessment panel meetings. Before research tools were sent to the pilot study organisations, she commented on the questionnaires of stage one and three and the interview questions lists of stage two, and her observations informed the final construction of the research instruments employed. After amendments all research instruments were piloted before being sent out or presented to the whole sample of organisations. In particular, the questionnaires used in the first and third research stages were piloted to ten and five organisations, respectively. The interview question list of stage two, was also piloted to five organisations. Feedback from the organisations was used to strengthen the validity of the research tools by avoiding ambiguous questions.

Internal validity of variables was also assessed. This procedure linked validation with a theoretical arena, since variables were included and excluded on the basis of their connection with theory (e.g. Mintzberg’s configuration theory) and their inclusion in relevant research projects (e.g. Kikulis et al., 1989; Katholieke Universiteit Brabant, 1994)

External validity of the project concerns the representativeness or generalisability of the results and addresses the extent to which the study’s findings can be generalised (that is, be applied to, or across, persons, settings, and times not represented in its sample) The organisations studied in this three stage project represent a sample drawn from the population of the NGBs in Britain. Attention, however, should be paid to the fact that affluent, high profile NGBs like the Football Association and the Rugby League were not incorporated in the sample, and although the three stage investigations explored variables of organisational change and development, they provide an overview of the NGB circumstances at the particular time of the investigations. To some extent then, this represents a limitation on external validity.
External validity of measures and variables concerns the applicability of these to the full range of NGBs. Given that NGBs, like most organisations in any one sector (Pfeffer, 1982), differ extensively in terms of their demography, structural and contextual characteristics, the operationalised variables and measures used, had to apply to all types. In this instance, again, the Sports Council Officer assessed the applicability of the tools in operationalising the same variables and measuring the same concepts in all NGBs.

Conclusion

The theoretical approach of this tripartite project is founded on the realisation that the ability to analyse phenomena of various kinds in organisations depends on the adequacy of the theoretical schemes employed. Such theoretical schemes not only guided the search for significant relationships among the limitless 'facts' that exist in the organisational settings of NGBs but also assisted in establishing the difference in the researcher's eyes, between simply knowing of a phenomenon and understanding its meaning. As a consequence, the research efforts were aided by the substantive body of theory discussed in detail in chapter 3. Bedeian (1980) claims that theory serves both as a tool and as a goal. The tool function being evident in the proposition that theories guide research by generating new predictions not otherwise likely to occur. As a goal, theory is often an end in itself, providing an economical and efficient means of abstracting, codifying, summarising, integrating, and storing information.

Having reviewed the emerging theoretical perspectives available to organisational analysts an attempt was made to investigate how these perspectives could be mediated for purposes of inclusion and application in the project. Morgan (1986) argues that the research possibilities raised by different theoretical perspectives need to be harnessed in order to yield the rich and varied explanations offered by multiple paradigm analysis. Like Morgan, Wilmott (1990) is also concerned with paradigm plurality. Both examine Burrell and Morgan's (1979) scheme of competing paradigms. According to Burrell and Morgan (1979) social science can be conceptualised in terms of four sets of assumptions related to ontology, epistemology, human nature and methodology.
Chapter 4 Research Methodology

Figure 4.1: Representation of Assumptions about the Nature of Social Sciences

The Subjective-Objective Dimension

<table>
<thead>
<tr>
<th>The subjective approach to social science</th>
<th>The objective approach to social science</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nominalism</td>
<td>Ontology</td>
</tr>
<tr>
<td>Anti-positivism</td>
<td>Epistemology</td>
</tr>
<tr>
<td>Voluntarism</td>
<td>Human Nature</td>
</tr>
<tr>
<td>Ideographic</td>
<td>Methodology</td>
</tr>
</tbody>
</table>

Source: Burrell and Morgan (1979)

Willmott explores the possibilities for reconciling what Burrell and Morgan regard as the irreconcilable features of these paradigms. He argues that the assumption of paradigmatic closure should be challenged by examining the attempts of Giddens (1979, 1982) to integrate subjective and objective paradigms.

The research approach of this study has been concerned to move away from approaches based upon the dualism between action and structure, whereby a contrast is drawn between a structural perspective which specifies abstract dimensions and abstract constraints, to an interactionist perspective which attends to symbolic mediation and negotiated processes. Willmott (1990) argues that these procedures and perspectives which, until now, used to be regarded as incompatible, must be incorporated in a more unified methodological framework.

Following a review of the generic methodological considerations for the three empirical stages, it is important to note that the aim of the research undertaken within the configurationist theoretical perspective was to provide a better understanding of structural, contextual, process and effectiveness characteristics and dynamics found in the NGBs. This was to be achieved through the development of analytically structured narratives which, as Hassard and Pym (1990) argue, link agents' actions, structure and context as they interweave within structural inertia, random events, contextual discontinuities, and significant changes in the environment.

The first stage of the research sought to investigate the organisational structural and contextual characteristics of these organisations and develop a taxonomy of
NGBs. The second stage involved an analysis of the management processes employed by staff and the consonance between the structural and processual characteristics / management styles was tested. Organisational change in the internal and external environment, as well as from one structural configuration to another, was also investigated as they were perceived by the key informants. Finally, perceptions of organisational effectiveness held by the various constituencies were evaluated to inform our understanding of the characteristics of effective organisations, to explore the variety of perceptions of the constituents and to evaluate the levels of effectiveness among organisational types of the derived taxonomy.

The following chapters 5, 6 and 7 respectively, report the three empirical research stages, their sample selection, methodology, operationalisation of concepts, findings and conclusions, in detail.
CHAPTER 5

ORGANISATIONAL STRUCTURES AND CONTEXTS
IN THE BRITISH NGBs OF SPORT

Introduction
The nature of this stage of the study was influenced by Mintzberg's (1979, 1981, 1994) classic analysis of organisational configurations and aimed to identify the nature of the structural and contextual configurations which exist within NGBs in Britain. Although changes in the structures and contexts of these organisations over time could not be evaluated, it was important to identify which structures exist and in what contexts within NGBs. The analysis developed draws on the results of a questionnaire survey conducted to establish the significant structural and contextual features of NGBs, and provides a taxonomy of these organisations. Taxonomies, as Hammersley and Atkinson (1983) argue, can become helpful in the identification of differences in the data and can assist in the evaluation of relationships between structural and contextual variables.

Following the identification of significant correlations between variables employed, this chapter incorporates a discussion of the implications of these relationships. On the basis of the cluster analysis conducted, a taxonomy of NGBs of sport was constructed, consisting of six clusters. Before developing this aspect of the study, consideration is given in the following section to research findings in respect of organisational structure and context for sports organisations.

Organisational Structures and Contexts, Sports Organisations and Organisational Theory
The organisational theory literature in the field of organisational structures and sports organisations is relatively undeveloped, with the exception of a burgeoning group of
studies in the Canadian literature. This may be in part a reflection of historical circumstances, the growth of interest in sport as a legitimate area of serious social analysis coinciding with the intellectual crisis of organisational theory represented in post-modernism. It may also simply be a reflection of the academic interest of those involved in the study of sport and sports organisations.

One approach to reviewing the literature relating to organisational structures and sports organisations is to divide work relatively simply between the three traditions in analysis of organisational structures identified as follows.

a) Work derived from the rationalist, positivist approach developed initially from Weber’s analysis of bureaucracy, which seeks to capture organisational reality by identifying structural features of organisations and their environments and to evaluate the relationship between them, often by reference to statistical association. (The term Weberian is used to refer to this tradition here, though Weber’s own work was in part aimed at clarifying the limitations of such a rationalist/positivist approach.) Seminal work in this tradition would include the contingency approaches of the Aston School (Pugh et al., 1976), and of Donaldson (1985).

b) Analysis of power and organisational politics, which in part reflects a radical critique of the unidimensional nature of Weberian analysis; this represents a perspective (or set of perspectives) in which the organisation is conceived, not as a set of structural properties, but as an arena in which agencies compete for valued resources in shifting contexts. Organisational reality is determined by the outcomes of ongoing struggles which characterise any organisation. Typical proponents are Clegg and Dunkerley (1980), and, in more applied form, Mintzberg (1983).

c) Analysis of organisations as constituted by symbolic processes, generating social realities by the construction of varying types of discourse. This tradition is influenced by the critique of modernist notions of organisational theory. Modernist organisation analysis implies a search for rational scientific theories of a distinctive object which would allow the researcher to facilitate the development of stability and control in organisations. The post-modern critique focuses on, not a single, distinctive theoretical object, the organisation, but on the fragmented cultural realities in an organisation, in which theories of management or of organisation are used as legitimating tools for promoting one notion of reality over another. The result of this critique may be the
displacement of the notion of a universal truth as the goal of organisational theory, but it need not mean the displacement of objectivity and reason. Theories of organisation, like all social theory may be culturally contingent, but that is not to say that they are arbitrary. Gergen (1992) provides an example of this type of approach to understanding organisations. In prescriptive management theory this approach is linked to the contemporary concern with the construction of organisational cultures, the hegemony of one set of cultural values, one organisational reality, over others (Peters and Waterman, 1982), and a considerable analytic literature has developed with a focus on organisational culture (Deal and Kennedy, 1988; Hofstede, 1991).

In the field of analysis of structures of sports organisations, the main focus has been on the first of these three types of approach. Little has been attempted in terms of analysis of power in sports organisations, with the exception of some material inspired by feminist analysis, such as Brackenridge and White (1985), Hall, Cullen and Slack (1989), and Hult (1989) and occasional case studies such as Ashton's (1992) account of the construction of a new governing body for squash in Britain, out of its predecessor women's and men's organisations. Work of the third type outlined above, even in its more applied form of analysis of emerging organisational cultures, has not been evident in the work on sports organisations.

In the British context also there has been little work in the 'Weberian tradition' relating specifically to sports organisations or NGBs. This tradition has however, been very evident in the Canadian work, and research relating to bureaucratisation and related phenomena, has reflected the major research efforts in this field in Canada. Four types of 'Weberian' work in this field may be identified:

(i) that which seeks to clarify the significance of conceptual frameworks relating to organisational structural and environmental variables (e.g. Frisby, 1982; Slack and Hinings, 1987);
(ii) that which seeks to operationalise theoretical constructs suggesting ways which in principle would allow measurement of the structural and contextual dimensions of NGBs (e.g. Frisby, 1985);
(iii) that which seeks to establish empirically (by using operational measures) the extent to which the NGBs exhibit bureaucratisation and related phenomena, such as standardisation, specialisation, and professionalisation.
(Slack and Hinings, 1987; Slack, 1985; Thibault, Slack and Hinings, 1987; Kikulis, Slack, Hinings and Zimmerman, 1989; Chelladurai and Haggerty, 1991); and finally

(iv) that which seeks to clarify the relationship between structural features and efficiency of NGBs (Frisby, 1986; Chelladurai, Szyszlo and Haggerty, 1987).

The work reported in this chapter relates most clearly to the third of these forms of traditional analysis. It adopts a methodology similar to that of Kikulis, Slack, Hinings and Zimmerman (1989), in that it seeks to derive a taxonomy of British NGBs by reference to structural features of those organisations. It differs, however, in a number of respects. In particular, operational measures employed differ, reflecting in part the different context of the British and Canadian sports systems, their histories, and the availability of data. Some phenomena omitted by the Canadian study are operationalised (e.g. the location in the management structure of ethnic groups and women), while others in the Canadian study are omitted as either inappropriate or impossible to operationalise (e.g. the measurement of specialisation excludes in the case of this study specialisation of volunteers, but includes specialisation within the committee structure).

Questions Informing the Analysis

It is hypothesised that the NGBs in Britain, on which this study is based, have faced a number of important changes to the context in which they operate. Firstly, there has been a decline in the significance of community sports, and an increase in the significance of individual sporting activities. This leads the question ‘what are the structural characteristics of NGBs for traditional, collectivist sports and the newer more individualist sports?’ Secondly, there has been a move away from traditional large-scale bureaucratic organisational structures in the commercial sector (which has predominantly led organisational and management fashions in the public, quasi-public and voluntary sectors). Thus there is a need to identify structural and contextual characteristics of NGBs before a longitudinal analysis - exploring changes of organisational characteristics - can be conducted. Thirdly there has been a stimulus to move away from reliance on public sector support, and to seek a stronger commercial
footing, either through sponsorship or through trading activities. This raises the question of whether flexible, entrepreneurial approaches are evident in the sample. It is with this context as background that an attempt was made to evaluate the types of organisational structures and contexts of NGBs in Britain at one point in time.

Sample Selection and Methodology

The NGBs incorporated as subjects in this study were selected in the following manner. All governing bodies for England and/or Britain (though not for Wales, Scotland and N. Ireland) recognised by the Sports Council were approached to obtain permission to view any of their files held centrally by the Sports Council. For those which replied positively, annual reports and accounts were reviewed, and the questionnaire was piloted to ten NGBs. Each of the remaining organisations was subsequently sent a questionnaire, and where necessary contacted in person, or by telephone, to elicit further information. The research instrument employed, the questionnaire, is reproduced in full in appendix 1. Discussed below is the rationale for construction of the questionnaire and the composite measures derived from it. A response rate of 48.5% was achieved and 45 National Governing Bodies of Sport filled in and returned the questionnaire. Although the sample incorporated a wide spectrum of different sports, some types of organisation were excluded. In particular, attention should be paid to the fact that large, and affluent NGBs with a high media profile, such as the Football Association and the Rugby League were effectively excluded from the analysis at this stage, by virtue of their failure to respond.

The statistical analysis of the data generated by the survey involved two principal stages (a copy of the parameter file for the statistical analysis and a set of results indicative of the tests employed and results obtained, are listed in appendix 1). The first was a review of the strength and direction of the relationship between the variables employed in the study. The second involved conducting cluster analysis on the data to establish whether homogeneous groups of cases could be identified. As indicated in the previous chapter both analyses were conducted using the Statistical Package for the Social Sciences (SPSS-X). The method employed for the cluster analysis was Ward's method of hierarchical agglomerative clustering with squared
Chapter 5 Organisational Structures and Contexts in the NGBs

Euclidean measures. The variables employed in the analysis were converted to Z-scores, since different scales had been used in the generating of raw scores. The number of clusters employed was decided by a measure of squared error produced by the SPSS-X package and visually illustrated by a dendogram included in appendix I, allowing identification of the point at which inclusion of a further cluster would significantly increase squared error. The number of clusters identified was six. This cluster analysis approach follows the Kikulis, Slack, Hinings and Zimmerman (1989) study on structural designs of amateur sport organisations in Canada.

Where composite measures were employed in the operationalising of concepts such as centralisation, standardisation, formalisation of objectives, and task complexity, Cronbach's alpha was employed as a measure of the internal consistency of such composite measures (with the discriminatory level set at 0.6 as recommended by Jackson, 1974, and employed in other studies in this field such as that of Chelladurai, Szyszlo and Haggerty, 1987). Thus measures which generated an alpha score lower than 0.6 were either disaggregated or rejected.

Operationalisation of Concepts

The structural analysis of organisations has been dominated by the contingency theory approach, particularly that of the Aston School. The framework adopted by this group (Pugh and Hickson, 1976; Pugh and Payne, 1977) employed as key structural variables those of, specialisation, standardisation and centralisation, while the key contextual variables employed were environment, task and technology, organisational scale, resources, and organisational age. The application of this framework to an analysis of sports organisations has been articulated by Slack and Hinings (1987) and its use as a means for organising the variables employed allowed the identification of those variables which were included in this study which relate to such traditional contingency approaches, those which were excluded, and those which have been added (in particular in relation to race and gender). Hinings and Lee (1976) suggest that the original predictions made by Pugh et al. (1969) regarding the effects of context on structure are applicable to a wider range of organisations than those originally included in the sample. In particular, organisational size, the nature of relationships and degree.
of dependence on other organisations and, to a lesser extent, the level of resources and technological expertise are thought to influence the degree to which an organisation adopts a bureaucratic or a simple structure. To test Mintzberg's (1979, 1992) assumption that structure is affected by the stage of growth of the organisation, organisational age has been included as a contextual variable. However, following Frisby's (1985) rationale, slight modifications were made in the operational definitions of structural and contextual variables to operationalise the particular organisational characteristics of NGBs.

Structural and contextual variables examined by Pugh et al. (1969) and Pugh and Hickson (1976) which reflect Weber's ideal type bureaucratic structure, and those employed by Mintzberg (1979, 1981) in his typology of ideal configurations, were operationally defined for the NGB sector and are listed in the following section.

Structural variables

(a) Specialisation

This was assessed by reference to the number of committees, terms of reference and responsibilities of those committees such that the more complex and detailed the committee structure, the more specialised the nature of the NGB's activities. (Information on the vertical and horizontal specialisation of employed personnel was not available in a consistent and reliable form). The Cronbach's alpha score for this measure was 0.6.

(b) Standardisation

Two dimensions of standardisation were identified. The first was the degree to which formal procedures and processes were established for work within the organisation. The nature of the NGBs reviewed was diverse and the range of activities undertaken similarly variable. The standardisation of common administrative tasks therefore was employed for comparative purposes. The second was the development of systems of formal objectives for particular areas of the organisation's work. This measure was employed to identify the degree to which formalised goals were set in areas of the organisation's activities such as finance, membership, sports development, elite sport. This nine item score gave an alpha score of 0.7.
(c) Centralisation

The assessment of centralisation involved the development of a measure to assess the level within the organisation participating in strategic decision making. Generalised questions assessing which groups are involved in strategic decision-making are unlikely to generate valid and reliable measures (Slack and Hinings, 1987). Kikulis, Slack, Hinings and Zimmerman (1989) therefore focus on specific decisions relating to selection of athletes, coaches etc., and administrative decisions, and these were assessed in terms of establishing who was involved and who consulted, and at what level the final decisions were made. In this study the focus was solely on administrative decisions and sought to establish the levels of the organisation consulted when strategic decisions were made. Measures of centralisation are, however, notoriously unstable and exploration of the concept of centralisation is more amenable to qualitative analysis as, for example, Child's work on strategic coalitions illustrates (Child, 1973).

Contextual variables

(a) Environment

The complexity of the organisation's environment was operationalised by reference to the number of bodies (governmental, sporting, commercial etc.) with which the NGB interacted, and the rate of intensity of that interaction.

(b) Task

In this study the nature of the tasks of NGBs were conceived as falling in the areas primarily of sports development and of promoting sporting excellence. Operational measures employed therefore fell under two separate headings of sports development schemes and target groups (alpha =0.93), and number of national and international competitions organised. These measures operationalise the notion of organisational task, but not of available technology.

(c) Organisational Scale

The size of the organisation can be conceived of as three different components; the size of the core professional organisation (i.e. staff employed); the volunteer sector of the organisation (the size of the volunteer population of the organisation); and the size of the membership (whether expressed as individuals, clubs or other member bodies).
The size of the professional staff (expressed as full time equivalents) has been treated in this study as the key measure of size as a structural variable. The other two dimensions of size are problematic, and in a sense can be conceived as aspects of the environment with which the core organisation has to deal. In the case of number of volunteers this cannot be combined in a composite measure with core size (a low alpha score reflects the internal inconsistency of a combined measure). The size of the volunteer population is therefore used as a separate measure of size. In the case of membership size, this phenomenon is incommensurable across organisations because of the different nature of memberships involved (some organisations had individuals as members, others clubs, and still others were umbrella organisations with a membership effectively made up of smaller organisations).

(d) Age

The length of time for which the organisation has been formally constituted.

(e) Organisational Resources

The focus in this study, under this heading has been on human resources, not simply in terms of professionalisation, but also in terms of the presence and location of women and members from ethnic minorities within the organisation.

Professionalisation was measured by reference to the formal qualifications of the staff employed. Professionalisation in a range of activities, administrative and technical were assessed and a distinction had to be drawn between those organisations which required formal professional qualifications of staff and those who employed formally qualified staff. The latter population being significantly greater. The measure of professionalisation employed here was that of the proportion of university degree holders in the core organisation in both technical and administrative roles.

For both race and gender the proportion of women, and the proportion of individuals of Asian and Afro-Caribbean extraction, were assessed as was the proportion of women and individuals from ethnic minorities in middle and senior management.
Analysis of Findings

It was anticipated that the analysis of NGBs would provide evidence of a variety of structures. This conviction was founded on two factors. First, agents within organisations may react differently to similar organisational contexts, and second, organisational contexts and resources vary from one organisation to another such that similar structural designs may be inappropriate or simply not feasible.

As indicated earlier the statistical analysis of the data consisted of two parts. The first was a review of the strength and direction of the relations between the variables cited. Table 5.1 illustrates the level of association between them. This displays some confirmation of, and some deviation from, the classic relationships anticipated by contingency theorists such as Donaldson (1985) as well as by Mintzberg (1979). The size of organisations, for example, it was anticipated, would be positively associated with standardisation of tasks and the formalisation of objectives, specialisation, age of organisation and professionalisation of staff; while complexity of the organisational environment, it might be assumed, would be associated negatively with centralisation, and standardisation, but positively associated with specialisation. Older organisations would also be expected to exhibit greater professionalisation of staff, and greater standardisation of tasks. The reasoning underlying these anticipated relationships is as follows. The larger organisations become, the more likely they are to require subdivision of duties and responsibilities to remain effective. Thus, because of problems of control, larger organisations would be expected to be more standardised in the way they operate, have more formalised objectives, and greater specialisation. They are also more likely to seek to ensure that standards are maintained by appointing professionally qualified staff, as the resources of the organisation increase with size. Age and size might also be assumed to be related as new organisations will tend to be small, until they are able to establish themselves. This rationale is specified more fully in Mintzberg's (1979, pp. 227-235) derivation of a series of hypotheses relating to expected relationships.

Within the sample of NGBs, size was significantly positively related to specialisation (r=.42), though no other statistically significant correlations were evident in respect of size. The complexity of organisational environment was also negatively associated with the formalisation of objectives as anticipated (r=-.35), and
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**Var1** Size  
**Var2** Volunteers  
**Var3** Age  
**Var4** Professionalisation  
**Var5** % Women in management  
**Var6** % women employees  
**Var7** % Ethnic minorities in management  
**Var8** % Ethnic minorities employees  
**Var9** Specialisation  
**Var10** Environmental complexity  
**Var11** No of events  
**Var12** Sports development  
**Var13** Standardisation  
**Var14** Formality of objectives  
**Var15** Centralisation

* Significant at the 0.05 level  
** Significant at the 0.01 level

Table 5.1: The Correlation Coefficients and Significance Levels of Variables Employed in the Analysis of Stage 1 of the Study.
specialisation was positively associated with one measure of complexity of task (that of sports development) \((r=.31)\), though not with the other measure employed (organisation of national and international events) \((r=-.31)\). These relationships at least might be said to be consistent with the hypotheses promoted by Mintzberg, though in general correlations were weak.

However, some relationships were less consonant with the anticipated findings. For example younger organisations tended to be more, rather than less, professionalised than their older counterparts \((r=-.32)\), suggesting perhaps that newer NGBs were less likely to appoint unqualified staff to management positions. Organisations with a high level of involvement in the organisation of national and international events also tended to be more centralised \((r=.63)\) and to operate in less complex organisational environments \((r=-.31)\).

The proportion of women in management positions was significantly related only to the size of the volunteer population working in the organisation \((r=-.34)\), suggesting perhaps that women are less likely to be employed in managerial positions when larger volunteer populations are incorporated within NGBs, participation in voluntary organisations being generally disproportionately male (Central Statistical Office, 1991). Organisations employing managers of Afro-Caribbean or Asian extraction tended to employ fewer people from these ethnic groups \((r=-.75)\), to exhibit less specialisation \((r=-.31)\) and to be less involved in sports development \((r=-.38)\). By contrast employees from these ethnic groups were more likely to be found in organisations with a greater degree of specialisation \((r=.50)\).

The presentation of the table of correlation coefficients, however, may mask underlying relationships between particular sub-groups of organisations. For this reason, and to derive a taxonomy of NGBs, cluster analysis was undertaken, identifying organisational groups with homogeneous structural characteristics. A breakdown of the key characteristics of the clusters with the mean and the standard deviation is provided in table 5.2, and figure 5.1 illustrates the clusters scores in the variables used. All variables were standardised for the population of organisations as a whole, such that the mean for each variable is zero, and the standard deviation 1. Thus the means and standard deviations for each of the clusters may be easily compared with those of the population as a whole.
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<td>2.03</td>
<td>-.24</td>
<td>.11</td>
</tr>
<tr>
<td>Specialisation</td>
<td>-.07</td>
<td>.47</td>
<td>1.85</td>
<td>.33</td>
<td>-.64</td>
<td>.50</td>
</tr>
<tr>
<td>Environmental complexity</td>
<td>-.69</td>
<td>.93</td>
<td>.60</td>
<td>1.52</td>
<td>-.34</td>
<td>.81</td>
</tr>
<tr>
<td>No of events</td>
<td>.07</td>
<td>.77</td>
<td>.00</td>
<td>.80</td>
<td>-.81</td>
<td>1.39</td>
</tr>
<tr>
<td>Sports development</td>
<td>-.04</td>
<td>.76</td>
<td>.72</td>
<td>1.61</td>
<td>.14</td>
<td>1.23</td>
</tr>
<tr>
<td>Standardisation</td>
<td>.67</td>
<td>.78</td>
<td>-.02</td>
<td>.64</td>
<td>-.96</td>
<td>.00</td>
</tr>
<tr>
<td>Formality of objectives</td>
<td>.16</td>
<td>1.23</td>
<td>-.09</td>
<td>.45</td>
<td>-.37</td>
<td>.43</td>
</tr>
<tr>
<td>Centralisation</td>
<td>-.19</td>
<td>.34</td>
<td>.20</td>
<td>.62</td>
<td>-1.42</td>
<td>.00</td>
</tr>
</tbody>
</table>

Table 5.2: Mean and Standard Deviation of Structural and Contextual Variables (expressed as z-scores for total population).

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Figure 5.1: Comparisons of Means of Organisational Clusters

- Machine bureaucracy
- Professional bureaucracy
- Professionalised simple structure
- Typical simple structure
- Simple bureaucracy
- Specialised simple structure

Standardised statistical score for total sample

<table>
<thead>
<tr>
<th>Size</th>
<th>Volunteers</th>
<th>Age</th>
<th>Professionalisation</th>
<th>% Women in</th>
<th>% Men in</th>
<th>% Minority in</th>
<th>% Etnic minorities in</th>
<th>Specialisation</th>
<th>Environmental complexity</th>
<th>No of events</th>
<th>Development</th>
<th>Standardisation</th>
<th>Formality of objectives</th>
<th>Centralisation</th>
</tr>
</thead>
</table>
Cluster 1 contains the following 16 NGBs: The National Cricket Association, Tennis and Racquets Association, Petanque Association, RAC Motor Sports Association, British Sub Aqua Club, National Federation of Anglers, Eton Fives Association, Cyclists Touring Club, National Caving Association, English Women's Bowling Association, the Croquet Association, British Association of Paragliding Clubs, Amateur Fencing Association, Martial Arts Commission, British Cycling Federation and the English Bobsleigh Association. This cluster exhibits the structural configuration which conforms most closely to Mintzberg’s ideal type of machine bureaucracy. The complexity of the organisational environment in this cluster was fairly low, and there was a relatively high degree of standardisation. Organisations tended to be large, with some exceptions (Petanque, Eton Fives, Bobsleigh, and Martial Arts), and specialisation and centralisation were limited. The proportion of women in management positions in these organisations was also relatively low compared to the figures for other clusters and the size of the volunteer force was significant (though for both of these variables there was a greater variability than for the population as a whole, with standard deviations of 1.38 and 1.53 respectively). Thus this cluster seems to exhibit some of the classic features of traditionalist NGBs, with standardised work routines, relatively simple organisational environments, predominantly large volunteer work forces, and with traditional gender roles in management.

Cluster 2 contains seven NGBs: The Hockey Association, Amateur Rowing Association, British Water Ski Federation, British Korfball Association, British Mountaineering Council, Squash Rackets Association, and the British Ski Federation. This was the cluster which most closely resembled Mintzberg’s ideal type of professional bureaucracy. The cluster is dominated by established Olympic sports and outdoor pursuits (with korfball as a notable exception). This cluster contains predominantly larger organisations with higher levels of professionalisation together with higher levels of specialisation, and lower levels of standardisation and centralisation, which are consistent with greater professional autonomy. Although these organisations focused more on sports development than the population of NGBs as a whole, and operated in relatively complex environments, there was a high degree of variability in respect of these variables.
Cluster 3 contains 7 NGBs: The English Ski Council, English Basketball Association, Aircraft Owners and Pilots Association, BMX Association, British Cyclo Cross Association, British Federation of Sand and Land Yacht Clubs, and the National Rounders Association. These tended to be small, young, professionalised organisations operating with a low level of voluntary involvement, and a comparatively low emphasis on organisation of major events. Although they operated in simple environments they were relatively unbureaucratized, exhibiting little standardisation, specialisation and with formalised objectives. However, unlike Mintzberg's ideal type simple structure, centralisation was low, indicating, perhaps, professional's willingness, even in a simple organisational structure, to delegate responsibilities, albeit in limited fashion. Thus, this cluster reflected what was in effect a professionalised simple structure.

Cluster 4 contains eight organisations: The English Ladies Golf Association, British Surfing Association, British Crown Green Bowling Association, English Folk Dance and Song Society, Cricket Council, Bicycle Polo Association, Grand National Archery Society, and the Road Time Trials Association. These organisations were very small in terms of professional staff, though two of them, Ladies Golf, and Crown Green Bowls had very large organisational memberships. The organisations were similar to those of cluster 3, being small, with few volunteers, low specialisation and low standardisation. However, by contrast they tended to be older and events oriented (rather than sports development oriented) in their activities, and to be less professionalised. More significantly they exhibited a higher degree of centralisation, conforming to the configuration which Mintzberg terms the simple structure but which is here referred to as the 'typical' simple structure in order to differentiate it from the other simple structure clusters.

Cluster 5 contains five organisations: The English Indoor Bowling Association, British Gliding Association, British Microlight Aircraft Association, Amateur Boxing Association, and the Hurlingham Polo Association. These organisations exhibited low levels of professionalisation or specialisation, with high levels of centralisation of decision-making and standardisation of role. The focus of these organisations in terms of task was on organisation of events rather than on sports development. In addition though women were evident in management positions,
these organisations employed fewer women and workers from ethnic minorities, and operated with a low level of volunteers. Unlike Mintzberg's ideal type simple structure, there is a high degree of standardisation in these organisations, and they are perhaps, therefore, best described as a form of *simple bureaucracy* which Mintzberg identifies as a hybrid structure.

**Cluster 6** contains two organisations: The Health and Beauty Exercise Ltd., and the English Table Tennis Association. These organisations, though relatively small in terms of professional staff, and using few volunteers, exhibited some bureaucratic features such as standardisation, specialisation, and centralisation. They employed a higher proportion of women than any other cluster, but a smaller proportion of these occupied managerial positions. Perhaps the defining feature of this cluster, which is clearly also an example of simple structure, is the level of specialisation, which sets it apart from the simple bureaucracy. Thus this cluster was termed the *specialised simple structure*.

**Discussion**

The most striking feature to emerge from the clustering procedure is the preponderance of variations on the simple structure. This, however, is not surprising, in the sense that sports administration in a predominantly amateur set of sports has traditionally implied amateur or small scale management. Such management in relatively small organisations may implicitly rely on the flexibility which simple structures permit.

This single snap shot of structures and contexts in NGBs will invariably incorporate some organisations in transition from one type to another, or some which do not fit squarely into their typical model. Thus, variations of NGBs within the six types of the derived taxonomy, should be seen as just that, variations of a 'type', rather than as constituting a set of stable alternative organisational forms.

The following table 5.3 presents the constitution of the six types of configuration identified in the derived taxonomy. The names of the NGBs in each type are listed along with the total number of NGBs which cluster analysis placed in each configuration of the taxonomy.
<table>
<thead>
<tr>
<th>Cluster title</th>
<th>Cases in stage 1</th>
<th>Organisations in stage 1</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Professional Bureaucracy</strong></td>
<td>7</td>
<td>Hockey Association, Amateur Rowing Association, British Water Ski Federation, Squash Rackets Association, British Ski Federation, British Mountaineering Council, British Korfball Association</td>
</tr>
<tr>
<td><strong>Simple Bureaucracy</strong></td>
<td>5</td>
<td>English Indoor Bowling Association, British Microlight Aircraft Association, Amateur Boxing Association, British Gliding Association, Hurlingham Polo Association</td>
</tr>
<tr>
<td><strong>Specialised Simple Structure</strong></td>
<td>2</td>
<td>English Table Tennis Association, Health and Beauty Exercise Ltd.</td>
</tr>
</tbody>
</table>
Related literature suggests that among the conditions associated with variants of the simple structure is organisational age, or the stage of development. New organisations tend to reflect a simple structure because they have not had the time to elaborate an administrative structure. Most organisations, Mintzberg claims, pass through the simple structure in their formative years. Many small organisations, however, remain with the simple structure beyond this period. For them, informal communication is convenient and effective. Moreover, their small size may mean less repetition of work in the operating core, which means less standardisation. In the simple structure, decisions concerning strategy and operations are together centralised in the office of the chief executive. Centralisation has the important advantage of ensuring that strategic response reflects full knowledge of the operating core. It also favours flexibility and adaptability in strategic response. Nevertheless, the simple structure is also deemed to be the riskiest of structures, hinging on the health and whims often of one individual (Mintzberg, 1979). However, although the simple structure may be associated with a lack of standardisation, or of professionalisation, and higher levels of centralisation, the variants of simple structure identified in the study (with the exception of the cluster which was termed the 'typical' simple structure) depart from this ideal typical set of characteristics in one form or another. They exhibit features such as standardisation, reduced centralisation, or of specialisation. Thus these variants on the simple structure reflect some of the benefits of their compact size, while exhibiting characteristics which, superficially at least, appear dysfunctional.

The professionalised simple structure of cluster 3 exhibits a structure which enables professionals to use their expertise with autonomy in an unbureaucratic setting. Cluster 4 on the other hand differs from cluster 3 in that in a typical simple structure the authority is centralised around the chief executive. In addition its small size allows a low level of standardisation. Cluster 6 differs from the typical simple structure in that a specialised structure is found. The Health and Beauty Exercise Association is one of the two NGBs in this small cluster and in it the ‘sport development’ side of the NGB is run by specialist committees of volunteers. The structure of this organisation is reflected in the existence of many specialist committees which have responsibility for specific aspects of the sport. Finally, the simple bureaucracy reflects elements of both machine bureaucracy and of simple structure. It incorporates the flexibility of simple
structures, combining it with standardisation of certain tasks. This may represent organisations in transition to a more bureaucratic form, or simply organisations which seek some form of compromise between the strengths of both types. Further longitudinal and/or qualitative analysis will be required to evaluate this.

Although these clusters represented variations of simple structure it was not possible to identify any of the clusters as necessarily moving towards more developed organisational forms. Organisational documents reviewed indicated that some NGBs had plans to formalise their operations, usually in response to interaction with the Sports Council as a major grant aiding body, and in that sense might develop as 'nascent professional bureaucracies', while others gave little indication of impending change. Indeed the average ages of the 'typical' and the specialised simple structures and the simple bureaucracy were greater than those of the other clusters.

The six organisational clusters found in the data operate in a variety of environments. The organisational cluster operating in the most complex environment was that of the professional bureaucracy. Machine bureaucracies operated with the lowest level of environmental complexity, while the different types of simple structure fluctuated about the mean. Mintzberg (1979, 1981, 1994) argues that the more complex the environment in which an organisation operates the more likely it is that the structure will be an organic one. It is argued that in a stable environment, an organisation is better able to predict future conditions and so, all other things being equal, can more readily insulate its operating core and standardise its activities, establish rules, formalise work, plan actions or perhaps standardise its skills instead. But this relationship also extends beyond the operating core. In a highly stable environment, the whole organisation may take on the form of a protected, or undisturbed system, which can standardise its procedures from top to bottom.

One of the claims rehearsed in earlier chapters of the thesis is that sporting organisations in advanced industrial societies like Britain, are operating in an increasingly volatile social, economic and political environment. However, it is clear that complexity of environment does vary considerably between organisations and the dynamic nature of the environment in which some operate is by no means universal.

There are pressures placed on organisations to conform to specific organisational types, by the nature of the Sports Council grant-in-aid process. For example, although
simple structures will tend to exhibit less concern with formalised goals, objectives and processes, the Sports Council's Grant Assessment Panels evaluate the needs of NGBs on the basis of just such formalised planning. The preparation of such plans requires therefore some formalisation on the part of the organisation, and to a certain extent requires professionally qualified staff (e.g. financial managers may be required to develop cash flow projections and evaluate market development). Thus the requirement that the Sports Council be highly formalistic in its grant-aid decision making process (to ensure accountability for public money) may be in conflict with the flexibility of response implied in simple structures and 'required' by volatile environments. Mintzberg argues that greater external control of an organisation leads to a more centralised and formalised structure. His research data indicates that the two most effective means to control an organisation from the outside are i) to hold its most powerful decision maker - namely its chief executive officer - responsible for its actions, and ii) to impose clearly defined standards on it. The first centralises the structure; the second formalises it. Moreover, external control forces the organisation to be especially careful about its actions. Because it must justify its behaviour to outsiders, it tends to formalise it. The lack of autonomy means more power concentrated at the strategic apex, tighter personnel procedures, more regulated reporting, more planning and less adapting. In other words, centralisation of power at the societal level leads to centralisation of power at the organisational level, and to bureaucratisation in the use of that power. This process is, however, relatively new to the field and the impact of the formalisation of grant assessment procedures on NGB structures and processes may become more apparent as this system develops.

Interestingly female managers emerge most clearly in simple structures. It is in these types of organisation that traditional barriers evident in highly bureaucratised or professionalised career routes, are likely to be less evident. Those organisational clusters with a lower proportion of women in managerial roles, tended to have a higher proportion of women working at lower levels in the organisation. The position of managers from ethnic minorities is far less clear. Firstly the absolute number of such managers is considerably lower than those for women, and as a consequence small variations generate larger swings in normalised data; it is worth noting however, that managers from ethnic minorities are least evident in highly professionalised clusters.
Chapter 5 Organisational Structures and Contexts in the NGBs

The classification of clusters described here does not incorporate examples of either 'adhocracy' or of 'divisionalised structures'. Ad hoc structures are most closely associated with organisations that work on a project by project basis. Typically in such organisations non-hierarchical groups will address particular, relatively unique, problems, and propose solutions. Given that most NGBs face predominantly regular tasks -fund raising, organising events, courses, sports development systems and so on- the project based approach of ad hocracies is less likely to be evident, than in, for example, the work of sports management consultancies. Divisionalised structures are also not apparent in the sample of NGBs. Perhaps the single exception to this lack of divisionalised structures is the RAC, where administration of motor sport is simply one of the organisation's many functions rather than its primary task. However, the data obtained from this organisation related simply to the sports wing of the RAC, whose other interests include motor services and insurance. Hence only part of the RAC (one of its divisions) can be construed as a NGB.

Conclusion
In the previous section on questions informing the analysis, a number of tasks were addressed for this stage of the research. The first was to consider whether any distinction could be made between the organisational structures and processes adopted by NGBs for what might be described as traditional, collectivist sports, and for new individualistic sports. Secondly, the need was identified to derive a taxonomy of NGBs exploring their structural and contextual characteristics. Thirdly, as NGBs experience instability with possible reduction of public funding, the question of whether flexible, entrepreneurial approaches are evident in the sample was to be addressed. The discussion of the findings provides the basis for initial observations on these questions.

A clear point to emerge from examining the clusters identified, is that NGBs for both 'traditional' sport forms, and new, individualistic sport forms, are incorporated in virtually all clusters. There is no clear differentiation in the data between organisational, structural configurations for 'traditional', and 'new' or 'individualised' sports. These terms are only crudely defined but it is evident that whether NGBs are for sports which are low cost, new sports (e.g. Petanque Association), 'high tech' high
cost sports (e.g. Aircraft Owners and Pilots Association), or for 'exotic', high cost pursuits (e.g. English Bobsleigh Association, Hurlingham Polo Association), no distinctive organisational configurations are evident.

The cluster analysis undertaken to provide a taxonomy of NGBs identified a variety of simple structures in the sample. Six types of configuration were defined, some of which resembled Mintzberg's 'ideal' types in their configuration of structural and contextual elements. Another issue to highlight is that younger organisations are developing different organisational characteristics (unhampered, perhaps, by the weight of tradition). The data reported here reflect a snapshot of aspects of organisational life at a particular point in time, and cannot therefore hope to capture organisational processes. However, what is already apparent in organisational documents of the Sports Council and the NGBs is that pressures of low or declining membership, and therefore of low or declining economic base, are together with Sports Council reporting requirements, prompting a reaction from NGBs. It is perhaps, therefore, not the 'new' sports which are likely to be subject to pressures to restructure, so much as the old sports with a declining base. Thus, for example, the Amateur Boxing Association during the first stage of the research was considering forming itself into a limited company (Amateur Boxing Association, 1993), while Sports Council officers (meeting with Sports Council Officer from the Development Unit) and related publications (Sports Council, 1991; 1993b) underlined the need for such organisations to streamline their committee structure to make their organisations more flexible and responsive to the environment. How organisational agents perceive contextual elements and external environmental change and initiate/develop management processes to affect structure and/or reshape their own environment, can only be adequately explained if the nature of processes and contemporary internal figurations for each organisation are subject to detailed investigation. An examination of such processes can supplement the structural and contextual profiles obtained in stage one and provide explanations on organisational change. This development of the research project is performed in the second empirical stage which is reported in the following chapter.
CHAPTER 6
MANAGEMENT PROCESSES AND ASPECTS OF ORGANISATIONAL CHANGE IN THE BRITISH NGBs OF SPORT

Introduction
The first stage of the analysis reported in chapter 5 involved identifying homogeneous groups of NGBs employing cluster analysis of structural and contextual features of such organisations. The second stage of the research, reported in this chapter, involves analysis of in-depth interviews with Chief Executive Officers (or their equivalent) from a range of NGBs drawn from the six organisational clusters identified. The interviews sought to establish respondents' explanations of significant organisational processes and procedures, and of organisational change. The second stage of the project progresses beyond the cluster analysis of organisations identifying not simply structural features of organisations and their contexts, but also clarifying how agency reproduces these features and how these act as context and resources for subsequent action.

Functions of this aspect of the research were to enrich the structural and contextual analysis of the taxonomy of NGBs with qualitative data in three ways. Firstly, the nature of management processes (e.g. strategic management, decision making, performance measurement and management of human resources) which were initiated and/or performed by organisational agents in each configuration was identified. Secondly, the effect(s) of these processes in altering or sustaining structural features were explored. Thirdly, following configurationalist assumptions that 'ideal' type organisations achieve a fit between elements, the consonance between management processes identified in stage 2 and the structural and contextual characteristics of configurations in the derived taxonomy was evaluated.

The variables investigated in this part of the study describe the ways in which key agents perceive organisations to operate and develop. The organisational structure
represents both context and outcome of organisational processes - decided upon by organisational agents - and it is anticipated therefore that structure and process variables will co-vary. For example, one would expect within an organisation exhibiting the structural characteristics of Mintzberg's professional bureaucracy, that recruitment policies would place greater emphasis on formal, professional qualifications than on the personal qualities of the individual to be recruited, whereas in simple structures the reverse might be anticipated.

The process variables identified and evaluated in interviews were derived principally from theoretical frameworks in organisational theory (Hall, 1982; Mintzberg, 1983) and from a review of empirical studies such as those of National Sport Organisations in Canada (Frisby, 1985; Morrow et al., 1992).

Mintzberg (1979, 1981, 1983) argues that there is likely to be an isomorphic relationship between the structure, context, and managerial processes within an organisation, such that where an organisation deviates from one of a number of ideal typical forms which he identifies, there is likely to be a dissonance between structural features and management processes which will inevitably generate strains or tensions within the organisation, militating against the organisation's ability to achieve strategic goals. Notwithstanding difficulties such as equifinality (where organisations with very different characteristics, operating in similar environments, achieve very similar levels of performance), and acknowledging the existence of competing sets of strategic goals within organisations, the second stage of the research also seeks to establish the level of consonance between the structural features identified and the process features anticipated by Mintzberg's typology. Given the structural characteristics of the identified organisational clusters, a number of hypotheses were drawn relating to the anticipated process characteristics of the clusters. These are discussed in detail at the analysis of findings section.

The aim of this stage in the research then was to explore processes taking place, to establish whether the nature of managerial processes varied between and/or within clusters due to the effect of the agency of individuals involved, and to evaluate whether such processes are consonant with the accounts of processes within ideal structural configurations promoted by Mintzberg (1983). Furthermore, aspects of organisational change were investigated to test views and hypotheses elaborated in
chapter 2 about the ways in which NGBs developed or are expected to, given the greater environmental changes which they face.

Sample Selection and Methodology

The sample of organisations to be incorporated in this stage of the analysis was selected in the following way. Forty five NGBs were included in the first stage of the analysis. These represented the organisations recognised by the Sports Council which had responded positively to requests to participate in the first stage of the study. Having clustered NGBs in homogeneous groups, organisations were selected from within clusters of the taxonomy for further analysis on the basis of variation and of representing cases in each of the clusters where more than one organisation was to be incorporated (e.g. female only as well as male or dual sex sports; individual and team sports; olympic sports and recreational sports). By incorporating variation in the selection of the sample it was intended to minimise any organisational similarities deriving from the similar nature of sports represented.

The size of the clusters of the taxonomy and the numbers of organisations which were incorporated in the second stage are cited in table 6.1.

<table>
<thead>
<tr>
<th>Cluster title</th>
<th>No. in cluster</th>
<th>No. interviewed in stage 2</th>
<th>Names of Organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Machine Bureaucracy</td>
<td>16</td>
<td>4</td>
<td>National Cricket Association</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>National Federation of Anglers</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>RAC Motor Sports Association</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Amateur Fencing Association</td>
</tr>
<tr>
<td>Professional Bureaucracy</td>
<td>7</td>
<td>2</td>
<td>Amateur Rowing Association</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Squash Rackets Association</td>
</tr>
<tr>
<td>Professionalised Simple Structure</td>
<td>7</td>
<td>2</td>
<td>English Ski Council</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>English Basketball Association</td>
</tr>
<tr>
<td>Typical Simple Structure</td>
<td>8</td>
<td>3</td>
<td>English Folk Dance &amp; Song Society</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>English Ladies Golf Association</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>British Crown Green Bowling Association</td>
</tr>
<tr>
<td>Simple Bureaucracy</td>
<td>5</td>
<td>2</td>
<td>Amateur Boxing Association</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>British Gliding Association</td>
</tr>
<tr>
<td>Specialised Simple Structure</td>
<td>2</td>
<td>1</td>
<td>Health &amp; Beauty Exercise Ltd.</td>
</tr>
</tbody>
</table>
Given that the focus of this stage in the research was on qualitative analysis of explanations of the management processes adopted within these organisations and organisational change, semi-structured interviews were adopted as the major research tool. Chief Executive Officers (CEO) or their equivalent from the initial sample were approached to take part in interviews and fourteen interviews were conducted. These lasted between one and two hours and were tape recorded, with selective transcription of responses relating to the key concepts listed below provided in appendix 2.

The interviews focused on management processes and organisational changes, and enabled the researcher to explore the meanings given to these variables from the perspectives of the CEOs in the NGBs. They provided detailed information about a smaller number of cases than those investigated in stage one of the study and this in effect reduces the ability to draw general conclusions for all NGBs on the variables investigated. Reliability of data, in terms of obtaining frank and honest responses was pursued by underlining the academic research orientation of the investigation and the promise that the data would only be used for these purposes. Semi-structured interviews, according to Frankfort and Nachmias (1992), are suitable for investigations where interviewees have been involved in the particular experiences under study, and when the respondents’ experiences of the situations are sought. During the interviews the researcher tried to explain and clarify questions which were misunderstood, while avoiding wording them in such a way that may lead the interviewee to particular answers. As regards data analysis an identification of important themes and essential features of the responses was sought. Following Patton (1990), data organisation and interpretation was achieved by a three stage process: i) data reduction to meaningful and concise points, ii) data display in organised charts reporting responses of each NGB, and iii) data interpretation where comparisons between NGBs were made, interrelationships among variables identified, and conclusions drawn.

Operationalisation of Concepts

The interviews generated data relating to CEOs’ perceptions of management processes rather than direct observation by the researcher within the organisation itself, and this must be recognised as a characteristic feature of the data. Nevertheless, respondents
were often able to point to substantiating materials (in, for example, organisational documents) to support their claims and the interviewer was thoroughly briefed in relation to the history, structure and modus operandi of the organisation prior to interview, so that anomalies identified during the interview might be explored and accounted for.

The investigated variables included the following:

(1) **Management of human resources**

Three elements of human resource management provided the focus for this element of the interview:

- the professional background of the organisation's employees at various management levels;
- the recruitment processes and the significance of qualifications in employee selection;
- employee remuneration in the form of the existence of developed employee welfare policies and salary levels in comparison with the Sports Council advised norms for this area of work;
- the existence of an equal opportunities policy.

(2) **Management style**

The focus here was on whether a specific management style had been consciously fostered within the organisation, or whether 'emergent' management styles could be identified by the respondent as characterising the way the organisational management was experienced.

(3) **The Setting of Organisational Goals and Performance Measurement**

The information sought in respect of this variable related to:

- whether goals were formally set;
- whether goals were systematically monitored;
- whether the organisation was successful in securing the professional, volunteer and material resources necessary to operate effectively.

(4) **Strategic Management and Decision-making**

This area of questioning sought to establish:

- whether a forward plan had been established;
- who was involved in strategic decision-making;
Chapter 6 Management Processes and Change in the NGBs

- whether strategic decisions were made by reference to the forward plan;
- the nature of the relationship between elected officials and managers/administrators in terms of strategic decision making and the construction of the forward plan.

(5) Locus of Decision Making in the Organisation

This was assessed by reference to:

- assessment of who were the most influential figures in strategic decision-making generally and more specifically by reference to influence in budgetary decision-making.

(6) Organisational Change

The nature and direction of change was evaluated by reference to:

- the size of membership and number of employees;
- the structure of the organisation;
- the management style;
- the financial turnover of the organisation.

(7) Effects of the External Environment

Chief Executive Officers' perceptions of the effects of the external environment were gauged by reference to:

- questions concerning the opportunities and threats facing the organisation generally;
- questions referring to the potential impact of Compulsory Competitive Tendering and Local Management of Schools. The former relates to the legal requirement to open up the management of local authority and Sports Council owned facilitates to competition from commercial management, such that commercial management companies might bid to manage public facilities more cheaply or more effectively than public sector management has done. The latter refers to the passing over of responsibility for school-based facilities to school governors rather than retaining them in the control of local government. This implies a reduced emphasis given to community use of school based facilities;
- discussion of the effects of recession as well as the relationships with the Local Government and the effect of for example the increasing business rates.
(8) Funding, Financial Resources and Resource Dependence

This area of questioning sought to establish the relative strength of the organisation in relation to its ability to attract funding.

- Specifically the interviews sought to establish the level of funding obtained from the Sports Council, from sponsorship and from membership fees and whether or not this had been growing or declining;
- and thereby to establish the level of dependency on external resources exhibited by the organisation.

Analysis of Findings

Discussion of the findings in this section will treat each of the clusters identified in turn. In each case a brief outline of the structural and contextual characteristics of the cluster will be followed by an outline of the process characteristics anticipated for the organisations of the cluster investigated in this second stage of the research. This will be followed by a description of the actual findings for processes, external environment, and organisational change variables in each of the organisations investigated within the cluster, with a final concluding discussion on a) the nature of the fit between anticipated and actual findings and b) the interaction of processes and structures. Table 6.2 provides a summary of the characteristics of the organisational clusters in respect of the investigated variables. Such listings of the cluster profiles enable a comparison among the six types. More detailed accounts of the recorded data are found in appendix 2 and include tables reporting the data gathered for all NGBs in each cluster.

Cluster 1 Machine Bureaucracy

The structural and contextual features of organisations of this type were as follows. NGBs tended to be large, with some exceptions, and specialisation and centralisation were limited. Thus this cluster seemed to exhibit some of the classic features of traditionalist NGBs, with standardised work routines, relatively simple organisational environments, predominantly large volunteer work forces, and with traditional gender roles in management.
The process characteristics anticipated for this cluster were those associated with classic bureaucracy. Management of human resources in such organisations is deemed to be traditionalist, with no emphasis on recruitment of those with specific professional qualifications, and given the lack of professional autonomy within such organisations, lower salary levels were also anticipated. Equal opportunities policies may exist in such organisations but they are unlikely to be pursued with vigour unless they are formally incorporated in recruitment goals. Strategic decision making in such organisations is likely to be weak given that there is a concern in bureaucracies with operational, rather than strategic, decisions. Thus decision making in the organisation is highly centralised, and the management style adopted will be based on a formal 'supervisory' approach to management, perhaps incorporating management by objectives (predominantly operational objectives). Such organisations are likely to be able to survive most comfortably in a stable environment, and to be resistant to organisational change (Mintzberg, 1979, 1981; Mintzberg and Quinn, 1992).

There were four NGBs from this cluster whose Chief Executive Officers were interviewed: the National Cricket Association, the National Federation of Anglers, the Royal Automobile Club (RAC) Motor Sports Association Ltd. and the Amateur Fencing Association.

The National Cricket Association had tended to recruit staff with a sporting background though not one specific to cricket. This organisation was seldom active in the employment market, but when it was, appropriate 'attitudes' rather than specific professional qualifications were significant in decisions on recruitment. The Association was formally an equal opportunities employer, but traditional gender roles were clearly evident within the organisation. Salaries ranged within the Sports Council scale which, it was argued, was relatively low in relation to salary levels of comparable organisations, and this NGB was having difficulty attracting professional resources because of low salaries and poor career prospects. The organisation thus relied heavily on volunteer resources at regional and national levels, whose work had to be co-ordinated and whose involvement had to be secured. Difficulties in regional co-ordination and in communicating with members and clubs were seen as representing an organisational weakness.
The Chief Executive Officer had experience and qualifications in management but his own management style was not incorporated in organisational documents and there was not a formally acknowledged management style adopted by the organisation. The organisation did, however, exhibit a strong business orientation with a heavy emphasis on financial health. Decision making within the National Cricket Association was centralised. The management committee set goals which were monitored by development officers, national coaches and the volunteer executive. In addition management goals were monitored through the annual report procedure to the Sports Council. The executive committee made overall policy and the elected board translated this into specific goals which were used by the paid administrators in constructing the organisation's forward plan. Strategic management decision making was undertaken by the Chief Executive Officer in consultation with the chairperson, and though such decisions were often made by specific reference to the forward plan, the Chief Executive Officer argued that he and the chairperson were clearly the most influential individuals in the work of the Association.

The size of the National Cricket Association had grown steadily both in terms of membership and staff employed, and it had regionalised its structure in order to deal with size expansion. Nevertheless, despite this growth, recession had affected the turnover in membership. The Association's financial position was such that it could not rely solely on membership payments to meet its needs. Sponsorship had been relatively easily attracted because of the size of membership and the position of cricket as a major sport, and the Association was in receipt of a Sports Council grant, though the Chief Executive Officer argued that the organisation was by no means grant dependent.

The remaining three NGBs whose Chief Executive Officers were interviewed provided relatively similar accounts of their organisations. The major differences, however, are cited below. The RAC Motor Sports Association Ltd. was the only one of the four interviewed in this cluster which could afford to pay high salaries to their staff. As the Chief Executive Officer stated: "we now offer salaries which are the equivalent of those of the commercial world". In addition, the organisation had decentralised its structure to allow a more flexible form of team work. Its activities were approximately 50 per cent financed by membership fees.
In direct contrast to the RAC Motor Sports Association all major decision making in the National Federation of Anglers was done at the annual conference of its members, while the National Executive Council was the most powerful body which decided, for example, on the budget. This organisation was able to adjust membership fees to cover anticipated costs, and even paid its volunteers whenever an event was staged where additional staff were needed. Technical expertise within this organisation clearly lay outside the paid employees, with committees of elected members and volunteers providing technical support and even commissioning research where necessary. Thus greater technical knowledge often used for legitimating the power and influence of professionals was clearly absent in this case, strengthening the position of the political apex of the organisation.

In contrast to the other three organisations the Amateur Fencing Association had difficulties in attracting sponsorship funding, while also suffering from a declining Sports Council grant. One could argue that given lower levels of funding, such organisations will tend to lack the staff capacity to pursue sponsorship energetically.

The analysis of the findings from the interviews of Chief Executive Officers from NGBs of this cluster showed considerable consistency with Mintzberg’s description of the procedural characteristics of machine bureaucracies. There is significant flow of authority from the strategic apex while the operating core is responsible for the routine, formalised work of the organisation with little discretion. Strategic decision making is a top down process with the strategic apex being able to take a general perspective. The apex at the top tier of the organisation makes strategy while the operating core implements it. Although forward plans may be required by the Sports Council, weak use is made of such plans. Detailed operational organisational goals may be set centrally, involving the top tier (the organisational apex) with the elected board formally exercising greatest influence in this process. Nevertheless there are some significant qualifications to be made. The CEO of the RAC Motor Sports Association for example, greatly affected decision making at the board level. As he noted:

"On paper it looks as if all the proposals for change come through the volunteer bodies but I provide an executive to each of these specialist committees...so we are quite influential in providing information, giving advice and even sometimes leading the committees."

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The Association was also in the process of developing a structure more akin to that of professionalised bureaucracy, with aspects of decentralisation already in train. This movement perhaps reflects the technical expertise which resides with the professional officers of the organisation, legitimating their greater influence over organisational decisions.

Of the four organisations considered here, three appeared to operate in relatively stable financial environments, despite the reduction of Sports Council funding. The Amateur Fencing Association, however, because of its size and the lack of readily available alternative funding sources, seems likely to have to develop a more flexible organisational form consistent with a more entrepreneurial style of management, if it is to survive in its hostile environment.

Cluster 2 Professional Bureaucracy
The structural and contextual features of this cluster were as follows. The cluster contained predominantly larger organisations with higher levels of professionalisation together with higher levels of specialisation, and lower levels of standardisation and centralisation, which were consistent with greater professional autonomy. Although organisations in the cluster focused more on sports development than the population of NGBs as a whole, and operated in relatively complex environments, there was a significant variation in respect of these variables.

The process characteristics anticipated for this cluster follow from its professionalised and bureaucratised nature. In relation to management of human resources, emphasis is placed in recruitment on professional qualifications rather than personal qualities, with attendant higher salary levels, welfare provision and equal opportunities policies. Goal setting and monitoring is undertaken in such organisations, but strategic decision making, it is anticipated, will draw on the professional expertise available at various levels in the organisation, and forward planning will provide an overall context for decision making allowing professional autonomy in the development of specific goals. Management style is expected to be more open in this type of organisation, with the strategic apex of the organisation seeking to establish a collegial atmosphere, and power is likely to be more diffuse than in machine bureaucracies (Mintzberg, 1979, 1981; Mintzberg and Quinn, 1992).
relationship of paid officials with elected members is also likely to show greater influence on the part of the professionals by virtue of their professionally legitimated expertise, than is the case in the previous cluster.

There were two NGBs from this cluster whose senior officers were interviewed: the Amateur Rowing Association and the Squash Rackets Association. In the Amateur Rowing Association most employees who had been recruited for non-technical posts did not have a rowing, but rather a general sporting, background. Enthusiasm and appropriate professional experience were seen as essential characteristics of employees, and salaries were slightly above those suggested by the Sports Council with a pension scheme also available to employees. The organisation had been successful in attracting professionally qualified staff, but volunteer resources in terms of organisers and officials were scarce especially in the South of England. An equal opportunities policy was in operation and women held senior positions in the organisation. The Association also sought to provide equal sporting opportunities for both sexes.

The Amateur Rowing Association did not employ the formal line management approach of traditional bureaucracies, but rather engendered a collective responsibility and authority. The organisation had eliminated the post of chief executive for financial reasons and operated with shared responsibility at the top tier of management. Thus a participative management style emerged, which seemed to operate to the satisfaction of the professional officers involved, giving trust and responsibility to a wider range of individuals. As the Amateur Rowing Association Officer suggested: “In a small association there is no need for a formal structure to keep track of people”. However, even though the Association did not have a Chief Executive Officer at the time of the interview it was still assumed that one would be employed eventually.

The production of a forward plan had been a time consuming exercise, but one which had been regarded as worthwhile within the organisation, providing some strategic vision. In their routine work the plan was rarely referred to by officers who worked within the philosophy, if not the detail of the plan. The goals of the Amateur Rowing Association were incorporated in the forward plan but monitoring was restricted to informal assessment with the exception of the financial goals which were formally monitored.
Although the most influential individuals in the organisation were identified as the Senior Administrative Officer and the members of the elected Executive, once the budget was set departmental heads had considerable autonomy over the allocation of the budget. There was also tension between professionals and members in the form of a conflict of vision as to what should be offered to members as part of their membership benefits and to what should be made available to members only after additional payment. As the Senior Administrative Officer put it:

"I am trying to develop services that I can sell to members which they would choose to buy. Rather than putting up fees which are compulsory, I am trying to sell services - such as a pack for club safety officers - which members and clubs would want to buy. When I put this to the Executive Committee which consists of elected volunteer members, some people argued: No! We should not be making them pay for that. That is the service we should be providing because it is to do with safety. So there is some opposition to the idea that we should actually be making money out of services. However, NGBs now have to find ways of marketing their services. As the Sports Council grant is declining, that is the only way in which we can get that extra money basically."

The Amateur Rowing Association had an increasing number of members with a stable number of employees and had undergone some committee constitution changes though these were not fundamental changes and were aimed at getting more people involved in meetings. In addition the introduction of rowing ergometers in schools seems to have promoted additional interest in rowing, and represented a new market the Association could develop. The Association did face some difficulties and in particular there was a desperate need for affordable water for rowing. Compulsory competitive tendering had also affected the Association since the national centre of excellence for this sport was in effect to be run by a company whose financial goals may limit the benefits of the centre to the Association in a number of ways.

The recession had affected the Association particularly in the form of lost sponsorship which companies no longer provided. The Association's Sports Council grant was also declining steadily in real terms, and money was often 'ring fenced' for particular projects. Membership fees had increased gradually to match inflation and to contribute to the covering of additional costs, and those no longer met from other sources. The shift towards a more commercial approach which was the response to the financial position of the Association generated some negative reaction on the part of volunteers.
The Squash Rackets Association had a slightly different profile in terms of process variables evaluated. Strategic management decision making, for example, was primarily undertaken by the executive committee though only after consultation with the organisation's professionals and the Chief Executive Officer. There had been some problems in respect of the Chief Executive Officer’s role and this individual was released from his contract on the day of the interview. The next most senior professional employee, the Senior Administrative Officer reporting directly to the CEO, was therefore approached and interviewed. In addition to problems related to the CEO’s role, the Association was facing some financial difficulties, and was experiencing a decline in the numbers of courts nationally as some of these were being converted for use as fitness studios which were likely to generate higher incomes. Many squash clubs had also closed down during the previous two years, and sponsorship had been restricted to events activities and clothing only.

The Squash Rackets Association had also undergone recent fundamental organisational change. An amalgamation with the Women’s Squash Association took place in 1989 which had allowed the incorporation of employees from both male and female organisations. Nevertheless there had been some redundancies and these had been noticeably more prevalent among the women working for the former Women’s Squash Association (Ashton, 1992). The number of members and committees had also decreased, and the interviewee argued that the current understaffing of the Association was also a significant weakness.

The organisation had also undergone a significant change in management style. The new Chief Executive Officer appointed after amalgamation had been preceded by a Chief Executive Officer whose management experience had been gained in the armed forces, and who had focused predominantly on the internal operation of the organisation. His successor who left the organisation on the day of the interview had adopted much more of an external focus on the relations of the organisation with the external environment, being much less involved with internal administration. There appears to have been a dissonance between the new Chief Executive Officer’s view of his role and the expectations of the professionals within the organisation that he would be dealing with more internal administration. Professional autonomy in dealing with external bodies may have been stifled by the management style and the exclusively
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<tr>
<td><strong>Management of Human Resources</strong></td>
<td>NCA**</td>
<td>ARA**</td>
<td>ESC**</td>
<td>ELGA**</td>
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<td>HBE**</td>
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<td>Staff with a sports background. Formal equal opportunities policy but traditional gender roles. Sports Council scale salaries. Difficulty in attracting professional resources. Heavy reliance on volunteers.</td>
<td>Staff with a sports background and professional experience. Formal equal opportunities policy with women in senior positions. Salaries above Sports Council scale. Scarce volunteer resources.</td>
<td>Staff with a sports background and professional qualifications. No formal equal opportunities policy but it existed. Salaries below Sports Council scale. Heavy reliance on volunteers.</td>
<td>Staff with background and interest in golf. No equal opportunities policy, ladies only. Salaries much lower than Sports Council scale. Heavy reliance on volunteers who had more expertise than the professionals.</td>
<td>Staff with sports background and relevant qualifications. No equal opportunities policy. Salaries in line with those proposed by Sports Council. No heavy reliance on volunteers.</td>
<td></td>
<td>Sport specific background necessary. No equal opportunities policy. Only one male professional, the secretary, appointed in the 60's for keeping the books. Salaries in line with Sports Council scale. Predominantly volunteers working for the organisation.</td>
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<td><strong>Management Style</strong></td>
<td>Not formally acknowledged, not incorporated in Organisational documents</td>
<td>Collective responsibility and authority. Eliminated the CEO post, operated with shared responsibility at the top tier of management.</td>
<td>Reactive management style. Little knowledge about formal management.</td>
<td>Repetitive management style, standard set of tasks the timing of which is dictated by the sports season.</td>
<td>Emergent management style, responsive rather than proactive, meeting only expressed demands of members.</td>
<td>Management undertaken by committees of volunteers. Formalised management through committees.</td>
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<td><strong>Organisational Goals and Performance Measurement</strong></td>
<td>The management committee sets goals which are monitored by development officers, national coaches and the volunteer executive. Management goals monitored through the annual report procedure to the Sports Council.</td>
<td>The goals were incorporated in the forward plan but monitoring was restricted to informal assessment with the exception of financial goals which were formally monitored.</td>
<td>Organisational goals were set only for sports performance. Monitoring of goals was perceived as separate from managerial activity, and monitoring was fragmented and sporadic in nature.</td>
<td>The Council drew the organisational sports related goals. Management goals were checked against the forward plan by the CEO without further reference to the Council.</td>
<td>The goals were set separately by the Chairperson of each volunteer committee. Monitoring of goals achievement was done through meetings of each committee.</td>
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<td>Strategic Management and Decision Making</td>
<td>Organisational Changes</td>
<td>Organisational Environment</td>
<td>Organisational Funding and Resource Dependence</td>
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<td>Strong business orientation with heavy emphasis on financial health. Executive Committee made overall policy, the elected board translated this into goals.</td>
<td>Growth of size of members and staff. Introduced a regionalised structure to deal with size expansion.</td>
<td>Recession effects on membership.</td>
<td>Membership funds were not enough so sponsorship was sought and easily attracted. By no means Sports Council grant dependent.</td>
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<td>Strategy drawn after consultation with and participation of top management. Forward plan provided strategic vision but officers worked within its philosophy rather than its detail.</td>
<td>Growth of size of members but stable number of employees. Committee constitution changes were made to involve more people in meetings.</td>
<td>Potential new market after introduction of gyms in schools. CCT threat as management of national centre was out to tender.</td>
<td>Membership fees increased. Loss of sponsorship. Shift towards more commercial approach. Decline of Sports Council grant.</td>
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<td>The executive committee with a population of 30 decided on strategy and took strategic decisions, while the management committee executed them.</td>
<td>Declining size of employees, volunteers and members. Decisions to delegate more to administrative staff and decentralise decision making.</td>
<td>Previously used facilities were being bought by commercial companies. Recession hit to an expensive sport.</td>
<td>Decline of Sports Council grant.</td>
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<td>Strategic decision making was done at the meeting of the Association's Council and was therefore slow. Annual reports did not consider future developments but only ongoing projects.</td>
<td>Stable number of employees, members increasing steadily.</td>
<td>Land diversification legislation meant an increase of facilities.</td>
<td>Due to inflation the organisation had to increase membership fees. Sponsorship was not strong. The organisation received no grant from the Sports Council and was financially strong.</td>
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<td>Strategic management decision making was undertaken by the council of the Association, following committee discussions.</td>
<td>Stable number of employees and members. The change of Chairman meant greater freedom for the CEO.</td>
<td>Shrinking of volunteer base. Real need for more air space to be accessible.</td>
<td>Had to increase membership fees to meet running costs. Minimal sponsorship. The Sports Council grant decreased and was becoming project oriented.</td>
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<td>Strategy defined by the Council which met every four years. The committees implemented strategy decisions made by the Council.</td>
<td>Committee Chairpersons who sat at the Council were most able to influence decision making.</td>
<td>Challenge posed by the aerobics fashion through loss of market.</td>
<td>Membership fees were increased. Difficulties were faced in attracting sponsorship and the Sports Council grant had declined.</td>
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* Tables reporting the process variables for all NGB in each cluster are included in appendix 2.
** The data included in the description of these organisational clusters was drawn from a representative NGB.
external focus adopted by the new Chief Executive Officer. Power in decision-making was identified as residing formally with the chairman, the executive committee and the Chief Executive Officer, indicating a greater centralisation than is normally associated with a professional bureaucracy. However, in practice the events surrounding the departure of the Chief Executive Officer demonstrate that although he had formal power, the professionals within the organisation could collectively win through in power struggles.

Within this cluster, findings in respect of process variables were largely those anticipated. Professionals occupied relatively privileged positions within such organisations and there were relatively few planning and control systems to inhibit professional autonomy. Two factors or events illustrate the collegial power of the professionals in relation to the strategic apex of the organisation. The first is the fact that the Amateur Rowing Association could operate effectively, to the evident satisfaction of its professionals, without a chief executive officer. The second was the failure of the Chief Executive Officer in the case of the Squash Rackets Association to survive in the light of opposition on the part of the organisation's professionals to his own management style. The relative power of professionals in relation to both administrators (employees without key technical expertise) and elected members of the organisation, is an important characteristic of this cluster.

Cluster 3 Professionalised Simple Structure
The structural and contextual features of the organisations in this cluster were as follows. They tended to be small, young, professionalised organisations operating with a low level of voluntary involvement, and a comparatively low emphasis on organisation of major events. Although they operated in simple environments they were relatively unbureaucratised, exhibiting little standardisation, specialisation and with formalised objectives. However, unlike Mintzberg's ideal type simple structure, centralisation was low.

Process features anticipated in this cluster incorporate aspects of the unbureaucratised simple structure together with some aspects of professionalisation. Thus in terms of management of human resources, emphasis on professional qualifications in recruitment is anticipated but, because of the relatively small size of
such organisations, salaries may be smaller, with little emphasis on welfare provision or formal equal opportunities policy. The management style and approach to strategic decision making are likely to reflect a participative orientation, seeking to make use of the professional expertise which exists within the organisation. The exercise of power is likely to be decentralised, with professional involvement in strategic decisions, rather than simply residing with the Chief Executive Officer and elected members. The emphasis given to strategic plans in simple structures is low though professional influence enhances the likelihood of developing a serious approach to development of strategic planning. Detailed goal setting and monitoring however are less likely to be evident in this type of decentralised and ‘unbureaucratised’ structure.

There were two NGBs whose Chief Executive Officers were interviewed from this cluster: the English Ski Council and the English Basketball Association. In the English Ski Council, employees in technical posts had a skiing background, as expected, while the administrative staff had a general sporting background. In terms of recruitment of personnel, no qualifications were specified as essential though a proportion of the staff were professionally qualified, the salaries were not competitive and indeed were less than those proposed by the Sports Council. Only senior staff were incorporated within the organisation's pension scheme.

The Chief Executive Officer who had formerly been a lawyer and therefore held a professional law qualification, admitted to knowing little about formal management and indeed confessed to feeling overburdened with the volume of tasks the organisation imposed on her. Goal setting was not well structured, and was mainly done through the forward plan though there was no real monitoring of achievement of goals. Indeed there was no strict correspondence between what was in the forward plan and what was actually done. The executive committee with a population of thirty people decided on strategy and took strategic decisions, while the management committee simply executed decisions made.

There was no written equal opportunities policy in terms of employment, but the English Ski Council discriminated in favour of women especially in alpine skiing where “there was a feminist streak” (Chief Executive Officer of English Ski Council) and this policy was perpetuated by attracting people with similar beliefs into the English Ski
Council. It was also claimed that there was positive discrimination for those with disabilities.

The Council lacked professional resources for marketing, public relations and accounting, relying on volunteers who were increasingly hard to attract. The organisation faced difficulties also in terms of the diminishing availability of facilities, with many being bought by commercial companies, and from the changing climate with reduced snowfall. The size of the organisation in terms of employees and of membership was declining. The introduction of a core curriculum meant reduced opportunities for skiing in schools. Being an expensive sport skiing was affected by the recession and sponsorship had declined and tended to be oriented towards events. The Sports Council's grant to the English Ski Council had also declined considerably and membership fees, and income from competitors and instructors, represented the main income sources.

In an attempt to arrest decline a new coaching committee had been introduced, and efforts were made to delegate to administrative staff, decentralising decision making. Nevertheless, there was only limited autonomy agreed by management, and lack of money and the size of the executive committee militated against flexible decision making.

The interview with the Chief Executive Officer of the English Basketball Association showed some stark contrasts between the Association and the English Ski Council. Unlike the English Ski Council the English Basketball Association was led by a Chief Executive Officer with a relevant professional qualification, a postgraduate degree in business administration. Professional qualifications were required for certain posts and salaries were more competitive especially at the secretarial level.

The Chief Executive Officer also had relative autonomy to take strategic decisions and decided on what should be on the agenda of meetings with the executive and honorary members. The forward plan was integrated into management decision making and was not just written for the benefit of the Sports Council. There was an equal opportunities policy formally adopted by the association and an increase of the number of women participants within the sport was also a goal. Additional senior management staff were being recruited at the time of the interview, and this was likely to strengthen the professional resources of the Association.
In contrast to the position of skiers, facilities available to basketball players were not declining. The organisation itself was also growing in terms the numbers of both employees and members. At the same time the number of committees had diminished. The imminent appointment of an office manager who would take up the running of the Association and would allow the Chief Executive Officer to concentrate on strategic issues was likely to affect the style of management employed by the organisation.

Financially the organisation was stable. The Sports Council grant had even recently been increased, and the in house mail order merchandising sales department aided the Association considerably. As the Chief Executive Officer explained, income from such sales was “like having an additional sponsor”. When asked about the autonomy of departmental heads over the budget, the Chief Executive Officer responded that “if they collect their arguments and use them wisely, they will influence me to approve the spend”. Evidently, power and influence was concentrated at the Chief Executive Officer level. He was appointed 18 months prior to the interview and had introduced significant physical, managerial and cultural changes. As he explained:

“....I soon realised the attitudinal limitations of the staff. When I proposed physical changes in the layout of the headquarters... to knock walls down and to have open spaces, people did not like it. We are talking about a shifting power, a shifting authority and that is very difficult to bring about. I was taking people into the unknown. A lot of my work has been interpersonal. It has been to do with my credibility and people’s trust. When you say to people I am going to move your desk from here to there they become threatened. That is a human reaction.

My management style is all about empowerment. It is about making people feel involved. Now every member of staff in this building - I know because I asked them in their appraisals - likes the changes that I have made. No change of systems - the way we administer things - happened. The change has only been physical but there was resistance. I did things like physically walking the whole group around the building and saying to them, this is how it will look if you take this wall down and stand at this angle.

Our next thrust for the following four years is to get the regions organised. And that is where most of my efforts are going to be focused. I spend a lot of time on the road going to evening meetings of regional activists and basically just evangelising. We hope to be the No 1 indoor sport in the UK by the year 2000. This is our mission and it needs to be shared.

One of the things I have to do is that the mission does not become a one man’s business; because there is no guarantee a) I may get another job offer b) I may step under a bus. A number of things may happen to me. So it is almost certain that come the year 2000 I will not be the CEO. I am already thinking that I have to set the job so that other people can carry on... and be the visionary...be the missionary. The management creed I follow is ‘creating excellence’: It is vision, versatility, patience, focus, insight and sensitivity. Vision clearly... as you need a goal. Versatility... you have got to turn threats into opportunities. Patience... you have got to be a long term player. None of this can happen overnight. As for focus, it is my belief that one of the things
that managers are not good at doing is distinguishing the important from the urgent. Now the urgent tends to take over from the important. I am constantly trying to keep the urgent off my desk and deal with the important. The insight is the ability to make the right decision. That is a judgement thing really; and sensitivity because we are dealing with people. This is my road to excellence. In those few words this is my management. In time, there will be more to it of course... obviously team work and participation will have to be further developed”.

Although located in the same cluster, these two organisations contrasted in their circumstances and managerial styles. Both employed well qualified staff, but in the case of the English Ski Council, qualifications and experience of those employed were not necessarily directly relevant to the post held. The management of the English Ski Council experienced freedom from bureaucratic control with the forward planning exercise not being treated as providing rigid guidelines, but it perhaps lacked the professional resources to capitalise on this freedom. The English Basketball Association, by contrast, enjoyed leadership from a professionally well qualified Chief Executive Officer. This individual appeared to exert considerable influence both in respect of elected members (he controlled the agendas of meetings) and in relation to his own departmental heads (he controlled their budget). Decentralisation within this organisation was therefore limited in that it predominantly extended only as far as the Chief Executive from the Executive Committee. Nevertheless the organisation had been sufficiently entrepreneurial in its operation to generate substantial mail order sales, and had been sufficiently professional to impress the Sports Council, which, the Chief Executive Officer claimed, had actually increased the Association's grant against the trend of general reductions in grant aid. Plans to routinise the office management systems of the Association with a new appointment reflect attempts to delegate authority and a move towards the professionalised bureaucracy of the previous cluster. It seems likely that this organisation represents a simple structure in transition.

Cluster 4 Typical Simple Structure

The structural and contextual features of organisations in this cluster were similar to those of cluster 3, being small, with few volunteers, low specialisation and low standardisation. However, by contrast they tended to be younger, and events oriented (rather than sports development oriented) in their activities, and to be less professionalised. More significantly they exhibited a higher degree of centralisation,
conforming to the configuration which Mintzberg terms the simple structure but which we have referred to as the 'typical' simple structure in order to differentiate it from the other simple structure clusters.

The process characteristics anticipated for organisations in this cluster reflect the uncomplicated, unprofessionalised structures in which they are located. In terms of management of human resources, emphasis is placed in recruitment on personal qualities rather than professional qualifications. Salary levels are generally low, in keeping with the small size of such organisations and the lack of professional expertise anticipated. Similarly welfare provision is likely to be minimal and equal opportunities policies absent. Strategic management and decision making are likely to be undertaken at the apex of the organisation either by dominant Chief Executive Officers or by elected members on executive committees. Management style is likely to be directive with little opportunity for consultation or involvement of those lower down the organisation. The development of forward plans in such organisations is likely to be limited with less emphasis on goal setting and monitoring than is the case in more complex structures which deal with more complex environments (Mintzberg, 1979, 1981; Mintzberg and Quinn, 1992).

There were three NGBs from this cluster whose Chief Executive Officers were interviewed: the English Ladies Golf Association, the English Folk Dance and Song Society and the British Crown Green Bowling Association. The English Ladies Golf Association generally employed staff with a background and interest in golf. Qualifications were not seen as essential but experience counted as an asset. Salaries were also much lower than the proposed by the Sports Council. The nature of tasks within this association was rather repetitive, with a standard set of tasks, the timing of which was dictated by the sports season. Prior to the Sports Council's request for a forward plan, the Association had not set any formal goals and even at the time of the interview perceived goals solely in terms of sports performance: "we want our teams to win every event" (Secretary of the English Ladies Golf Association). The monitoring of the goals was also perceived to be separate from managerial activity, and monitoring was rather fragmented and sporadic in nature.

Strategy formulation in the English Ladies Golf Association was undertaken by the volunteer committees and this constitutes a significant difference from the typical
simple structure with the autocratic leader. The forward plan exercise was not prosecuted with any vigour since the Association did not receive any direct funding from the Sports Council. Strategic management decision making was particularly slow in the Association since it was principally done at the meeting of the Association’s Council, thus one of the positive features of the simple structure, its ability to allow rapid response to threats or opportunities was negated by the slowness of decision making. The annual report reflected the lack of a planning orientation, in that it failed to consider future developments and covered only ongoing projects.

Equal opportunities policies did not exist in this organisation. The English Ladies Golf Association was a ladies only body, and the secretary felt that it would be difficult to send a male to organise a female event. The Association was satisfied with the personnel resources available to it. The talents and experience of volunteers available were considerable, such that much of the organisation’s real expertise lay with the volunteers rather than with paid employees.

The Association enjoyed a comfortable position in respect of material resources, with a positive financial situation, and an increasing number of courses planned or under construction. The Association had a stable number of employees and membership was increasing steadily, despite the relatively high cost of golf and the effects of the recession. The Association received no direct funding from the Sports Council. Sponsorship was not strong and the Secretary actually argued that sponsors did not get value for money. However, the Association had been able to increase membership fees to keep up with inflation and boost the organisational resources. Thus although the interviewee was able to highlight the organisation’s weakness in respect of business planning, the Association was financially very strong.

The situation in the English Folk Dance and Song Society was rather different, though as with the English Ladies Golf Association, the committee of elected members was very influential and the management group had limited operational powers. In fact the Society had been badly affected by overpopulated committees which would “drag their heels” severely, delaying decisions. This NGB, it was argued, did not recruit professionals because it could not afford to pay appropriate rates. There was no formal equal opportunities policy, no pension scheme and staff were not reimbursed for long working hours.
Unlike the English Ladies Golf Association the situation faced by the Society was threatening. There was a lack of available facilities throughout the country, and compulsory competitive tendering and local management of schools threatened to make this situation worse. Indeed, many of the Society's activities were staged in-house at the headquarters in London. Membership had gone into a steady decline and the Sports Council grant had been seriously reduced, becoming predominantly project oriented, while the Society had been unsuccessful in attracting sponsorship. The Society's Secretary was, however, unwilling to recommend an increase in fees since senior citizens, who were already badly affected by the recession, represented a significant proportion of the membership, and this group was in fact requesting reductions. The number of employees retained by the Society had fallen, as the organisation's fortunes had declined. However, a recent shift in management style was evident since a new Secretary had taken up post, introducing a more business oriented approach within the organisation.

The British Crown Green Bowling Association had recently amalgamated with the ladies NGB and this had positive benefits, such as, better decision making as regards the laws of the game. The Association had enough money to sustain its activities in the future but there was a lack of facilities all over the country, with some greens being lost to developers as publicly owned park land was sold off. It was impossible at the time of the interview to estimate the number of members nation-wide, but membership size was considerable and this had proved attractive to potential sponsors. In addition the Association had been pressed by the Sports Council to increase marginally its already very low membership fee and although this provoked considerable dissatisfaction on the part of members, the potential increase in revenue was considerable.

The organisations reviewed here shared the key characteristic of power concentrated at the strategic apex. However, in contrast to Mintzberg's ideal typical simple structure, where power may be focused in a single figure, often an owner-manager, the apex in this case was constituted by the senior elected members of the NGB. Thus one of the benefits of the simple structure, flexibility to respond quickly to changing circumstances, was lost to these NGBs. Not surprisingly the two NGBs which operated in stable environments, at least in financial terms, were able to live...
with this difficulty more comfortably. The third NGB, the English Folk Song and Dance Society, however faced severe problems, and it is not surprising therefore, that this organisation was seeking to adopt a new management style, and to streamline its structures in a bid to avoid further deterioration of its position. It appears ironic that the two NGBs which were 'flourishing' were doing so despite their inability to develop quick decision making. The organisation in decline has had to begin moves to a more typical version of the simple structure.

**Cluster 5 Simple Bureaucracy**

Organisations in this cluster exhibited low levels of professionalisation or specialisation, with high levels of centralisation of decision-making and standardisation of role. The focus of these organisations in terms of task was on organisation of events rather than on sports development. In addition though women were evident in management positions, these organisations employed fewer women and workers from ethnic minorities, and operated with a low level of volunteers. Unlike Mintzberg's ideal typical simple structure, there was a high degree of standardisation in such organisations.

The process characteristics anticipated for this cluster are derived from its definition as a simple structure incorporating standardised tasks. Thus as with other simple structures low wages and a small emphasis on qualifications in recruitment, welfare provision, or on formal equal opportunities policies are expected. Although strategic planning is minimal, operational goals may be defined and monitored, principally to foster political accountability to elected executives. Thus management style is likely to reflect a supervisory orientation, with elected executives playing a key role in supervision of paid employees. Decision making in such organisations is likely to be concentrated at the apex of the organisation (Mintzberg, 1979, 1981; Mintzberg and Quinn, 1992). One of the advantages of simple structure, its flexibility of response to changing environments, is thus likely to be undermined by the routinisation of work implied in standardised tasks.

The two NGBs from this cluster whose Secretaries were interviewed (the Chief Executive Officer's post did not exist for these NGBs), were the British Gliding Association (BGA) and the Amateur Boxing Association (ABA). Employees of the
British Gliding Association had a general background in sport, with those in technical positions having a background in gliding. The association had been fairly static in terms of recruitment but employed applicants with relevant qualifications. There was a pension scheme and salaries were low, though in line with those proposed by the Sports Council. The Association had been successful in attracting those with technical expertise on the job market and did not have an equal opportunities policy.

There was no formal management style but an emergent style was evident which was defined by the Secretary as responsive rather than proactive, seeking to meet the expressed demands of members. Forward planning and the setting of goals were first introduced as a response to Sports Council demands, though financial health still constituted the main goal of this Association.

Strategic management decision making was undertaken by the Council of the Association, following committee discussion. The forward plan reflected the strategic decisions which the British Gliding Association Council took and management's goals could thus be checked against the plan without further reference to the Council. Within these guidelines the Secretary of the Association was given a relatively free hand to run things. Decision making was thus highly centralised at the level of the Secretary in this organisation.

Volunteer populations had begun to shrink as volunteers began to view their responsibilities as ultimately those of the paid staff. The Association also suffered from a real need for more air space to be made accessible. Nevertheless the Association enjoyed a stable level of membership, and of employed staff. Management styles within the organisation had changed to some degree with the advent of a new Chairman who was less interventionist than his predecessor, leaving greater freedom to the Secretary. The most influential individuals in the organisation were thought to be the Secretary, the Chairperson and the two national coaches for the British Gliding Association. The Chief Executive Officer in particular was able to exercise considerable influence through the budgetary process, since his approval was required before departmental budgets could be submitted to the Council.

Sports Council grant aid had decreased in real terms, and had become project oriented. Sponsorship was minimal as well, and the Association had increased
membership fees to meet running costs. Nevertheless the Association remained financially relatively strong.

The Amateur Boxing Association in contrast to the Gliding Association was experiencing severe financial difficulties. The Association was short of money, lacking in facilities and had a declining membership. With encouragement from the Sports Council the Amateur Boxing Association was seeking to acquire the status of a limited company, with a view to developing an entrepreneurial management style as a route to economic survival. Financial health constituted the main goal of the Amateur Boxing Association and it was checked monthly by the finance committee. As the Secretary argued:

“We have got a problem with the Sports Council. They get public money and they want to see it spent properly. They told us that there is a problem with our structure. That it is too big and unwieldy. They also asked where the finance was going...... They thought that the administration was too top heavy and too much money was spent into it. That is why they are encouraging us to appoint an administrator who they are prepared to pay for. An administrator who will have continuity and stay with us for some time. We had a CEO in the past and he ended up being dismissed. I always maintained that somebody like a CEO should be here (at the association) running the show. That person still had his finger in the European scene as president of the European Boxing Association and was never here. He did not spend enough time here and that is something that has got to be laid down when we talk about terms of reference for the job - which the Sports Council obviously wants to be involved in - and we do appoint the administrator. We will specify that the candidate can hold no post on International Bodies. I never liked the word CEO. I do not think that we need one. Such a post covers so many items. What we need is an administrator and I see his position (in the new structure) on the board as a director of administration.”

The bureaucratic system of accountability of the Secretary to the Association's Council had stifled managerial action. He felt that whenever he had taken something to the Council to seek support, there was likely to be disappointment: “I have a meeting and take one step forward, I take it to the Council and I make two steps back”. He hoped that after the transition to a company their forward plan would include plans to develop scope for managerial action as well as sports development activity.

The private management of Crystal Palace was deemed by the Secretary to have adversely affected the Amateur Boxing Association as had local management of schools, which was seen as having reduced access to school premises for the practice of the sport and for training. The recession had also affected the availability of sponsorship and the Association had actually recently lost its sponsor. However,
despite its financial problems, the Amateur Boxing Association was facing some opposition from member clubs to proposals to increase the membership fees.

In keeping with the bureaucratic nature of this cluster, management staff in both organisations were concerned almost exclusively with operational requirements, rather than with strategic needs. The routinised responsibilities of these NGBs appear to have sapped their managerial resources, which in the case of the Amateur Boxing Association were virtually limited to the Secretary of the Association who was the only management member of staff and was working part-time. Resources were also focused on the transition to a limited company which was imminent at the time of the interview. The energies of the management of the Gliding Association were also taken up in responding to the demands of its members. Thus in both cases little space remained for the development of a strategic perspective on the needs of the organisation. As a consequence the Amateur Boxing Association in particular was facing grave difficulties. A traditional working class image had militated against sponsorship opportunities, and with the decline of Sports Council financial support, there was a real need for the organisation to develop a strategy to ensure its own survival. The intention that the Association should become a limited company and should recruit a full-time professionally qualified Chief Executive Officer was the solution derived, implying a shift away from this organisational type.

Cluster 6 Specialised Simple Structure

The two organisations in this cluster, though relatively small in terms of professional staff, and using few volunteers, exhibited the bureaucratic feature of increased specialisation. They employed a higher proportion of women than any other cluster, but a smaller proportion of these occupied senior management positions. Perhaps the defining structural feature of this cluster, which is clearly also a type of simple structure, is the level of specialisation, which sets it apart from the bureaucratised simple structure. Thus the process characteristics anticipated for this cluster are those associated with the typical simple structure except that increased task specialisation implies increased committee involvement in the running of the organisation.

There was one NGB from this cluster, Health and Beauty Exercise Ltd., whose Senior Administrative Officer was interviewed (there was no Chief Executive Officer).
Those working within the organisation were predominantly volunteers and consequently had a sport specific background. The organisation was relatively static in terms of numbers of employees and was rarely active in the employment market. There was no pension scheme and salaries were in line with those proposed by the Sports Council. Asked about any welfare provision, she replied: “We have a first aid box... but no company car and no pension scheme”. Although the organisation was run by women for women, the only exception to this was the Secretary who “was appointed in the sixties as it was felt then that women could not deal with finance and accounting”.

The management was undertaken largely by a range of committees of volunteers. Goals were set separately by the Chairperson of each committee which met to monitor progress in respect of these goals.

“There is not one person responsible for the management. The Council has the ultimate responsibility and it consists of elected members. The Council consists of volunteers who meet every four years to decide on overall policy, while the committees implement policy decisions made by the Council. The Chairperson of each committee sits on the chairman of committees committee which pulls everything together and reports to the Council. It also contributes to the forward plan which is assembled, and approved by the Council. Strategic management decision making is thus carried out on a committee basis, sanctioned every four years by the Council.”

In the past membership had declined with competition from the yoga NGB, but at the time of the interview membership had been picking up. There had also been an increase in the number of committees and the “family business management style” of the past was no longer in practise. However the organisation was aware of the challenge posed by aerobics and had sought to counter by diversifying into this field of activity.

The Health and Beauty Exercise Ltd. grant from the Sports Council had declined and the organisation had some difficulty in attracting sponsorship since membership of the organisation was not large enough to interest sponsors.

The most powerful individuals were the committee chairpersons who sat in the Council and were most able to influence that body. They also exercised considerable autonomy over the budget which each committee submitted to the finance committee, fostering the tendency towards specialisation.

Health and Beauty Exercise Ltd. exhibited specialisation largely through its loosely confederated committee structure, with committees operating virtually as separate
organisations. Co-ordination across specialised committee interests represents a major problem for organisations of this type which subsequently have difficulty in constructing corporate strategic responses to major organisational problems.

Discussion and Conclusion

The analysis and interpretation of the data discussed above leads to a number of conclusions as regards the nature of management processes, effects of human agency, and directions of organisational change in NGBs. It should be noted however, that these conclusions are drawn based on the accounts of processes and changes as perceived by CEOs. Additional accounts of the investigated variables by other members of the organisation have not been collected. Claims of representing the plurality of organisational constituents perceptions can not therefore be made.

Four key points emerge from the discussion of the management processes and organisational change evident in each of the structural configurations of British NGBs. The first is that there is a fairly strong fit between the process characteristics in each cluster and those which were anticipated. In effect the qualitative data derived from interviews with key personnel flesh out the detail of organisational activity to go with the bones of structural detail provided by the cluster analysis, and this indirectly confirms the strength of the structural analysis.

The second point to stress is that although each of the organisations described here broadly conforms to type, the desirability of conforming to a particular cluster or configuration varies depending on the particular circumstances of the given NGB. Taking one of the clusters to illustrate this point, three organisations were reviewed which were drawn from the Typical Simple Structure, the English Ladies Golf Association, the British Crown Green Bowling Association, and the English Folk Dance and Song Society. The first two of these organisations were operating successfully in their own terms, in the mode of a typical simple structure with low emphasis on professionalism and associated strategic planning and entrepreneurial activity. The English Folk Dance and Song Society by contrast, with a smaller and declining membership and experiencing a deteriorating financial position was faced with considerable pressures to professionalise its operation. Another example can be
drawn from the NGBs characterised as simple bureaucracies. The Secretary of the British Gliding Association was given a free hand to ‘run things’ while the Secretary of the Amateur Boxing Association was faced by a rather different situation as regards strategic management whereby the Council made the actual decisions and as he said: “I am just here to implement them.”

The third point to emphasise is that a review of these organisations does not reveal any sense of a 'unidirectional drift'. There are strong pressures, fostered in particular by the Sports Council, for organisations to conform to certain professional standards (in both sports development and business management), to certain bureaucratic standards of accountability, and to a more entrepreneurial management in this sector. These pressures are imparted, for example, by the requirement of the Sports Council to produce forward plans, and where it is part-funding administrators posts, by their influence on recruitment policy. In addition the Sports Council’s policy of moving away from block grants to NGBs and toward project funding is also a stimulus to a more entrepreneurial approach. Nevertheless, notwithstanding these pressures which tend to push some organisations towards the pattern of professional bureaucracy, other organisations are embedded in their own structural configuration, satisficing if not optimising in terms of numbers of members, financial security, and services to membership. Thus, it would seem clear that describing organisational change in the NGB sector as a generalised drift towards bureaucracies run by professionals would be mistaken.

Finally, the culturally specific nature of the NGB world should be stressed in any account of the structures and processes of management in this field. The dominance of different forms of simple structure reflects the amateur ethos of traditional sports administration. The prevalence of the management of NGBs by committees of volunteers is one which has specific implications for these organisations. Thus, in the case of simple structures, one of the advantages claimed for this configuration in management theory is that of responsiveness, particularly in simple and dynamic environments. However, although power may be focused at the organisational apex in such organisations (its elected council may be all powerful) nevertheless, as has been indicated, getting swift decisions through councils or executive committees is often extremely problematic. In other words the simple structure in the NGB world may be a
rather different phenomenon from the simple structure in certain sectors of the business world. The discussion of processes and structures is therefore to be seen as culturally specific, first to the NGB sector and second to Britain. With the internationalisation of New Right ideology and market liberalism in the late 1980s and early 1990s there is a temptation to assume an inevitable convergence in cultural, political and business phenomena. However, even in the British context an explanation of organisational development cannot ignore the cultural specificity of the NGB sector and its history.

The third stage of the research project, which is reported in the following chapter, seeks to identify aspects of this cultural specificity by examining the plurality of organisational views on effectiveness as these are held by internal and external constituents. The research conducted that follows therefore, is based on a multiple constituency approach to measuring organisational effectiveness employing a number of effectiveness models as these have been incorporated in related sport organisation studies and organisation theory literature. The configurational approach to analysis was also carried forward as the effectiveness levels of the various organisational types were evaluated and compared.
CHAPTER 7

CONCEPTS AND PERCEPTIONS OF ORGANISATIONAL EFFECTIVENESS IN THE BRITISH NGBs OF SPORT

Introduction

The third stage of the research, which is reported in this chapter, aimed to examine the concepts of organisational effectiveness employed by different groups within the NGBs. This 'multiple constituency' approach to understanding effectiveness evaluated both the different concepts of effectiveness which might be said to exist within, as well as the differential evaluations of effectiveness of, specific organisations which are held by those who make up the various constituencies within those organisations (Cameron and Whetten, 1983). Furthermore, the perceived effectiveness levels of the organisational types within the derived taxonomy were examined.

The different concepts of organisational effectiveness employed in the study, in effect treated as dependent variables, were organised in terms of four models. These were as follows:

- a goals model (in which the effectiveness of organisations was to be evaluated against the achievement of formal goals);
- a systems model (in which the effectiveness of the organisation is evaluated by reference to its ability to attract inputs of human and financial resources, process throughputs, and achieve outputs);
- a structures and processes model (in which the effectiveness of the organisation is evaluated by reference to the relationship between the structure of the organisation and the way in which work is organised);
• a social model (in which the organisation's effectiveness in reproducing staff resources is evaluated by reference to welfare policies, the existence of good working relationships, levels of job satisfaction etc.).

These models do not necessarily imply discrete or mutually incompatible criteria for evaluation, but reflect different, if related, approaches to organisational evaluation. The different constituencies within the NGBs were conceptualised by grouping respondents in the following manner:

• by employee work status (professional or volunteer) and
• by level of seniority (senior, middle and junior management).

The categorisation of these constituencies along two dimensions generated (2 by 3) six types of constituency. It was important to include the professional/volunteer dichotomy since as has been suggested in chapters 2 and 6 a major problem faced by NGBs is the conflicting orientations between professional and volunteer staff. Such conflicting orientations, if any, should result in differing perceptions of the NGB effectiveness. Similarly, the inclusion of the management level status (senior/middle/junior) is justified because of the differential power and decision making authority extended to these management levels. Various positions within the greater organisational hierarchy are associated with different view points on phenomena and not rarely opposing interests. These differential interests could affect the orientations and perceptions of staff from these management levels. In order to identify the way in which effectiveness was conceptualised in each of the constituencies, and how the effectiveness of the specific organisations was perceived, respondents were asked

(a) to indicate their perceptions on which criteria are important in evaluating the effectiveness of an organisation and

(b) to evaluate the performance of the NGB for which they work on the basis of criteria derived from the goals model, systems model, structural and processual model, and the social model of organisational effectiveness.

Thus with four models of effectiveness, being evaluated in terms of their importance as criteria for assessment and used to evaluate the performance of particular NGBs, this rendered eight dependent variables, four reflecting the priority of importance accorded to models, and four reflecting the evaluation of organisational performance.
In addition to these dependent variables, the perceptions on NGB effectiveness held by Liaison Officers of the Sports Council of Great Britain were investigated. Officers liaising with each of the NGBs surveyed were asked to report their perceptions of how the particular NGB had performed in terms of goal achievement, effectiveness of structures and processes, effectiveness of systems, welfare provision, and elements of performance related to the NGB's forward plan (these plans are required by the Sports Council for grant aid purposes and have to demonstrate feasibility of the NGBs proposals, evidence of the need for financial support, and accurate costings in annual budgets). The Sports Council fits the notion of an external constituent eminently since it is a major provider of resources to each of the investigated NGBs. Also the Liaison Officers' assessment of each NGB would be a useful measure since part of it is based on 'objective' measures related to the forward plan. For the purposes of this study the concepts of effectiveness held by Sports Council Liaison Officers were not investigated. However, it is conceivable that NGB constituents may not share the Sports Council's views on what constitutes NGB effectiveness.

Sports Organisations and Organisational Effectiveness

Evidence of effectiveness is required in most investigations of organisational phenomena. The need to demonstrate that one structure, reward system, culture or decision making system is better in some way than another, makes the notion of effectiveness a central empirical issue. Individuals or parent organisations are continually faced with the need to make judgements about the effectiveness of organisations. However, literature on the effectiveness of sports organisations is relatively limited, with the exception of work carried out by a number of researchers operating predominantly from Canadian institutions whose work is reviewed later in this section.

Typical of the early work which sought to address the nature of organisational effectiveness, was that of Price (1968) who defined it as the degree of goal attainment in an organisation. Thus, according to Price, to determine effectiveness one must identify organisational goals and subsequently assess the organisation's
accomplishments relative to these goals. This approach, which focuses on outcomes has, however, been seen as problematic for a number of reasons. First, outcomes may be achieved despite, rather than because of organisational efforts. Second, the locus of control in respect of desired outcomes may lie outside of the organisation. Third, outcomes or goals may not be formally identified, or may be differentially valued within the organisation.

The first of these criticisms underpins the open systems approach to organisations. Open systems theorists argue that the effectiveness of an organisation should be evaluated by reference not simply to outputs, but by reference to the organisation's ability to efficiently convert inputs (largely human and financial resources) via efficient treatment of such resources or throughputs, to achieve desired outcomes. The open systems explanation expands on the biological metaphor of an organism with an internally differentiated and integrated structure, which is interdependent with its environment for information and energy. Miller (1978) and Katz and Kahn (1966, 1978) provide classic accounts based on this model whereby organisations do not have simple goals but must be evaluated in terms of the elaboration of the system itself.

The decision process model is a related account in which organisations are viewed as primarily information processing and decision making entities. The characteristics of these information and decision making processes are described as the foremost determinants and indicators of effectiveness. This model encompasses work in organisational theory (e.g. March and Simon, 1958) and in social psychology (Likert, 1967; Vroom and Yetton, 1973).

The second of the criticisms of the goals model of effectiveness reflects the rationale for the population ecology approach, and to a degree also the notion of resource dependency of organisations. Resource dependence approaches to organisational evaluation define organisational effectiveness by reference to the organisation's ability to continue to attract sufficient resources for organisational development and renewal. The resource dependence model argues that the prime determinants of the behaviour of organisations are their attempts to control their external environment so as to secure those resources which are most critical to the organisation's survival and growth. These behaviours are enacted by organisational members but the primary source of motivation comes not from the maintenance or
development of the organisation's internal system but from the organisation's reactions to the external environment (Pfeffer and Salancik, 1978; Pfeffer, 1981).

The population ecology perspective suggests that the environment determines which types of organisations will survive and which will not, and that the actions of individuals and organisations are relatively weak determinants of effectiveness. Certain species of organisations will grow to fill a particular niche and will decline accordingly when the demand for that particular type of organisation diminishes (Hannah and Freedman, 1988). This theoretical perspective helps to set a context within which the effectiveness of a particular organisation might be analysed but does little to explain the fate of a particular organisation in a given niche (Young, 1988).

The third type of criticism is related to the approaches to understanding of organisational effectiveness premised on analysis of interests and power. Denison (1990), for example, refers to the notion of stakeholders which reflects the diversity of interests among relevant parties in an organisation, since the various constituents in an organisation may define differing forms of organisational effectiveness. Similarly postmodernist accounts of organisations point to the competing, and frequently mutually contradictory, rationalities which exist within the power arena in which decisions about organisational behaviour take place (Gergen, 1992).

To summarise then on the basis of the criticisms outlined, goals of organisations may not exist, or at best may tell only part of the story; different groups of organisational actors may adhere more or less closely to formal goals; and there is therefore a need to establish who subscribes to goals, who values them and so on. Organisational effectiveness is related to the efficiency of the organisation in seeking and obtaining inputs and converting these into appropriate outputs. Such an approach will require the adoption of appropriate structures and organisational processes, and will also require the effective reproduction of human resources. Thus the four models operationalised in this study take the form of a focus on goals, systems, structures and processes, and social elements of the organisation.

This synthesising approach to evaluating the nature of effectiveness is supported in the literature by Cameron and Whetten (1983) who attempt to compare and synthesise a range of models of effectiveness to be found in the literature and conclude that universalistic propositions linking a set of variables to effectiveness can never be
known because the meaning of the dependent variable (effectiveness) continually changes. Depending on the model of organisational effectiveness being used, the relationships may disappear, become irrelevant or reverse themselves (Cameron and Whetten, 1983).

The fact that there is no agreed conception of an organisation has contributed to the proliferation of models of organisational effectiveness. Depending on which conceptualisation is accepted, an entirely different set of criteria of effectiveness provide the focus of attention for the organisation. To give priority to one over other models would perhaps be appropriate in the case of prescriptive management theory, but not in the case of an heuristic account of organisational effectiveness.

If one explores the concept of organisational effectiveness and how this has been defined in studies of sport organisations, four studies can be taken as representative of this work. Frisby (1986) defines effectiveness by incorporating both the goals model and the systems model of effectiveness. She suggests that the two models may be complementary methods of measuring the concept of organisational effectiveness (even though they are most often viewed as being alternative approaches in the literature) since, in her study, there is a positive relationship between sports organisations scores on the two models.

Papadimitriou (1993, 1994) adopts the multiple constituency approach to evaluating effectiveness in Greek sports federations. In her study she seeks to identify measures and meanings of effectiveness as perceived by a number of internal and external constituents. Her findings confirm the theoretical adequacy of the multiple constituency approach by revealing statistically significant differences in the effectiveness ratings of the constituent groups surveyed.

Chelladurai, Szyszlo and Haggerty (1987) in a study of effectiveness of National Sport Organisations in Canada, review the systems model, while in a subsequent piece of research, Chelladurai and Haggerty (1991) introduce the multiple constituency approach and suggest that it is important to distinguish this approach from the goals, system resources and process models of effectiveness. The use of the other models suggests that an organisation should be evaluated on one of the following dimensions of effectiveness: productivity, resource acquisition, or internal processes. The multiple constituency model envisions the differential evaluation of an organisation by different
constituents on one or more dimensions of effectiveness. Thus, the analysis of constituencies focuses on who evaluates rather than on what should be evaluated. Chelladurai and Haggerty suggest that if organisations are viewed as open systems, it becomes evident that these three approaches (goals, systems and process) are interrelated; that is insofar as each model emphasises one element in the input-throughput-output cycle of an organisational system, they are likely to be correlated. Chelladurai and Haggerty's study followed Evan's (1976) point that to appraise effectiveness of an organisation with the aid of systems theory one must measure its performance with respect to all four systemic processes (input, throughput, output and feedback mechanisms) as well as their interrelationships. Their study of National Sports Organisations followed the systemic approach that treats the three models of effectiveness as individual dimensions within a larger, system based model of effectiveness.

The research presented here develops this work on sports organisations, extending analysis to the context of British NGBs, and adding the further dimension of evaluations of organisations' effectiveness by external assessors (Sports Council Liaison Officers), as well as incorporating structural and processual and social models of effectiveness in addition to goals and systems models.

Hypotheses

Four hypotheses were formulated to inform the analysis. These were as follows:

1. The relationship between the work status of the NGB respondent and the dependent variables

Professionals and volunteers from the organisations under study will score differently both in terms of the way they perceive the importance of particular models of effectiveness, and also in terms of their evaluation of the actual performance of their own NGB along each of these dimensions.

The rationale here is based on the argument that these two groups within the governing bodies may come from different backgrounds (volunteers with a background in the sport as an activity, professionals with a background in sports...
administration) and have a different relationship to the organisation (since professionals are employees). It is therefore hypothesised that they will hold different views as to what constitutes effectiveness and how effective their organisation is.

**II. The relationship between the management level of the NGB respondent and the dependent variables**

Employees at the senior, middle and junior management levels from the organisations under study will score differently both in terms of the way they perceive the importance of particular models of effectiveness, and also in terms of their evaluation of the actual performance of their NGB along each of these dimensions.

Respondents from different managerial strata are expected to differ in their perceptions of organisational effectiveness. Those in senior positions may be expected to value models of effectiveness based on goals more highly than their junior or middle management counterparts. Those in junior management positions may be expected to value the social model of effectiveness more highly. In addition, it is anticipated that the actual effectiveness of the particular NGB will be perceived differently by people at various positions within the organisation.

**III. The relationship between the organisational cluster from which the NGB respondent is drawn and the dependent variables**

Respondents from different organisational clusters will score differently both in terms of the way they perceive the importance of particular models of effectiveness, and also in terms of their actual performance along each of these dimensions.

There are a number of anticipated differences here. For example, the nature of the structure of machine bureaucracies may foster a higher commitment to procedures and processes, which are emphasised in the structural and processual model. Staff from machine bureaucracies may therefore evaluate their organisations more favourably along this dimension, while varieties of simple structure with a lesser emphasis on procedures would be expected to score less highly along this dimension.
(IV) The relationship between the organisational cluster to which the NGB belongs, and the Sports Council officers’ evaluation of the performance of the NGB.

NGBs from different organisational clusters will score differently in terms of the way Sports Council officers perceive their performance according to each of the models of effectiveness.

This hypothesis reflects the Sports Council preference for a particular structural configuration which is related to professionalising the approach of NGBs to their management. Thus we would expect to see the performance of professionalised structures more highly rated by Sports Council officers.

Methods of Evaluation of Hypotheses

For the purposes of the analysis of the data, investigations were pursued of the effect of independent variables like work status, management level and organisational cluster on the dependent variables of the goals, structures and processes, systems and social model of effectiveness as it is anticipated that the two types of variables may influence one another. An interaction is when the effect of one variable is not the same under all the conditions of the other variable. Whether these effects are statistically significant can only be determined by testing them with multivariate analysis of variance and covariance tests. One of the main advantages of multiple factorial designs, other than the study of interaction effects, is that they provide a more sensitive or powerful statistical test of the effect of the factors than designs which investigate just one factor at a time.

A multiple measures design was utilised in this part of the research as organisational effectiveness was examined in more than one dependent or criterion measure. The advantage being that such a design enables the researcher to find out how restricted or widespread a particular effect may be. Another advantage is that although groups may not differ on individual measures they do so when a number of related individual measures are examined jointly. Bryman (1990) claims that analysing dependent measures together reduces the probability of making Type 1 errors (deciding there is a difference when there is none) when making a number of
comparisons and provides the researcher with a more sensitive measure of the effects of the independent variables. The output of such a test reports the significance of the independent variable on the dependent variable and when more than one independent variable is employed, their two, three etc. way interaction effect on the dependent variable. Furthermore, the F statistic value is provided which indicates the significance of the interactive effects. When a significant interactive effect was identified, the related variables were further analysed, using the one-way analysis of variance to compare the means of the dependent variables, namely, the organisational effectiveness models, on the various factors (work status, management level etc.). The output from these tests provided the F ratio, which is the between-group mean square divided by the within-group one and indicates the existence of statistical significance (Cramer, 1994).

Operationalisation of Concepts

The key concepts to be operationalised in this element of the study were the eight dependent variables, the four models of effectiveness (in terms of both the priority or importance accorded to them by respondents, and of the respondent's evaluation of the actual performance of their own organisation for each of these models), together with the factors outlined in the previous section (the position of the respondent, i.e. professional or volunteer, senior, middle or junior level; and the cluster to which the respondent's NGB belonged). The questionnaires employed at this research stage as well as the SPSS-X parameter files used for their analyses, are included in Appendix 3.

The construction of the two dimensions of the four organisational effectiveness models was undertaken by summing the scores for responses to questions in the following manner. The perceived importance or priority given to the various models was evaluated by asking respondents to indicate for a list of factors "Which of the following are essential or of no importance in determining whether your NGB is effective?".
Respondents could indicate the importance of each factor by scoring from '5' for essential, to '1' for of no importance. The models consisted of the following items:

- The goals model consisted of 3 items incorporating responses to statements concerning achieving organisational objectives, and strategic goals;
- The structures and processes model consisted of 6 items, incorporating responses for dimensions such as 'Having a clearly defined division of work and job responsibilities', 'Having an appropriate system for decision making';
- The systems model consisted of 14 items, the summed responses for input, throughput and output measures such as 'Attracting additional participants to the sport', 'Attracting financial resources', 'Training of technical personnel', 'Making efficient use of financial resources', 'Achieving high standards of elite performance';
- And the social model consisted of 3 items, incorporating responses statements relating to the following: 'Having good relations between volunteers and employees of NGBs' 'Having appropriate employees welfare policies', 'Employee job satisfaction'.

Respondents were then asked to indicate on a five point scale from '5', strongly agree to '1' strongly disagree, their perceptions on the NGB's actual performance in terms of the following models:

- The goals model consisted of 7 items including responses to statements such as 'Your organisation is successful in achieving its goals' in sporting excellence, 'Your organisation is not successful in achieving its mass sport goals', 'Your organisation is successful in achieving its membership goals';
- The structural and processual model consisted of 15 items including responses to statements such as 'Job responsibilities are sensibly organised in your NGB', 'In your NGB decisions are made at those levels where the most adequate and accurate information is available';
- The systems model consisted of 27 items and included responses to statements relating to inputs such as 'The sponsorship income of your NGB has increased significantly over the past five years', to throughputs 'The communication between the NGB and its regional branches in promoting wider participation in your sport is effective', and output such as 'Insufficient technical assistance (coaching, training,
selection of teams) is provided by the NGB to the volunteers operating at the club and local levels;

- the social model consisted of 16 items and included responses to the following: 'Working relations between volunteer and professional administrators are negative', 'Your NGB actively promotes the welfare and happiness of those who work in it'.

The Sports Council Liaison Officers for each NGB were asked to evaluate the performance of the NGB for which they were responsible, in an analogous manner relating to the four models of organisational effectiveness. In addition to the four models, a fifth set was derived in an attempt to operationalise facets of the NGB’s activities relating to the forward plan exercise. These organisations are asked to work on such a strategic plan as a means of reporting to one of the main sources of finance, namely the Sports Council. Thus the following multi-item scores were derived for:

- the goals model with 3 items including responses to statements concerning achieving organisational objectives, strategic goals and an appropriate organisational structure.

- the structures and processes model incorporating 7 items including responses for dimensions such as 'Having a clearly defined division of work and job responsibilities', 'Having effective communication within and between various levels and divisions of the NGB', 'Having an appropriate system for decision making';

- the systems model with 14 items including responses to statements relating to inputs such as 'sufficient increase in attracting members, administrative and technical staff', to throughputs, such as 'existence of systems to improve standards of administrative and technical performance' and output such as 'promotion of elite as well as mass participation event' and 'achievement of high standards of elite performance and increased levels of participation'.

- the social model consisting of 3 items including responses to the following: 'existence of appropriate employee and welfare policies' 'good working relationships between volunteers and paid staff' and 'levels of employee job satisfaction'.
the forward plan related performance model with 7 items incorporating statements related to the 'need for financial support', 'realism and feasibility of proposals' and 'accurate costings in annual budgets'.

Issues of Reliability and Validity and Sample Selection
Cronbach’s alpha was used as a measure of internal reliability for the above multiple item measures, to ensure that the constituent indicators cohered to form a single dimension. The alpha score was computed for all composite measures of organisational effectiveness, with measures deemed to be consistent where the value of alpha was \( \geq 0.6 \) (as recommended by Jackson, 1974, and employed in other studies in this field such as that of Chelladurai, Szyszlo and Haggerty, 1987).

The face validity of the questionnaire and the measures derived from it, were evaluated by referring the questionnaire to five experienced professionals from NGBs at various management levels, as well as a senior Sports Council Officer, who were asked to judge the validity of the organisational effectiveness dimensions as developed in the questionnaires. A number of minor amendments were incorporated into the questionnaire on the basis of this consultation.

Five clusters rather than six were employed in the third stage of the analysis. Two of the six clusters were consolidated into a single group for the purposes of this element of the study. They are the specialised simple structure and the typical simple structure. This was done for a number of reasons. The 'distance' between these two clusters is slight, the specialised simple structure was a relatively small subgroup, containing only two organisations in the original analysis of NGB structures, and the differentiating characteristic of specialisation within the specialised simple structure is not of significance in terms of the hypotheses formulated for the empirical elements of the analysis identified below. Thus, for the purposes of this aspect of the analysis the specialised simple structure is treated as a subset of the typical simple structure.

Respondents were drawn from 17 organisations. These organisations were selected from among those which took part in the first stage of the project, to reflect the full range of structural types identified in the cluster analysis. Selection of particular organisations was informed to some degree by pragmatic concerns of geographical
proximity and ease of organisational access. Identification of professional as opposed to unsalaried volunteers within these organisations was fairly straightforward based on self reported status. The selection of staff and volunteers from senior, junior and middle levels of responsibility in the organisation was undertaken in consultation with the Chief Executive Officer’s evaluation of the role of the respondent based on criteria provided, relating to control of budget, and line management role or (for volunteers) committee position. In a number of instances organisations were small and lacked personnel at middle or junior levels. Although the intention was to incorporate all organisations investigated in stage two in the third stage, not all NGBs agreed to participate. The sample of 17 organisations in stage three, was drawn from 8 out of 14 NGBs from stage two and 9 NGBs investigated in stage one only. Table 7.1 shows the names of NGBs and numbers of constituents which participated in the third research stage.

Analysis of Findings

The statistical analyses undertaken in this study were concerned with:

- the sub scale structure of the sets of instruments developed for the study,
- correlations among the dependent variables,
- identifying differences in the four models of actual effectiveness of organisations, and the four perceived importance models as well as other individual variables, related to the independent factors of work status, management level, and organisational cluster.

The Sub Scale Structure of the Three Instruments Developed for Stage 3

The sub scale structure was assessed by Cronbach’s alpha scores for each composite measure as an index of internal consistency. With reference to the properties of the scale of NGB organisational effectiveness, the internal consistency estimates were adequate, for the purposes of this study, a value of ≥0.6 being accepted as the minimum.
Table 7.1: Constituents and NGBs which Participated in Stage 3

<table>
<thead>
<tr>
<th>Clusters</th>
<th>Work Status</th>
<th>Management Level</th>
<th>Sports Council Liaison Officer</th>
<th>Totals per NGB</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Professional</td>
<td>Senior</td>
<td>Middle</td>
<td>Junior</td>
</tr>
<tr>
<td>Machine Bureaucracy</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>British Sub Aqua Club</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>National Federation of Anglers</td>
<td>✓✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>RAC Motor Sports Association Ltd.</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>British Bobsleigh Association</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Totals for cluster</strong></td>
<td>7</td>
<td>9</td>
<td>7</td>
<td>4</td>
</tr>
<tr>
<td>Professional Bureaucracy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Ski Federation</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>British Mountaineering Council</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>British Korfball Association</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Totals for cluster</strong></td>
<td>5</td>
<td>6</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Professionalised Simple Structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Federation Sand &amp; Land Yacht Clubs</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>English Basketball Association</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Aircraft Owners &amp; Pilots Association</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Totals for cluster</strong></td>
<td>5</td>
<td>4</td>
<td>5</td>
<td>2</td>
</tr>
<tr>
<td>* Typical Simple Structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>English Folk Dance &amp; Song Society</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>British Surfing Association</td>
<td>✓✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Brit. Crown Green Bowling Association</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>The Grand National Archery Society</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>Health and Beauty Exercise Ltd.</td>
<td>✓✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Totals for cluster</strong></td>
<td>11</td>
<td>10</td>
<td>9</td>
<td>5</td>
</tr>
<tr>
<td>Simple Bureaucracy</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amateur Boxing Association</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td>British Gliding Association</td>
<td>✓✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Totals for cluster</strong></td>
<td>4</td>
<td>6</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total for all investigated NGBs</strong></td>
<td>29</td>
<td>38</td>
<td>27</td>
<td>19</td>
</tr>
</tbody>
</table>

* This category incorporates both typical and specialised simple structure clusters (see discussion on page 158).
Alpha scores ranged from 0.1 to 0.9 (see table 7.2) and the scores for the composite variable related to the importance of achievement of goals was below the accepted minimum level.

Table 7.2: Cronbach's Alpha Scores as Indicators of Internal Consistency on Composite Variables

<table>
<thead>
<tr>
<th>MODELS OF ORGANISATIONAL EFFECTIVENESS</th>
<th>Alpha Score</th>
<th>No of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of Goals model of effectiveness</td>
<td>A=.59</td>
<td>3 items</td>
</tr>
<tr>
<td>Importance of Structural and processual model of effectiveness</td>
<td>A=.66</td>
<td>6 items</td>
</tr>
<tr>
<td>Importance of Systems model of effectiveness</td>
<td>A=.79</td>
<td>14 items</td>
</tr>
<tr>
<td>Importance of Social model of effectiveness</td>
<td>A=.81</td>
<td>3 items</td>
</tr>
<tr>
<td>Goals model of effectiveness</td>
<td>A=.61</td>
<td>7 items</td>
</tr>
<tr>
<td>Structural and processual model of effectiveness</td>
<td>A=.91</td>
<td>15 items</td>
</tr>
<tr>
<td>Systems model of effectiveness</td>
<td>A=.72</td>
<td>27 items</td>
</tr>
<tr>
<td>Social model of effectiveness</td>
<td>A=.89</td>
<td>20 items</td>
</tr>
<tr>
<td>Liaison officers / Goals model of effectiveness</td>
<td>A=.60</td>
<td>3 items</td>
</tr>
<tr>
<td>Liaison officers / Structural and processual model of effectiveness</td>
<td>A=.79</td>
<td>7 items</td>
</tr>
<tr>
<td>Liaison officers / Systems model of effectiveness</td>
<td>A=.73</td>
<td>14 items</td>
</tr>
<tr>
<td>Liaison officers / Social model of effectiveness</td>
<td>A=.61</td>
<td>3 items</td>
</tr>
<tr>
<td>Liaison officers / Forward Plan related performance model of effectiveness</td>
<td>A=.12</td>
<td>7 items</td>
</tr>
</tbody>
</table>

This may simply reflect the fact that certain goals are regarded by respondents as not being complementary, or perhaps even mutually compatible. Maximising membership of the NGB, or maximising participation in the sport for which the NGB is responsible may not be seen for example as compatible with goals of maximising income or elite performance. One other variable was also below the level of internal consistency required, the Liaison Officers' evaluation of NGBs on the basis of the forward plan related performance model. Thus these models or composite variables were disaggregated into their constituent items and separate tests were conducted to evaluate the relationship between the individual items and the factors or independent variables.

The Relationship between the Composite Dependent Variables, the Models of Effectiveness and the Evaluations of NGB Performance

The correlations for the investigated dependent variables are listed in table 7.3 and range from -.14 to .51. Essentially significant correlations are limited to relationships within each of the two sets of three dependent variables, rather than between all six
variables. That is to say, evaluations of the importance of each of the types of model are correlated, and evaluations of the NGB’s performance against the three models are also correlated.

Table 7.3: Correlations Between Evaluations of NGB Effectiveness by Different Models, and the Perceived Importance of these Models in Defining Effectiveness

<table>
<thead>
<tr>
<th></th>
<th>GOALS</th>
<th>STRUCTURES</th>
<th>SYSTEMS</th>
<th>SOCIAL</th>
<th>IMPORT. STRUCTURES</th>
<th>IMPORT. SYSTEMS</th>
<th>IMPORT. SOCIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOALS</td>
<td>1.0000</td>
<td>.4892**</td>
<td>.5130**</td>
<td>.3498**</td>
<td>.0210</td>
<td>.0041</td>
<td>.0494</td>
</tr>
<tr>
<td>STRUCTURES</td>
<td>1.0000</td>
<td>.4560**</td>
<td>.4375**</td>
<td>.0753</td>
<td>.0755</td>
<td>-.1410</td>
<td></td>
</tr>
<tr>
<td>SYSTEMS</td>
<td></td>
<td></td>
<td></td>
<td>.3569**</td>
<td>.1114</td>
<td>-.0515</td>
<td>.0207</td>
</tr>
<tr>
<td>SOCIAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.0000</td>
<td>.0811</td>
<td>.0288</td>
</tr>
<tr>
<td>IMPORT. STRUCTURES</td>
<td></td>
<td></td>
<td></td>
<td>.4150*</td>
<td></td>
<td>.4829**</td>
<td></td>
</tr>
<tr>
<td>IMPORT. SYSTEMS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.0000</td>
<td>.4228**</td>
<td></td>
</tr>
<tr>
<td>IMPORT. SOCIAL</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1.0000</td>
<td></td>
</tr>
</tbody>
</table>

** = significant at the 0.01 level; n = 67

Correlations between internally consistent composite variables derived from the questionnaire to Sports Council Liaison Officers, however, as indicated in the table below, were not significant, except in the cases of goals and structures and social and structures models of effectiveness.

Table 7.4: Correlations Between Sports Council Liaison Officers Evaluations of NGB Effectiveness by Different Models

<table>
<thead>
<tr>
<th></th>
<th>GOALS</th>
<th>STRUCTURES</th>
<th>SYSTEMS</th>
<th>SOCIAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOALS</td>
<td>1.0000</td>
<td>.8969**</td>
<td>.1932</td>
<td>.4554</td>
</tr>
<tr>
<td>STRUCTURES</td>
<td>1.0000</td>
<td>.2202</td>
<td>.6076*</td>
<td></td>
</tr>
<tr>
<td>SYSTEMS</td>
<td>1.0000</td>
<td>.4952</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOCIAL</td>
<td>1.0000</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* = significant at the 0.05 level; n = 17

Evaluation of Hypotheses

Hypotheses I to III were concerned with the effect on the dependent variables, of variation in the factors of work status of respondent, management level of respondent and organisational cluster to which the respondent’s NGB belonged. For the two sets of composite dependent variables separate manovas were carried out to establish the effects of these four factors (and two way interactions between these factors). The
Chapter 7 Concepts and Perceptions of Organisational Effectiveness in the NGBs

results of the two manovas, in terms of the $F$ values generated and their significance, are reported in tables 7.5 and 7.6.

Table 7.5: Manova Results on the Importance of the Models of Effectiveness

<table>
<thead>
<tr>
<th>MULTIVARIATE ANALYSIS OF VARIANCE</th>
<th>Importance of Structural model</th>
<th>Importance of Systems model</th>
<th>Importance of Social model</th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work status</td>
<td>$F = .99688$</td>
<td>$F = .08074$</td>
<td>$F = 1.24347$</td>
</tr>
<tr>
<td>Management level</td>
<td>$F = .86670$</td>
<td>$F = 3.63284^*$</td>
<td>$F = 1.28113$</td>
</tr>
<tr>
<td>Organisational cluster</td>
<td>$F = .63105$</td>
<td>$F = 1.62337$</td>
<td>$F = 3.61340^*$</td>
</tr>
<tr>
<td>Two way interactions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work status x management level</td>
<td>$F = .35284$</td>
<td>$F = .70870$</td>
<td>$1.10349$</td>
</tr>
<tr>
<td>Work status x organisational cluster</td>
<td>$F = 1.79335$</td>
<td>$F = 1.11116$</td>
<td>$F = 2.01113$</td>
</tr>
<tr>
<td>Management level x organisational cluster</td>
<td>$F = .94055$</td>
<td>$F = .83949$</td>
<td>$F = 3.9801$</td>
</tr>
</tbody>
</table>

* significant at the 0.05 level

Table 7.6: Manova Results on Actual Performance on the Models of Effectiveness

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Factors</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work status</td>
<td>$F = .97180$</td>
<td>$F = 2.48242$</td>
<td>$F = 1.64373$</td>
<td>$F = 8.9513$</td>
</tr>
<tr>
<td>Management level</td>
<td>$F = 1.16194$</td>
<td>$F = 3.43344^*$</td>
<td>$F = 1.86329$</td>
<td>$F = 3.06252$</td>
</tr>
<tr>
<td>Organisational cluster</td>
<td>$F = .67511$</td>
<td>$F = 8.4294$</td>
<td>$F = 8.0126$</td>
<td>$F = 3.6782$</td>
</tr>
<tr>
<td>Two way interactions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Work status x management level</td>
<td>$F = .58877$</td>
<td>$F = .56991$</td>
<td>$F = 3.8989$</td>
<td>$F = 3.83181^*$</td>
</tr>
<tr>
<td>Work status x organisational cluster</td>
<td>$F = .76718$</td>
<td>$F = 2.50079$</td>
<td>$F = 3.11892^*$</td>
<td>$F = 1.60622$</td>
</tr>
<tr>
<td>Management level x organisational cluster</td>
<td>$F = .85736$</td>
<td>$F = 8.5826$</td>
<td>$F = 3.5697$</td>
<td>$F = 1.18156$</td>
</tr>
</tbody>
</table>

* significant at the 0.05 level

Hypothesis IV was concerned with perceptions of Sports Council Liaison Officers and examines the effect on the dependent variables, of variation in the factor of the organisational cluster to which the NGB belongs. A manova test was carried out to establish the effects of this factor. The test ($F$ values generated are reported in table 7.7) indicated no significant variation among organisational clusters on the models of effectiveness.
The manova tests highlighted five statistically significant relationships at the 0.05 on the effects of the independent factors. These are explored more fully in the following sections by one-way analysis of variance tests that identify which independent factors affected the two sets of dependent variables of effectiveness and how. What follows therefore, is a detailed account of the tests undertaken and their results for the effects of each of the independent variables.

**Management Level**

The manovas demonstrated the significant effect of management level on both the evaluation of NGB performance, and the perceived importance of the models. In relation to evaluation of NGB performance, univariate analysis demonstrated that evaluations of NGBs on the structural and processual model varied by management level. Senior managers (M=10) and middle managers (M=.09) evaluated the performance of their own organisation (Fig. 7.1) significantly better than their junior management counterparts (M=.26).

**Fig. 7.1:** Evaluation of NGB’s Performance with Reference to the Structural and Processual Model of Effectiveness, by Management Level
Chapter 7 Concepts and Perceptions of Organisational Effectiveness in the NGBs

In terms of the perceived importance of the different models of effectiveness, univariate analysis highlighted the significant difference as being that between the importance accorded to the systems model (Fig. 7.2) by senior managers (M=.10) and that accorded by their middle management counterparts (M= -.23).

Fig. 7.2: Perceived Importance of the Systems Model of Effectiveness, by Management Level

In relation to the individual items which were disaggregated from the importance of the goals model variables, Kruskal Wallis tests were undertaken. The only single item variable to display a significant difference between the different management levels was that of the importance of achieving an appropriate organisational structure (Fig. 7.3), with senior management (M=.15) and middle management (M=.25) regarding this as significantly more important than junior management (M= -.46).

Fig. 7.3: Perceived Importance of Achieving Appropriate Organisational Structure by Management Level

Organisational Cluster

The organisational cluster within which the NGB of respondents was located had a significant impact on the perceived importance of the three models of effectiveness. Univariate analysis identified a significant difference between clusters in the way that
the social model of effectiveness was valued (Fig. 7.4). The means for professionalised simple structures were significantly lower for this variable (M= -.72), than the typical simple structures (M=.05) and machine bureaucracies (M=.53). The mean for simple bureaucracies was also significantly lower on this variable (M= -.3) than the mean for machine bureaucracies (M=.53).

Fig. 7.4 Perceived Importance of the Social Model of Effectiveness by Organisational Cluster

Two way interaction between Work Status and Management Level

The manova evaluating the variance in the evaluation of NGB performance along the dimensions of the three models, highlighted the impact of the two way interaction between these two variables. Univariate analysis indicates that this is attributable to variance in relation to the evaluation of NGBs' performance in respect of the social model of effectiveness (Fig. 7.5). The mean for junior professionals (M= -.4) was significantly lower than that for volunteer middle managers (M=.19) and professional middle managers (M=.25).

Fig. 7.5: Evaluation of NGB Performance Reference to the Social Model of Effectiveness, by Management Level and Work Status.
The Two Way Interaction Between Work Status and Organisational Cluster

The manova relating to the evaluation of NGB performance also highlighted a significant impact of the combined effects of work status and organisational cluster on the set of dependent variables. Univariate analysis indicated that a significant effect on actual performance of NGBs as evaluated by the systems model explained this difference (Fig. 7.6). The mean scores of volunteers from typical simple structures on performance of systems model \((M = -0.3)\) and of volunteers from simple bureaucracies \((M = -0.15)\) were significantly lower than those of professionals from typical simple structures \((M = 0.17)\) and professionals from professional bureaucracies \((M = 0.3)\) respectively.

Thus within two of the organisational clusters at least there is evidence of the differential evaluation of performance between professionals and volunteers, with professionals in these two clusters evaluating their organisation's performance more positively. Sample computer outputs for the manova tests are included in appendix 3.

The Sports Council Liaison Officers' Evaluations of NGB Effectiveness

The final hypothesis related to the data from the Sports Council Liaison officers questionnaire and suggested that the organisational clusters would show significant
variation in their scores in respect of their performance. The manova tests indicated no significant variations among organisational clusters on the models of effectiveness.

As the internal consistency of the forward plan performance related model was below the Cronbach's alpha threshold of 0.6, variables were disaggregated into their constituent items and either Kruskal Wallis or Mann-Whitney tests were applied as appropriate. These tests revealed no significant differences between the different levels of the factors employed.

Discussion and Conclusion

In relation to the first three hypotheses articulated earlier in this chapter, results indicate selective support. Work status had no impact on the importance attached to each of the models of effectiveness. Nevertheless, the combined effects of work status and management level were evident in the evaluation of NGBs' actual performance on the criteria of the social model. It is perhaps unsurprising that the lowest evaluation of organisational performance along this dimension came from those in junior professional positions in the NGBs.

The lowest evaluation of the effectiveness of NGBs in terms of organisational structures and processes came from those at the junior management level. This is also perhaps understandable given the structural position of those in junior positions. Ironically, however, those at junior management level regarded achievement of an appropriate organisational structure as less salient, relative to their middle and senior management counterparts. Rather more difficult to account for is the relatively low evaluation of NGB performance in terms of the systems model by middle management when compared with their senior and junior management counterparts.

The evidence of differences between organisational clusters in evaluation of organisational performance was related to the importance of the social model of effectiveness. It was evident that those working in machine bureaucracies actually valued the social model of effectiveness significantly more highly than those working in professionalised simple structures and in simple bureaucracies. In these latter organisational types, the limited size of the organisation may militate against the need for formal employee development programmes, whereas in machine bureaucracies,
highly centralised forms of control seem likely to underscore the need for formalised measures to be provided for employee welfare and job satisfaction. It can be argued, therefore, that flexible structures do not institutionalise workers' rights and greater autonomy is bought at a cost. The two way interaction between cluster and work status also provided some significant differences, with professionals working in professional bureaucracies and in simple structures evaluating their NGBs by reference to the systems model particularly positively in comparison with their volunteer counterparts in these two clusters.

Finally, there was no support for hypothesis IV since Sports Council liaison officers did not evaluate any organisational cluster, as this is reflected in their perceptions of effectiveness of the NGBs in each cluster, significantly differently in respect of any of the items representing criteria of effectiveness. Thus, Sports Council promotion of professional bureaucracy structures is not supported by any effectiveness gains, as perceived by officers closest to each of the NGBs.

The purpose of the third stage of this study was to evaluate a) whether there is a differential perception of what constitutes organisational effectiveness among internal constituents b) whether perceived actual effectiveness levels differ among internal constituents and among external assessors, and c) whether particular organisational configurations are perceived as operating more effectively in the volatile environments of the 1990s. The evidence of significant differences among both internal constituents and external assessors is limited (although sample size may be a factor here, see page 177). The notion of equifinality, different organisational configurations achieving similar outcomes, may explain the latter null results, but certainly there appears to be no statistically significant support for the notion of superior performance on the part of particular organisational forms.
CHAPTER 8
CONCLUSIONS

Introduction
The role of this chapter is threefold: a) to discuss the contributions of the research and link the principal findings of the three empirical stages with configuration theory b) to identify the implications of the findings on NGB management and Sports Council policy and c) to acknowledge the limitations of the project and discuss the implications for future work.

Contribution of the Research Project
This research project consists of three stages which sought to investigate organisational issues manifested in the NGBs. Specifically, the three empirical stages provided the following:
• an investigation of the structural and contextual characteristics of these organisations and the development of a taxonomy of NGBs;
• an analysis of a) the nature of management processes which were initiated and/or performed by organisational agents in each configuration b) the effect(s) of these processes in altering or sustaining structural features and c) the consonance between management processes and the structural and contextual characteristics of configurations.
• an exploration of a) concepts of organisational effectiveness held by a range of constituencies in NGBs b) perceptions of organisational effectiveness held by NGB constituencies and Sports Council Liaison Officers and c) perceived effectiveness levels of the various structural configurations.

The thesis research strategy was founded on Mintzberg’s configurationalist approach to analysis of organisations which argues for both an holistic organisational view in
terms of structures, contexts, management processes and their fit, and an examination of the balance among the above variables as mediators of effectiveness. It was also informed by structurationalist assumptions that to understand human actions one needs to be aware of both structural context and individual intentions and explanations, as well as the unintended consequences of their actions. This approach to analysis suggested that organisational relations must be seen as structured in time and space as the outcome of the operation of a duality of structure where this is seen as both the medium and the outcome of agency. A number of conclusions were drawn in each stage and a synthesis is provided in this section as an overall commentary on the findings.

Stage one of the research sought to consider whether any distinction could be made between the organisational structures and processes adopted by NGBs for traditional, collectivist sports, and for new individualistic sports. NGBs for both sport forms were found in all clusters. Furthermore, a taxonomy of NGBs was derived exploring their structural and contextual characteristics and the question of whether flexible, entrepreneurial approaches were evident in the sample was addressed. The cluster analysis undertaken gave evidence of a variety of structures in the sample. Six types of configuration were defined; some of them resembled Mintzberg’s ‘ideal’ types in their configuration of structural elements (machine bureaucracy, professional bureaucracy and typical simple structure), while some other did not strictly conform to any of the ‘ideal’ types (professionalised simple structure, simple bureaucracy, specialised simple structure).

The second research stage sought to identify management processes which were initiated and/or performed by organisational agents in each configuration and their effect(s) in altering or sustaining structural features. The specific cultural characteristics of the NGB world need to be underlined in the review of management processes in this field. The dominance of different forms of simple structure reflects the amateur ethos of traditional sports administration and the prevalence of the management of NGBs by committees of volunteers is one which has particular implications for these organisations. In the case of simple structures, the responsiveness advantages claimed for this configuration in management theory (see discussion in chapter 3) are cast in doubt. The interview data suggested that where the
strategic apex incorporated volunteer committees decision making was not necessarily swift or decisive. Another point to emphasise is that the review of processes in these organisations did not identify a 'unidirectional drift'. Although significant pressures are placed on NGBs to professionalise their structures and commercialise their operations, it appears that organisational change in the NGB sector does not reveal a generalised move towards professionalised and bureaucratic structures. Following configuration theory, the consonance between management processes and the structural and contextual characteristics of configurations was explored. Indeed, there was a fairly strong fit between the process characteristics in each cluster and those which were anticipated.

The purpose of the third stage of this study was to evaluate concepts and perceptions of effectiveness of internal and external constituents, and explore whether flexible organisational configurations are perceived as operating more effectively in the volatile environments of the 1990s. Results of the statistical analyses employed revealed limited significant differences in concepts and perceptions of effectiveness held by various internal constituents. In addition, the notion of superior performance on the part of flexible post-fordist organisations, as perceived by internal constituents and Sports Council Liaison Officers, was not supported statistically.

In summary, the thesis has contributed in the following areas. First, the organisational context of NGBs within the British environment was identified and the implications of structural change (social, economical, cultural and political) on NGB operation and development, clarified. A further contribution of the research lies in the derivation of a taxonomy of NGBs. This taxonomy provides information about the demography of management in relation to race and gender and, for the first time in the British context, the structural and contextual forms which are evident in this field are identified. Management processes and their effects on structures are evaluated in the light of Mintzberg's accounts of the relationship between structure and process. Future researchers may use the existing taxonomy and enrich it with further data on the organisational cultures of NGBs. A third contribution is represented by the deriving of a number of organisational effectiveness models, following a review of related organisation theory and sport organisation research studies. In addition, the multiple constituency approach provided a review of the differential evaluation of concepts and
perceptions of NGB effectiveness, as seen by internal constituents and external assessors.

The thesis contributes (albeit 'negatively') to knowledge in the sense that it provides little evidence of organisational effectiveness (or perceptions of organisational effectiveness) being more clearly associated with particular structural configurations. Certainly, on the basis of this particular study, for the particular time-period covered, there appears to be no statistically significant support for the notion of superior performance on the part of flexible (post-fordist) organisational forms, operating in volatile environments. In addition, the examination of the range of contexts facing organisations in this research project, revealed that they extend significantly beyond Mintzberg's contextual features of configurations. The reconceptualisation of the patterns of contextual factors in view of the particular organisational characteristics of non-profit, voluntary organisations (e.g. power of volunteer committees) revealed different relationships between structure, context and management processes in the NGB world. An additional revision that might improve the predictive power of Mintzberg's theory involves expanding the descriptions of the ideal types to include strategic factors and the type of leadership. Furthermore, a temporal dimension may be added to the theory to account for intentional disruptions of the fit/harmony to adapt to a changing environment (Doty et al., 1993).

Implications for NGB Management and Sports Council Policy

This research study has a number of implications for the NGBs as regards their management and their relationship with the Sports Council. As more entrepreneurial approaches to management have been introduced in some NGBs (due to Sports Council reporting requirements, decline of state funding, and increasing need to pursue sponsorship and develop commercial activities), certain pressures for structural change can be identified.

The roles of volunteer executive boards and volunteer committees in formulating strategy are under debate as a) there is a perceived need to respond to environmental
changes quickly and achieve flexible decision making and b) high levels of professionalisation mean that authority and decision making power is moving from the executive board volunteer members to CEOs and paid management employees. Having identified the need for quick decision making, and flexible management, the Sports Council policy has also assisted in putting the role of volunteer boards on the NGBs agenda. By prompting NGBs to streamline their committee structure, and introducing detailed reporting requirements, the Sports Council policy is arguing albeit implicitly for greater professional paid management control of the NGBs.

Such structural change of NGBs, from a volunteer dominated strategic apex to a professional paid management one, could herald the demise of the volunteers' role in strategic management which may be accompanied by shrinking levels of volunteers in general. Appreciating that their contribution to the development of the NGB and the sport will be restricted to commenting on meetings, or assisting in events, the volunteer workforce may lose interest and steadily distance itself from the administration of the sport. (As the Secretary of the Amateur Boxing Association commented on this phenomenon: “Volunteers now wonder; if professionals are paid to do the job, why should I do it?”). Furthermore, greater levels of professionalisation of the work force of NGBs (which in the case of the above NGB, the Sports Council is prepared to pay for), one may argue, will be accompanied by a change of management practices (e.g. the participatory management style of volunteers and the team work of committees, may give way to the supervisory or power centralised function of a CEO and his/her paid senior and middle managers).

Financial problems and Sports Council pressures, have led NGBs to realise the need to streamline the committee structure, increase flexibility of decision making and introduce commercial approaches to management. Under the influence of such circumstances some NGBs have had to amalgamate with other NGBs for the same sport (e.g. Squash Rackets Association), others had to change the status of the NGB to that of a limited company (e.g. Amateur Boxing Association), and some others had to develop services which they could sell to members in order to boost their income (e.g. English Basketball Association, Amateur Rowing Association).

The evaluation of organisational structural characteristics of NGBs in this study has been accompanied by an investigation of contextual characteristics. The
implications of the contextual changes explored in this study have been identified, and are discussed below. The decrease of public funding through Sports Council grant aid means that NGBs seek alternative financial sources such as increased membership fees and/or sponsorship income. As has been identified in chapters 2 and 6, NGBs gather a considerable amount of their income from the membership fees. Heavy reliance on members’ financial contribution may lead to a form of clientism in that members will be treated as customers. This may have positive as well as negative implications: Attention to member/customer satisfaction, may increase the quality of the NGB service and introduce customer care programmes, but it may also mean that non-members or members contributing marginally in financial terms (juniors, senior citizens) may receive less ‘customer care’ attention. Introducing market disciplines into the provision of a welfare service, without evaluating the social circumstances, may potentially, have undesirable consequences. A shift of emphasis may therefore be anticipated from the paternalistic NGB role of ‘developing the sport’ to the market oriented approach of ‘meeting customer needs’. As most NGBs still employ a considerable number of volunteers who believe in offering services and developing the sport the above dilemma, facing the professional decision-makers, may well create friction between the already fragile balance and coexistence of professionals and volunteers (e.g. Amateur Rowing Association).

Not all NGBs can rely on membership fees for boosting their income. Some have traditionally had minimal financial contributions from members, and increases of the fees are met with extreme hostility (as is the case for the British Crown Green Bowling Association) and some could not increase the fees because their members are not drawn from the affluent strata of society and would be drastically affected by an increase (as is the case for the English Folk Dance and Song Society which has predominantly members of pensionable age).

An alternative financial contributor is company or agency sponsorship but there are strings attached to this which in some cases deter NGBs from entering into an agreement with the sponsor. Furthermore, sponsorship is selective in that a) it is usually restricted to particular events and rarely covers administration costs and b) it is usually attracted by high visibility sports when the marketing capacity of the event/sport is high.
Chapter 8 Conclusions

As Sports Council grant aid levels shrink, NGB dependence on this organisation will also reduce and as a result a number of management related implications can be envisaged. With the notable exception of the English Basketball Association, all other investigated NGBs had experienced a decline in Sports Council grant, while a few have ceased to receive any (e.g. English Ladies Golf Association, British Crown Green Bowling Association). This implies that the resource dependence element in the relationship with the Sports Council will alter, and communication levels may be affected. Without the reporting requirements which were tied to grant aid, NGBs will no longer have to submit forward plans to the Sports Council. This may have a negative effect on some NGBs as the forward planning exercise, although tedious and time consuming for some, has assisted many of the NGBs in considering the benefits of strategic thinking and long term planning. Without the external pressure to produce a forward plan, some NGBs may retreat to previous ad hoc, reactive rather than proactive planning practices. Furthermore, the lack of information exchange which may evolve, will render the Sports Council unaware of NGB developments, policies, goals and objectives, and the NGBs with restricted information on broader sports policy issues. As the Secretary of the British Gliding Association put it:

We would explore the opportunities of improving training and coaching, and perhaps do some videos if we had more cash. We could not expect any help from the Sports Council on that. The Sports Council seems to predominantly assist the financially weak organisations. If we run ourselves into the red we could expect more money. So we may end up saying to the Sports Council we can’t do this in the hope that the Sports Council will help. Such a behaviour however, is totally wrong.

The decline of the significance of the Sports Council as a grant-aiding agency, may also affect its capacity to implement policy at NGB level as compliance on the part of the NGB may no longer be expected.

An appreciation of the structural and contextual changes in NGBs as identified above can enable the Sports Council to identify future developments in the sector. In so doing the Sports Council may re-evaluate its position and play a proactive role in its aim to assist NGBs. Given the tendency of NGBs to distance their activities from this grant aiding agency (for reasons discussed earlier), the Sports Council may retain its role by redesigning the functions of NGB liaison officers who work for the Council. A
new emphasis on the advisory function of the liaison officers, and a greater investment
of human and material resources in assisting the NGBs, would be well received by
most of these organisations, and would enable the Sports Council to remain aware of
NGB developments. In addition, consultancy services may be provided by the Sports
Council liaison officers to NGBs on areas like sponsorship, and professionalisation of
the particular sport. Agencies providing consultancy in such areas do exist (e.g.
Institute of Sports Sponsorship) but advice drawn from these does not necessarily
apply to the particular context of all NGBs or all sports. Other Sports Council
initiatives to remain close to NGB problems and which foster organisational activity
could include running training programmes for NGB staff and conducting research on
the organisational changes which these organisations undergo. The incorporation of an
‘NGB Clinic’ at the Recreation Management conference in 1995 was a good example
of such Sports Council initiatives.

Given the recent ministerial announcements on the elite sport orientation of the
Sports Council, sports provision for deprived groups may be expected to fall to the
volunteer sector (Sportsnews, 1994). However, as the latter receives increasingly
smaller amounts of state funding, there will be a tendency to rely on membership fees
and provision will be restricted to members. Adequate services to non-member groups,
which governmental policy may want to promote, can therefore neither be guaranteed
nor expected.

Limitations of the Study and Implications for Future Work
The review of the entire research project, its constituent empirical stages, and their
research findings, enables a critical evaluation of the rationale of the study. Such an
overview of the research strategy also assists in the identification of weaknesses and/or
limitations.

As regards the first empirical stage, one weakness is that the research design
provides a structural and contextual snapshot of NGBs but lacks in its capacity to
evaluate organisational transition over time towards particular organisational forms.
Another limitation lies in the use of Mintzberg’s structural configurations. His
structures are of course ‘ideal types’, and a single snap shot of structures in NGBs will
invariably incorporate some organisations which do not fit squarely into these typical
Chapter 8 Conclusions

models. Variations from Mintzberg’s typology may be seen as just that, variations of a ‘type’, rather than as constituting a set of stable alternative organisational forms. An additional limitation of the project is that affluent, high profile NGBs like the Football Association, Amateur Athletic Association, and the Rugby League were not incorporated in the samples.

The second research stage involved interviews, focused on the respondents explanations of management processes employed within the organisation, and their explanations of organisational change and changes in the external environment. Thus the second stage developed an actor-centred explanation of organisational processes derived from interviews with CEOs and it must be recognised that this represents only one view of ‘organisational reality’. In addition, the investigation at this stage was limited to fourteen cases. Having clustered NGBs in homogeneous groups, organisations were selected from within these clusters for further, more detailed analysis on the basis of variation and of representing cases in each of the clusters where more than one organisation was to be incorporated (e.g. female only as well as male or dual sex sports; individual and team sports; Olympic sports and recreational sports). By incorporating variation in the selection of the sample it was intended to minimise any organisational similarities deriving from the similar nature of sports represented. Nevertheless, the volume of the research task and the geographical spread of NGB headquarters’ locations meant that not all NGBs could be included in this part of the study.

The third research stage aimed to investigate concepts and perceptions of organisational effectiveness as perceived by multiple internal constituents (drawn on the basis of volunteer-professional status, management level and organisational cluster), and Sports Council Liaison Officers. Respondents, however, did not include constituents representing the perceptions of national coaches, and members (sportsmen and sportswomen) of the organisation. The inclusion of perceptions on organisational effectiveness by such constituent groups, could add significantly to the findings as to how effectiveness is differentially achieved by NGBs in each of the organisational clusters. Furthermore, objective financial performance measures (turnover, surplus, assets, liabilities) of NGBs were not included although they could be utilised for comparison of financial efficiency among organisational clusters. An
additional limitation of stage three regards the sample size of participating NGBs and respondents within them. A number of authors such as Stevens, (1992) argue that if the size of groups compared is not sufficiently large, \( n > 20 \) cases per group, advanced statistical tests employed to explore significance of differences may not reveal statistical significance at the .01 or .05 level. In such cases, Stevens argues, that the significance level could increase to .10 or .15 if the intention of the research project is exploratory. Given that the group size of constituent groups in the third research stage varied from \( n = 17 \) to \( n = 38 \), and following Stevens (1992) rationale it is reasonable to assume that a bigger sample might have generated more statistically significant findings.

The above discussion of the limitations of the research project assists the consideration of the implications of the study, for future work. These include:

- a longitudinal review of structural and contextual features over time, and investigation of organisational transition from one configuration or structural form to another for a sample of NGBs which will also include affluent, high profile NGBs like the Football Association and the Rugby League;
- a strengthening of the qualitative data on management processes and organisational change, by seeking to investigate alternative views of organisational reality as these may be held by other constituents within the NGBs; and
- the incorporation of additional organisational constituents (coaches, members), to compliment the study of organisational effectiveness by evaluating perceptions of individuals outside any management levels.

The organisational analysis of NGBs in Britain conducted in this study, could be used for comparative purposes, in other European countries. Such a European dimension will, however, require not simply comparative and transnational analysis but also a focus on the specifics of local/national organisational developments.

An additional continuation of the research reported in this thesis concerns the incorporation of a much bigger sample of NGBs in subsequent configurational analyses. Following an identification of organisations from an enhanced NGB sample which resemble Mintzberg's 'ideal' types in their configurations and exhibit the defined fit between contextual, structural and strategic factors, the basic tenet of configuration theory (that of superior performance on the part of organisations resembling 'ideal'
types) could be tested. This implies that a clustering procedure on the basis of structural, contextual and strategic factors will have to be performed in order to identify ‘ideal’ types within the NGB world. Doty et al. (1993) have conducted a similar configurational analysis from a range of diverse profit and non-profit organisations, identified cases resembling ‘ideal’ types, and assessed the effectiveness levels achieved. Having eliminated the methodological problems embedded in such a complex research design the study revealed no significantly better performance from the organisations achieving the ‘ideal’ fit, and concluded that Mintzberg’s theory was refuted for the current data. It is arguable that research makes progress mainly by showing some hypotheses to be incorrect; and more dependable progress comes from eliminating poor hypotheses than from sustaining plausible ones. Although it was impossible to test the configuration theory tenet of superior performance by ‘ideal’ types of organisations within the time-scale of this research project, a final contribution of this thesis is that it provides a review of theoretical and methodological frameworks for subsequent configurational analyses of sport organisations.
REFERENCES


References


References


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APPENDIX 1

QUESTIONNAIRE STRUCTURE AND STATISTICAL ANALYSIS OF ORGANISATIONAL STRUCTURES AND CONTEXTS

Questionnaire Used in Stage 1 to Investigate Organisational Structures and Contexts of NGBs of Sport

Name of the organisation ______________________________________
Position of person filling in this questionnaire ______________________

1) How many affiliated clubs does your organisation have? _________
2) How many affiliated members does your organisation have? _______
3) How many people work in your organisation? ___________________
   Please state the number in each of the following categories.

   By Senior Management we mean the Chief Executive and those reporting directly
to the chief executive with substantial organisation wide responsibilities.

   By Middle Management we mean the Departmental Heads and those with
responsibilities for individual sections of the organisation.

   By Junior Management we mean the clerical and administrative staff with limited or no
line management responsibilities.

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4) Are there any disabled people working in your organisation?
   If not please tick here ______
   If yes, indicate the number of them in each work category

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5) How many women work in your organisation?
If there are no women working in your organisation please tick here __
If women work in your organisation please indicate the number of them in the following categories.

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<td>Volunteers part time</td>
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6) Do any people of Afro-Caribbean, Asian extraction work in your organisation?
If there are no people of Afro-Caribbean, Asian extraction working in your organisation please tick here __
If yes, please indicate the number of them in the following categories.

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<th>Professional full time</th>
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<td>Volunteers full time</td>
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<td>Volunteers part time</td>
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7) How many of the people working in your organisation hold a university degree?
If there are no degree holders working in your organisation please tick here __
If people with a university degree work in your organisation, please indicate the number of them in the following categories. If the exact number cannot be stated, please estimate approximate percentage.

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<tbody>
<tr>
<td>Professionals part time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers full time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Volunteers part time</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

8) Did another Governing Body exist for the sport you are dealing with, before the formation of your organisation?
If not, please tick here __
If yes, please give name(s) ____________________ _
9) Please list below all the committees and subcommittees that exist in your organisation and indicate briefly their main responsibilities.

<table>
<thead>
<tr>
<th>Committees</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
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</tr>
</tbody>
</table>

10) Are there any management positions in your organisation for which formal professional/management qualifications are essential/desirable? If not, please tick here __

If yes, please indicate the type of position and qualification and tick (✓) whether the qualification is essential or desirable for the management position.

<table>
<thead>
<tr>
<th>Type of position</th>
<th>Type of qualification</th>
<th>Essential</th>
<th>Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

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11) Are there any sports development / coaching positions in your organisation for which formal professional / coaching qualifications are essential / desirable? If not, please tick here.
If yes, please indicate the type of position and qualification and tick (✓) whether the qualification is essential or desirable for the sports development / coaching position.

<table>
<thead>
<tr>
<th>Type of position</th>
<th>Type of qualification</th>
<th>Essential</th>
<th>Desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

12) Please tick (✓) below whether your organisation has formal / informal / or no objectives specified for the following areas of its work, and any others you may wish to add.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objectives stated formally</th>
<th>Objectives informally agreed</th>
<th>No objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial targets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion of excellence</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion of mass sport</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion of regional sport</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in membership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in participation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other please specify</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13) Please tick (✓) below whether your organisation objectives are accomplished for the following areas of its work, and any others that you may wish to add.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objectives achieved in full</th>
<th>Most important objectives achieved</th>
<th>Partial achievement of objectives</th>
<th>Most important objectives not achieved</th>
<th>All objectives not achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial targets</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion of excellence</td>
<td></td>
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<td></td>
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<tr>
<td>Promotion of mass sport</td>
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<td></td>
</tr>
<tr>
<td>Promotion of regional sport</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Increase in membership</td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>
### Appendix 1: Organisational Structures and Contexts

14) Please tick (✓) below whether your organisation objectives are specified in **quantifiable measurable terms** for the following areas of its work, and any others that you may wish to add.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Objectives specified in measurable terms</th>
<th>Objectives specified in non-measurable terms</th>
<th>Objectives not specified</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial targets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion of excellence</td>
<td></td>
<td></td>
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<tr>
<td>Promotion of mass sport</td>
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<tr>
<td>Promotion of regional sport</td>
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<tr>
<td>Increase in membership</td>
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<td></td>
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<tr>
<td>Increase in participation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other please specify</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

15) Please tick (✓) below how often your organisation objectives are **monitored/evaluated** for the following areas of its work, and any others that you may wish to add.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Evaluation every three years</th>
<th>Evaluation annually</th>
<th>Evaluation every six months</th>
<th>Evaluation quarterly</th>
<th>Evaluation each month</th>
<th>No evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial targets</td>
<td></td>
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<td>Promotion of excellence</td>
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<tr>
<td>Promotion of regional sport</td>
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<td>Increase in membership</td>
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<tr>
<td>Increase in participation</td>
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<tr>
<td>Other please specify</td>
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<td></td>
</tr>
</tbody>
</table>

Page 200
16) Please tick (✓) the statement that in your opinion best suits your organisation.
"Formal statements or definitions of the terms of reference and responsibilities of the committees and sub-committees in our organisation".

<table>
<thead>
<tr>
<th>Statement</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not exist</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are simple statements of the areas of concern of the committee</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are fairly detailed statements of the duties and responsibilities of the committees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are very detailed statements of the duties and responsibilities of the committees</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

17) Does your Governing Body have a corporate or forward plan for its sports development?
   If not, please tick here ______
   If yes, please indicate below the main aspects of your strategy in respect of the sports development of your Governing Body

18) Please tick which of the following groups are in your opinion normally consulted when important strategic decisions are taken by your Governing Body. Tick (✓) more than one if necessary. For a definition of the positions please refer to question No 3.

<table>
<thead>
<tr>
<th>Positions</th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior management positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middle management positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Junior management positions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General assembly of members</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

19) Please rate the importance of the interactions with Agencies, Institutions and other Organisations (as well as others which you may wish to add) with which your organisation interacts in implementing its strategy.

<table>
<thead>
<tr>
<th>Organisations</th>
<th>Interaction is essential to the achievement of objectives</th>
<th>Interaction is important to the achievement of objectives</th>
<th>Interaction has little impact on the achievement of objectives</th>
<th>Interaction is unimportant to the achievement of objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local government</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Council of Sport and Recreation</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Governing Bodies for your sport</td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Other Governing Bodies</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CCPR</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>British Olympic Association</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Sports Council</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Sports Councils</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The International Olympic Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other, (please specify)</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Page 201
20) Please rate the regularity of the interactions with Agencies, Institutions and other Organisations (as well as others which you may wish to add) with which your organisation interacts in implementing its strategy.

<table>
<thead>
<tr>
<th>Organisations</th>
<th>Interaction more than once per month</th>
<th>Interaction more than once per six months</th>
<th>Interaction more than once per year</th>
<th>No Interaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local government</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Regional Council of Sport and Recreation</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Other Governing Bodies for your sport</td>
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<tr>
<td>Other Governing Bodies</td>
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</tr>
<tr>
<td>CCPR</td>
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<td></td>
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<tr>
<td>British Olympic Association</td>
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<tr>
<td>The Sports Council</td>
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<tr>
<td>Regional Sports Councils</td>
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<td></td>
</tr>
<tr>
<td>The International Olympic Committee</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other, (please specify)</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

21) Please tick (√) as appropriate

Competition and/or formal participation in your sport normally involves

- Individuals
- Teams
- Both
- Other, (please specify)

22) Many sports have variations e.g. skiing (alpine racing, freestyle, nordic). Where your Governing body is representative for a number of variations of the sport please name them below and indicate in which seasons each variation is played/pursued and what is the present participation trend. If the season when the variation of the sport is played is more than one please feel free to indicate more than one number.

### Season(s) | Sports Participation
---|---
Autumn | Growing rapidly
Winter | Growing steadily
Spring | Stable
Summer | Declining steadily
All Year | Declining rapidly

<table>
<thead>
<tr>
<th>Names of Sport Variations</th>
<th>Season(s)</th>
<th>Sports Participation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
23) Please list below in order of size up to five international events which your organisation organised in 1991.
Please tick (✓) here if none.

<table>
<thead>
<tr>
<th>Event 1</th>
<th>Event 2</th>
<th>Event 3</th>
<th>Event 4</th>
<th>Event 5</th>
</tr>
</thead>
</table>

24) Please list below in order of size up to five national events which your organisation organised in 1991.
Please tick (✓) here if none.

<table>
<thead>
<tr>
<th>Event 1</th>
<th>Event 2</th>
<th>Event 3</th>
<th>Event 4</th>
<th>Event 5</th>
</tr>
</thead>
</table>

25) Please list below in order of size up to five international events for which your organisation selected national squads in 1991.
Please tick (✓) here if none.

<table>
<thead>
<tr>
<th>Event 1</th>
<th>Event 2</th>
<th>Event 3</th>
<th>Event 4</th>
<th>Event 5</th>
</tr>
</thead>
</table>

26) Has your organisation run any Sports Development schemes in 1991?
If not, please tick (✓) here.
If yes, please indicate below the name(s) and target group(s) of the scheme(s).

<table>
<thead>
<tr>
<th>Name of Scheme(s)</th>
<th>Target group(s) / Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

page 203
27) Please indicate the type and number of officials required to stage a simple club level competition (e.g. judges, linesmen) as well as the recognised qualification that officials must possess. For example in ski there are:

<table>
<thead>
<tr>
<th>Type</th>
<th>Number</th>
<th>Qualification required/desirable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Race officials</td>
<td>20</td>
<td>E.S.C. qualification</td>
</tr>
<tr>
<td>Freestyle officials</td>
<td>10</td>
<td></td>
</tr>
</tbody>
</table>

28) Does your organisation have an equal opportunities policy in terms of employment?
Yes ___ No ___
If yes, when did it come into effect? Please indicate the year. _____

29) Please tick (√) below if your organisation wishes to receive a copy of the report of results of this study. _____

30) If your organisation has a corporate or forward plan, please indicate whether or not I may be able to obtain or purchase a copy.
No ___ Yes ___

This is a questionnaire sent to all National Governing Bodies of Sport as the first stage of a management study which seeks to address structural and contextual issues affecting N.G.B.'s. If you have any comments on the questionnaire or concerns regarding structure and context in these organisations, please add them below.

________________________________________

________________________________________

________________________________________

________________________________________

Thank you for your time and help
Appendix 1 Organisational Structures and Contexts

SPSS-X Parameter File for Stage 1

title 'Governing Bodies of Sport'
comment This SPSSX programme analyses data from the first stage questionnaire May 1992.
data list file=data.prep records=4 /
  1  noo 1-3 nac 9-14 npftsm 15-16 npftmm 17-18 npftjm 19-20
  nvptsm 33-34 nvpttm 35-36 nvptjm 37-38 nsp 7-8 nsum 9-10 nay 12 ngr 13-14 ngs 15-16
  variable labels
  • noo 'name of organisation'
  • nac 'no of affiliated clubs'
  • nam 'no of affiliated members'
  • npftsm 'no of prof full time senior manag emp'
  • npftmm 'no of prof full time middle manag emp'
  • npftjm 'no of prof full time junior manag emp'
  • npptsm 'no of prof part time senior manag emp'
  • nppttm 'no of prof part time middle manag emp'
  • npptjm 'no of prof part time junior manag emp'
  • nvptsm 'no of vol full time senior manag emp'

page 205
<table>
<thead>
<tr>
<th>Variable</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>nvptmm</td>
<td>'no of vol full time middle manag emp'</td>
</tr>
<tr>
<td>nvptjm</td>
<td>'no of vol full time junior manag emp'</td>
</tr>
<tr>
<td>nvptszm</td>
<td>'no of vol part time senior manag emp'</td>
</tr>
<tr>
<td>nvptmm</td>
<td>'no of vol part time middle manag emp'</td>
</tr>
<tr>
<td>nvptjm</td>
<td>'no of vol part time junior manag emp'</td>
</tr>
<tr>
<td>nde</td>
<td>'no disabled employees'</td>
</tr>
<tr>
<td>ndpftsm</td>
<td>'no of dis prof full time senior manag emp'</td>
</tr>
<tr>
<td>ndpftmm</td>
<td>'no of dis prof full time middle manag emp'</td>
</tr>
<tr>
<td>ndpftjm</td>
<td>'no of dis prof full time junior manag emp'</td>
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<tr>
<td>ndpptsm</td>
<td>'no of dis prof part time senior manag emp'</td>
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<td>'no of dis prof part time junior manag emp'</td>
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<tr>
<td>ndvftsasm</td>
<td>'no of dis vol full time senior manag emp'</td>
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<td>'no of dis vol full time middle manag emp'</td>
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<td>'no of dis vol part time junior manag emp'</td>
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<tr>
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<td>'no of wom prof full time senior manag emp'</td>
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<tr>
<td>nwpftmm</td>
<td>'no of wom prof full time middle manag emp'</td>
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<td>nwpftjm</td>
<td>'no of wom prof full time junior manag emp'</td>
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<tr>
<td>nwvptmm</td>
<td>'no of wom vol part time middle manag emp'</td>
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<tr>
<td>nwvptjm</td>
<td>'no of wom vol part time junior manag emp'</td>
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<td>'no afro carribean asian emp'</td>
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<tr>
<td>napftmm</td>
<td>'no of afro asian prof full time middle manag emp'</td>
</tr>
<tr>
<td>napftjm</td>
<td>'no of afro asian prof full time junior manag emp'</td>
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<tr>
<td>nappptmm</td>
<td>'no of afro asian prof part time middle manag emp'</td>
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<tr>
<td>napptjm</td>
<td>'no of afro asian prof part time junior manag emp'</td>
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<tr>
<td>navftsasm</td>
<td>'no of afro asian vol full time senior manag emp'</td>
</tr>
<tr>
<td>navftmm</td>
<td>'no of afro asian vol full time middle manag emp'</td>
</tr>
<tr>
<td>navftjm</td>
<td>'no of afro asian vol full time junior manag emp'</td>
</tr>
<tr>
<td>navptsm</td>
<td>'no of afro asian vol part time senior manag emp'</td>
</tr>
<tr>
<td>navptmm</td>
<td>'no of afro asian vol part time middle manag emp'</td>
</tr>
<tr>
<td>navptjm</td>
<td>'no of afro asian vol part time junior manag emp'</td>
</tr>
<tr>
<td>nudh</td>
<td>'no of university degree holders'</td>
</tr>
<tr>
<td>ndhpftsasm</td>
<td>'no of degree holders prof full time senior manag'</td>
</tr>
<tr>
<td>ndhpftmm</td>
<td>'no of degree holders prof full time middle manag'</td>
</tr>
<tr>
<td>ndhpftjm</td>
<td>'no of degree holders prof full time junior manag'</td>
</tr>
<tr>
<td>ndhppttsasm</td>
<td>'no of degree holders prof part time senior manag'</td>
</tr>
</tbody>
</table>
Appendix 1

Organisational Structures and Contexts

- ndhppttm 'no of degree holders prof part time middle manag'
- ndhpptjm 'no of degree holders prof part time junior manag'
- ndhvftsrm 'no of degree holders vol full time senior manag'
- ndhvftsrm 'no of degree holders vol full time middle manag'
- ndhvftjm 'no of degree holders vol full time junior manag'
- ndhvftjm 'no of degree holders vol part time senior manag'
- ndhvpttm 'no of degree holders vol part time middle manag'
- ndhvptjm 'no of degree holders vol part time junior manag'
- nbb 'no pre existing body'
- nobb 'no of pre existing bodies'
- nc 'no of committees'
- nr 'no of responsibilities'
- nmppqw 'no manag positions prof qualification wanted'
- nomppqw 'no of manag positions prof qualification wanted'
- nompw 'no of manag positions wanted'
- noemq 'no of essential management qualif wanted'
- nodmq 'no of desirable management qualif wanted'
- nsdcpqw 'no sports dev coach posit qualif wanted'
- nosdcpqw 'no of sports dev coach posit qualif wanted'
- nosdcqw 'no of sports dev coach qualif wanted'
- noesdcqw 'no of essential sports dev coach qualif wanted'
- nodsdqw 'no of desirable sports dev coach qualif wanted'
- ffo 'formality of financial objec'
- fpeo 'formality of promotion of excell objec'
- fpmso 'formality of promotion of mass sport objec'
- fprso 'formality of promotion of region sports objectivev'
- fimo 'formality of increase in membership objec'
- fipo 'formality of increase in participation objec'
- ffs 'formality of first specification'
- fss 'formality of second specification'
- fts 'formality of third specification'
- afo 'achievement of financial objec'
- apeo 'achievement of prom of excell objec'
- apmso 'achievement of promotion of mass sport objec'
- aprso 'achievement of promotion of region sport objectives'
- aimo 'achievement of increase in membership objec'
- aipo 'achievement of increase in participation objec'
- afs 'achievement of first specification'
- ass 'achievement of second specification'
- ats 'achievement of third specification'
- mfo 'measurability of financial objec'
- mpeo 'measurability of promotion of excell objec'
- mpmspo 'measurability of promotion of mass sport objec'
- mprso 'measurability of promotion of region sport objec'
- mimo 'measurability of increase in membership objec'
- mipo 'measurability of increase in participation objec'
- mfs 'measurability of first specification'
- mss 'measurability of second specification'
- mts 'measurability of third specification'
Appendix 1: Organisational Structures and Contexts

- efo 'evaluation of financial objec'
- epeo 'evaluation of promotion of excell objec'
- epmsos 'evaluation of promotion of mass sport objec'
- eprso 'evaluation of promotion of region sport objec'
- eimo 'evaluation of increase in membership objec'
- eipo 'evaluation of increase in participation objec'
- efs 'evaluation of first specification'
- ess 'evaluation of second specification'
- ets 'evaluation of third specification'
- frc 'formality of responsibilities in committees'
- ncfp 'no corporate forward plan'
- gcgsdm 'groups consulted in strategic decision making'
- iilg 'importance of interact with local gover'
- iircsr 'importance of interact with reg council sport & rec'
- iiogsbs 'importance of interact gov bodies for same sport'
- iicgb 'importance of interact other gov bodies'
- iipecpr 'importance of interact with ccprr'
- iiiboa 'importance of interact with boa'
- iiisc 'importance of interact sports council'
- iircsc 'importance of interact regional sp council'
- iiiooc 'importance of interact with the ioc'
- iifs 'importance of interact with first specification'
- iiiss 'importance of interact with second specification'
- iiits 'importance of interact with third specification'
- rilg 'regularity of interact with local govern'
- rirccsr 'regularity of interact with reg council sport & rec'
- riogbs 'regularity of interact gov bodies for same sport'
- riogb 'regularity of interact with other gov bodies'
- rircpr 'regularity of interact with ccprr'
- riiboa 'regularity of interact with boa'
- risc 'regularity of interact with the sports council'
- rirsc 'regularity of interact with reg sp council'
- riiooc 'regularity of interact with the ioc'
- rifs 'regularity of interact with first specification'
- risss 'regularity of interact with second specification'
- rits 'regularity of interact with third specification'
- gpi 'groups that participation involves'
- nov 'number of variations'
- na 'number of autumn'
- nw 'number of winter'
- ns 'number of spring'
- nsum 'number of summer'
- nay 'number all year'
- ngr 'number growing rapidly'
- ngs 'number growing steadily'
- ns 'number stable'
- nds 'number declining steadily'
- ndr 'number declining rapidly'
- ie 'international events'
Appendix 1 Organisational Structures and Contexts

- nes 'national events'
- iens 'international events national squads selec'
- nsds 'no sports development schemes'
- nosds 'no of sports development schemes'
- notg 'no of target groups'
- nto 'number of types of officials'
- no 'number of officials'
- nqr 'number of qualifications required'
- eop 'equal opportunities policy'
- yce 'year it came into effect'

value labels
nde, nve, nae, nudh, nbb, nmppqw, nsdcpqw
 1 'ticked'
 2 'not ticked'
fio, fpco, fpms0, fprrso, fim0, fipo, ffs, fss, fts
 1 'objectives stated formally'
 2 'objectives informally agreed'
 3 'no objectives'
 0 'missing'/
afo, apeo, apms0, aprso, aim0, aipo, afs, ass, ats
 1 'objectives achieved in full'
 2 'most important objectives achieved'
 3 'partial achievement of objectives'
 4 'most important objectives not achieved'
 5 'all objectives not achieved'
 0 'missing'/
mfo, mpco, mpmso, mprso, mim0, mipo, mfs, mss, mts
 1 'objectives specified in measurable terms'
 2 'objectives specified in non measurable terms'
 3 'objectives not specified'
 0 'missing'/
efo, epco, epms0, eprrso, eim0, eipo, efs, ess, ets
 1 'evaluation every three years'
 2 'evaluation annually'
 3 'evaluation every six months'
 4 'evaluation every month'
 5 'no evaluation'
 0 'missing'/
frq 1 'do not exist'
 2 'are simple statements of the areas of concern'
 3 'are fairly detailed statements'
 4 'are very detailed statements'
 0 'missing'/
ncfp 1 'ticked'
 2 'not ticked'
 0 'missing'/
gcsdm 01 'middle management'
 02 'junior management'
Appendix 1

Organisational Structures and Contexts

03 'senior management'
04 'general assembly'
05 'middle junior senior gen assembly'
06 'middle junior management'
07 'junior senior management'
08 'senior gen assembly'
09 'middle senior management'
10 'middle gen assembly'
11 'junior gen assembly'
12 'middle junior senior'
13 'middle senior gen assembly'
14 'junior senior gen assembly'
15 'junior middle gen assembly'
00 'missing'/

iilg, rircsr, riogbs, riogb, iiccpr, iiboa, iiisc, iiircs, iioc, iiifs, iiiss, iits
  1 'interaction is essential to the achievement of obj'
  2 'interaction is important to the achievement of obj'
  3 'interaction has little impact on the achievement of obj'
  4 'interaction is unimportant to the achievement of obj'
  0 'missing'/

rilg, rircsr, riogbs, riogb, riccpr, riboa, risc, rircs, riioc, rifs, riss, rits
  1 'interaction more than once per month'
  2 'interaction more than once per six months'
  3 'interaction more than once per year'
  4 'no interaction'
  0 'missing'/

gpi
  1 'individuals'
  2 'teams'
  3 'both'
  4 'pairs'
  5 'ind groups'
  6 'ind teams clubs'
  0 'missing'/

ie, nes, iens
  1 'no events'
  2 'one event'
  3 'two events'
  4 'three events'
  5 'four events'
  6 'five events'/

nsds
  1 'ticked'
  2 'not ticked'/

cop
  1 'yes'
  2 'no'
  0 'missing'

missing values nac to yce (/)
compute soe=sum(npftsm to nvptjm)
Appendix 1

Organisational Structures and Contexts

descriptives variables soe (soez)
compute sowe=sum(nwpftsm to nvptjm)
compute ws=sum(nwpftsm to nvptsm)
compute as=sum(npftsm to nvptsm)
compute wm=sum(nwpftmm to nvptmm)
compute am=sum(npftmm to nvptmm)
compute aj=sum(npftjm to nvptjm)
compute pftm1=sum(npftsm to npftjm)
compute pftm2=sum(nvftsm to nvftjm)
compute ftm=pftm1+pftm2
compute ptm1=sum(npptsm to npptjm)
compute ptm2=sum(nvpptsm to npptjm)
compute nv=sum(nvftsm to nvptjm)
descriptives variables ftm (ftmz) ptm (ptmz) nv (nvz)
/save
compute emq=noemq
compute esdcq=noesdcqw
compute udh=sum(ndhpftsm to ndhvptjm)
descriptives variables nv (novz) udh (udhz) emq (emqz) esdcq (esdcqz)
/save
compute mnv=nv+.0001
compute memq=emq+.0001
compute mesdcq = esdcq+.0001
compute mudh=udh+.0001
compute mftm=ftm+.0001
compute prnv=mnv/soe
compute prft=mftm/soe
compute presdcq=mesdcq/soe
compute prudh=mudh/soe
descriptives variables prnv (prnvz) prft (prftz) premq (premqz) presdcq (presdcqz) prudh (prudhz)
/save
compute tprofs=sum(premq to prudh)
compute profes=sum(premqz to prudhz)
descriptives variables=profes (profesz)
report format=automatic list

variables=profesz
/break=noo
compute ffox=ffo
if (ffo=1) ffox=1
compute fpeox=fpeo
if (fpeo=1) fpeox=1
compute fpmsox=fpmso
if (fpmso=1) fpmsox=1
compute fprsox=fprso
if (fprso=1) fprsox=1
compute fimox = fimo
if (fimo = 1) fimox = 1
compute fipox = fipo
if (fipo = 1) fipox = 1
compute ffssx = ffs
if (ffs = 1) ffssx = 1
compute fsxx = fss
if (fss = 1) fsxx = 1
compute ftssx = fts
if (fts = 1) ftssx = 1

compute tformobj = sum(ffox to ftsx)
compute formobj = sum(ffoxz to ftsxz)
recode formobj (missing = 8.52)

compute msowe = sowe + 0.001
compute mws = ws + 0.001
compute mwm = wm + 0.001
compute mwj = wj + 0.001
compute pweta = msowe / soe
compute pmws = mws / msowe
compute pmwm = mwm / msowe
compute pmwj = mwj / msowe

compute soaae = sum(napftsm to navptjm)
rename variables (napftsm napptsm navftsm navptsm = race1 race2 race3 race4)
rename variables (napftmm napptmm navftmm navptmm = race5 race6 race7 race8)
compute aasm = sum(race1 to race4)
compute aamm = sum(race5 to race8)
compute aajm = napftjm + napptjm + navftjm + navptjm
compute msoaae = soaae + 0.001
Appendix I Organisational Structures and Contexts

(mprsoxz) mimox (mimoxz) mipox (mipoxz) mfsx (mfsxz) mssx (mssxz) mtsx (mtsxz)
compute tmeasobj=sum(mfox to mtsx)
compute measobj=sum(mfoxz to mtsxz)
descriptives variables measobj (measobjz)
compute efox=efo
if (efo gt 2 and efo lt 6) efox=1
compute epeox=epeo
if (epeo gt 2 and epeo lt 6) epeox=1
compute epmsox=epmso
if (epmso gt 2 and epmso lt 6) epmsox=1
compute eprsox=eprso
if (eprso gt 2 and eprso lt 6) eprsox=1
compute eimox=eimo
if (eimo gt 2 and eimo lt 6) eimox=1
compute eipox=eipo
if (eipo gt 2 and eipo lt 6) eipox=1
compute efsx=efs
if (efs gt 2 and efs lt 6) efsx=1
compute essx=ess
if (ess gt 2 and ess lt 6) essx=1
compute etsx=ets
if (ets gt 2 and ets lt 6) etsx=1
descriptives variables efox (efoxz) epeox (epeoxz) epmsox (epmsoxz) eprsox (eprsoxz) eimox (eimoxz) eipox (eipoxz) efsx (efsxz) essx (essxz) etsx (etsxz)
compute tregeval=sum(efox to etsx)
compute regeval=sum(efoxz to etsxz)
descriptives variables regeval (regevalz)
descriptives variables tstandar (tstandarz)
recode tstandar (rnissing=29.67)
descriptives variables afox (afoxz) apeox (apeoxz) apmsox (apmsoxz) aprsox (aprsoxz) aimox (aimoxz) aipox (aipoxz) afsx (afsxz) assx (assxz)
compute afox=afo
if (afo gt 0 and afo lt 4) afox=1
compute apeox=apeo
if (apeo gt 0 and apeo lt 4) apeox=1
compute apmsox=apmso
if (apmso gt 0 and apmso lt 4) apmsox=1
compute aprsox=aprso
if (aprso gt 0 and aprso lt 4) aprsox=1
compute aimox=aimo
if (aimo gt 0 and aimo lt 4) aimox=1
compute aipox=aipo
if (aipo gt 0 and aipo lt 4) aipox=1
compute afsx=afs
if (afs gt 0 and afs lt 4) afsx=1
compute assx=ass
Appendix I

Organisational Structures and Contexts

if (ass \geq 0 \text{ and } ass \leq 4) \text{ assx}=1

compute atsx=ats
if (ats \geq 0 \text{ and } ats \leq 4) \text{ atsx}=1

descriptives variables afox (afoxz) apeox (apeoxz) apmsox (apmsoxz) aprsox (aprsoxz) aimox (aimoxz) aipox (aipoxz) afsx (afsxz) assx (assxz) atsx (atsxz)
compute tachobj=sum(afox to atsx)
compute achobj=sum(afoxz to atsxz)
recode achobj (missing=.00)
descriptives variables achobj (achobjz)
compute mmov=\text{nov}+0.001
compute nvgr=ngr/mmov
compute nvgs=ngs/mmov
compute nvds=nds/mmov
compute nvdr=ndr/mmov
report format=automatic list
/variables=achobjz
/break=noo
compute iilgx=iilg
if (iilg \geq 0 \text{ and } iilg \leq 5) iilgx=1
compute iircsrxiircsr
if (iircsr \geq 0 \text{ and } iircsr \leq 5) iircsr=1
compute iiogbxiiogb
if (iiogbs \geq 0 \text{ and } iiogbs \leq 5) iiogbxs=1
compute iiogbx=iiogb
if (iiogb \geq 0 \text{ and } iiogb \leq 5) iiogb=1
compute iiicprix=iiicp
if (iiicpr \geq 0 \text{ and } iiicpr \leq 5) iiicpr=1
compute iiiboax=iiboa
if (iiboa \geq 0 \text{ and } iiboa \leq 5) iiboax=1
compute iiiscx=iiisc
if (iiisc \geq 0 \text{ and } iiisc \leq 5) iiiscx=1
compute iircsxiircs
if (iircs \geq 0 \text{ and } iircs \leq 5) iircsx=1
compute iiocx=iioc
if (iiioc \geq 0 \text{ and } iiioc \leq 5) iiocx=1
compute iifsx=iifs
if (iifs \geq 0 \text{ and } iifs \leq 5) iifsx=1
compute iissx=iiss
if (iiss \geq 0 \text{ and } iiss \leq 5) iissx=1
compute iitsx=iits
if (iits \geq 0 \text{ and } iits \leq 5) iitsx=1

descriptives variables iilgx (iilgxz) iircsrxiircsrz (iircsrxz) iiogbxsx (iiogbsxz) iiogbx (iiogbxz) iiicprix (iiicprxz) iiboax (iiboaxz) iiiscx (iiiscxz) iircsx (iircsxz) iiocux (iiiocxz) iiifsx (iifsxz) iiissx (iissxz) iitsx (iitsxz)
compute tnoi=sum(iilgx to iitsx)
compute noi=sum(iilgxz to iitsxz)
compute iilgf=iilg
if (iilg \geq 0 \text{ and } iilg \leq 3) iilgf=1
compute \( iircsf = iircsr \)
if \((iircsr \geq 0 \text{ and } iircsr \leq 3)\) \(iircsf = 1\)
compute \( iiogbsf = iiogbs \)
if \((iiogbs \geq 0 \text{ and } iiogbs \leq 3)\) \(iiogbsf = 1\)
compute \( iiogbf = iiogb \)
if \((iiogb \geq 0 \text{ and } iiogb \leq 3)\) \(iiogbf = 1\)
compute \( iiocpf = iiocpr \)
if \((iiocpr \geq 0 \text{ and } iiocpr \leq 3)\) \(iiocpf = 1\)
compute \( iiboaf = iioba \)
if \((iioba \geq 0 \text{ and } iioba \leq 3)\) \(iiboaf = 1\)
compute \( iiscf = iisc \)
if \((iisc \geq 0 \text{ and } iisc \leq 3)\) \(iiscf = 1\)
compute \( iirscf = iirsc \)
if \((iirsc \geq 0 \text{ and } iirsc \leq 3)\) \(iirscf = 1\)
compute \( iiiocf = iiioc \)
if \((iiioc \geq 0 \text{ and } iiioc \leq 3)\) \(iiiocf = 1\)
compute \( iifsf = iifs \)
if \((iifs \geq 0 \text{ and } iifs \leq 3)\) \(iifsf = 1\)
compute \( iissf = iiss \)
if \((iiss \geq 0 \text{ and } iiss \leq 3)\) \(iissf = 1\)
compute \( iitsf = iits \)
if \((iits \geq 0 \text{ and } iits \leq 3)\) \(iitsf = 1\)

Descriptive variables:
- \( illgf \) (ilggfz)
- \( iiogbsf \) (iiogbsfz)
- \( iiocpf \) (iiocpfz)
- \( iiboaf \) (iiobaflz)
- \( iiscf \) (iiscfz)
- \( iirscf \) (iirscfz)
- \( iiiocf \) (iiiocfz)
- \( iifsf \) (iiifsfz)
- \( iissf \) (iissfz)

compute \( tfi = \text{sum}(illgf \text{ to } iitsf) \)
compute \( fi = \text{sum}(ilggfz \text{ to } iitsfz) \)
compute \( rilgo = rilg \)
if \((rilg \geq 0 \text{ and } rilg \leq 3)\) \(rilgo = 1\)
compute \( rircso = iircsr \)
if \((iircsr \geq 0 \text{ and } iircsr \leq 3)\) \(rircso = 1\)
compute \( riogbo = riogbs \)
if \((riogbs \geq 0 \text{ and } riogbs \leq 3)\) \(riogbo = 1\)
compute \( riogbo = riogb \)
if \((riogb \geq 0 \text{ and } riogb \leq 3)\) \(riogbo = 1\)
compute \( riccpro = iiocpf \)
if \((iiocpr \geq 0 \text{ and } iiocpr \leq 3)\) \(riccpro = 1\)
compute \( rioba = rioba \)
if \((rioba \geq 0 \text{ and } rioba \leq 3)\) \(rioba = 1\)
compute \( risco = iisc \)
if \((iisc \geq 0 \text{ and } iisc \leq 3)\) \(risco = 1\)
compute \( risco = risco \)
if \((risco \geq 0 \text{ and } risco \leq 3)\) \(risco = 1\)
compute \( riioe = riioe \)
if \((riioe \geq 0 \text{ and } riioe \leq 3)\) \(riioe = 1\)
compute \( riioso = iifsf \)
if \((iifsf \geq 0 \text{ and } iifsf \leq 3)\) \(riioso = 1\)
compute \( rioso = rioso \)
if \((riso \geq 0 \text{ and } rioso \leq 3)\) \(riso = 1\)
Appendix 1 Organisational Structures and Contexts

compute ritso=rits
if (rits gt 0 and rits lt 3) ritso=1
descriptives variables rilgo (rilgoz) rircro (rircroz) riogbo (riogboz)
riccpro (riccproz) riboa (riboaz) risco (riscoz) rirsco (rirscoz)
riioco (riiocoz) rifso (rifsoz) risso (rissoz) ritso (ritsoz)
compute tri=sum(rilgo to ritso)
compute ri=sum(rilgoz to ritsoz)
compute tfitai=tfiltnoi
compute fitai=filnoi
compute tritai=triltnoi
compute ritai=rilnoi

descriptives variables noi (noiz) fitai (fitaiz) ritai (ritaiz)
compute textcomt=tnoi+tfitai+tritai
compute extcomt=noiz+fitaiz+ritaiz
report format=automatic list
/variables=extcomtz
/break=noo
recode ie (1=6) (2=1) (3=2) (4=3) (5=4) (6=5) into iet
recode nes (1=6) (2=1) (3=2) (4=3) (5=4) (6=5) into nest
recode iens (1=6) (2=1) (3=2) (4=3) (5=4) (6=5) into ienst
value labels iet,nest,ienst
   1 'One'
   2 'Two'
   3 'Three'
   4 'Four'
   5 'Five'
   6 'Zero'
descriptives variables iet (ietz) nest (nestz) ienst (ienstz) nosds (nosdz)
notg (notgz)
recode nestz (missing=.00)
compute intcom1=sum(iet to ienst)
compute pintcom1=sum(ietz to ienstz)
compute intcom2=sum(nosds to notg)
compute pintcom2=sum(nosdz to notgz)
descriptives variables pintcom1 (pinco1z) pintcom2 (pinco2z)
compute tintcom=intoncom1+intcom2
compute intcom=pinco1z+pinco2z
recode intcom (missing=.00)
descriptives variables intcom (intcomz)
compute tenvir=textcomt+tintcom
compute envir=extcomtz+intcomz
recode envir (missing=.00)
descriptives variables envir (envirz)
report format=automatic list
/variables=envir
/break=noo
report format=automatic list
variables=nobb
/break=noo
descriptives variables age sex
compute aget=1992-age
recode aget (missing=57.33)
descriptives variables aget (agetz)
report format=automatic list
/variables=agetz sex
/break=noo
recode gcsdm (01,09,10,13=2) (02,05,06,07,11,12,14,15=1) (03,08=3) into central
recode gcsdm (04,05,08,10,11,13,14,15=1) (ELSE=0) into gaiisdm
descriptives variables central (centralz)
recode centralz (missing=.00)
descriptives variables centralz
frequencies variables central
descriptives variables gaiisdm (gaiisdmz)
frequencies variables gaiisdm
report format=automatic list
/variables=gcsdm
/break=noo
report format=automatic list
/variables=sizetz agetz profesz eqopgz raceqopz specialz standarz
/break=noo
report format=automatic list
/variables=extcomtz intcomz envirz formorgz formobjz achobjz gcsdm sex gpi
/break=noo
descriptives variables noiz
recode prudhz(missing=.00)
recode raceqopz(missing=.00)
recode paaetz(missing=.00)
recode measobjz(missing=.00)
recode regevalz(missing=.00)
recode noiz(missing=.00)
recode pinco1z(missing=.00)
recode pinco2z(missing=.00)
recode frcz(missing=.00)
correlations variables=nopz nvz agetz prudhz eqopgz pwetaz raceqopz paaetz
specialz measobjz nestz noiz pinco2z frcz formobjz achobjz centralz gaiisdmz
reliability variables=npftsm npftmm npftjm npptsm nppttm npptjm
reliability variables=nvftsm nvftmm nvftjm nvptsm nvpttm nvptjm
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Appendix 1 Organisational Structures and Contexts

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The Dendogram Produced by SPSS-X in Stage One

Dendrogram using Average Linkage (Between Groups)

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APPENDIX 2

INTERVIEW STRUCTURE AND A SAMPLE OF THE DATA ON MANAGEMENT PROCESSES AND ORGANISATIONAL CHANGE

Interview Structure
Can you describe for me the background of the employees senior/middle/junior, where they were recruited from (types of previous jobs etc.). Did they have any connection with the sport before being recruited?

What process do you go through when recruiting to senior, middle, junior management positions in your organisation? Do you specify particular qualifications? Who decides what the policy should be? Who is consulted?

Does your organisation make specific welfare provision for the employees? Which are these types of provision? What process was gone through in adopting these?

I see from your questionnaire that your organisation does/does not have an equal opportunities recruitment policy. Who decided what the policy should be? Who was consulted? What was the process of adoption of this policy? Is it formal? Who is responsible for monitoring the implementation of the policy? How is this monitoring done?

Has your organisation consciously adopted a particular management style? e.g. total quality management, management by objectives, management by wandering around, management by crisis, management by exception?
Give definitions
Total Quality Management
This is a management approach where application of six concepts is sought. It includes recognising customer needs, seeking never-ending improvements, controlling processes, managing 'upstream', taking on-going preventive action and making the fullest use of people-through leadership and team work.
Management by Objectives
This is a technique of setting targets or goal performances for executives at the various levels at organisations so that they and their superiors have a more quantifiable and objective measure, than otherwise be available, of how effectively they are functioning.

Management by Wandering Around
This is a management style that concentrates on being close to customers and suppliers. Managers are striving for innovation are listening to customers as an unparalleled source of innovation, and are optimistic leaders.

Management by Crisis
This is a management style that concentrates on crash program/s intended to rectify apparent weaknesses as they arise.

Management by Exception
This is a method of operation by which subordinates keep their superiors informed on exceptional events likely to call for or influence management decision making but do not bother them with details that merely confirm that everything is going according to plan.

If yes what process was gone through in adopting this? Is it a formal management style? Who was influential in promoting this? Is it formally incorporated in organisational documents? What effect does it have on how the organisation operates?

I see from your questionnaire that your organisation has adopted formal goals for:
(This section was filled in by the interviewer based on data from the questionnaire)
What process was gone through in establishing the types of objectives to be adopted? What is the level at which objectives or targets should be set? Who decided what the objectives should be? Who was consulted? Is the process the same for short/medium/long term goals? Who is responsible for monitoring achievement of objectives? How is this monitoring done?

I see from your questionnaire that you have a corporate plan. What is the time scale for it? Is the corporate plan used by management? If yes, how? How often is it reviewed? Who was influential in drawing it up, and deciding what should go in it? When did the organisation first start using corporate plans?

Which of the following descriptions best characterises the processes of strategic management decision making in your organisation?
Appendix 2    Management Processes and Organisational Change

- Everyday decisions are evaluated on their own merit but major decisions are evaluated against the goals of the corporate plan.
- Each decision is taken on its own merit.
- The corporate plan is used on a regular basis for evaluating strategic decisions.

Who are the most powerful and influential individuals in the organisation? Do the Departmental Heads have autonomy over the budget?

In the period since 1980 has your organisation undergone any changes in size? Has the number of employees/volunteers, number of committees/sub-committees and the number of members grown/remain stable/declined?

What was the nature of the changes? Rapid, natural. Why did the organisation, membership grow/decline?

Was there any change in the structure (management/employees/volunteer structure/committee structure) in the period since 1980? Why and how did the changes in structure come about? Was there any change in the management style? Why and how did this come about?

In the period since 1980 changes have taken place in the way that local government operates. In particular, its financial resources have been squeezed; CCT for management of sports facilities has been introduced; Local management of schools has been introduced; the poll tax and uniform business rate have been introduced. Have these or any other factors relating to local government affected your organisation favourably or unfavourably? How has your organisation reacted?

In the period since 1980 has your Sports Council grant grown or declined in real terms? How has your organisation responded? Has your relationship with the Sports Council changed over this period? How did it change?

Has the income from sponsorship for your organisation increased/declined? Has the income from membership fees for your organisation increased/declined?

How successful is your organisation in attracting the professional and volunteer resources necessary to operate effectively?
Appendix 2: Management Processes and Organisational Change

How successful is your organisation in attracting the material resources (money, facilities or other) necessary to operate effectively?

How have the recessions of the early 1980's and 1990's and the boom of the mid 1980's affected your organisation?

What do you consider as the strengths of your organisation?

What do you consider as the weaknesses of your organisation?

What do you consider as the opportunities of your organisation?

What do you consider as the threats of your organisation?
### Sample of the Data Categorised According to Organisational Cluster

#### Machine Bureaucracies

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<thead>
<tr>
<th>Management of Human Resources</th>
<th>Management Style</th>
<th>Organisational Goals &amp; Performance Measurement</th>
<th>Strategic Management &amp; Decision Making</th>
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<tbody>
<tr>
<td>NCA Staff with a sports background. Formal equal opportunities policy but traditional gender roles. Sports Council salaries. Difficulty in attracting professional resources. Heavy reliance on volunteers.</td>
<td>NCA Not formally acknowledged, not incorporated in Organisational documents</td>
<td>NCA The management committee sets goals which are monitored by development officers, national coaches and the volunteer executive. Management goals monitored through the annual report procedure to the Sports Council.</td>
<td>NCA Strong business orientation with heavy emphasis on financial health. Executive Committee made overall policy, the elected board translated this into goals.</td>
</tr>
<tr>
<td>RAC Some staff had a sporting background. Formal equal opportunities policy. Salaries were much higher than the Sports Council ones. They were equivalent to the commercial world. Reliance on volunteers on steering special committees and running events.</td>
<td>RAC The management style is based on team work, and is not incorporated in organisational documents.</td>
<td>RAC The management committee sets goals which are monitored subjectively by the committee members.</td>
<td>RAC The special committees of volunteers make overall policy decisions and the administration promotes and implements them. Strong business orientation with emphasis of financial health.</td>
</tr>
<tr>
<td>NFA Very limited sporting background of the employees. Salaries at the Sports Council level. Formal equal opportunity policy since formation. Reliance on volunteers who run the executive committee.</td>
<td>NFA This NGB was run at the navy routine following the SAO's experience in the navy. Development of career prospects for the personnel was pursued. The management style was not incorporated in organisational documents.</td>
<td>NFA The national executive council of volunteers suggests the goals which are voted by the overall council of volunteers. Managers are only there to implement the goals set. The volunteer executive group meets bi-monthly to discuss progress.</td>
<td>NFA The executive council of volunteers sets the strategy for the future. The paid administration at the NGB headquarters has no say on strategic issues. Implementation of the plans depends on Sports Council grant-aid.</td>
</tr>
<tr>
<td>AFA Most employees have a sporting background. Salaries at the Sports Council level but no career prospects. Formal equal opportunity policy. Heavy reliance on volunteers.</td>
<td>AFA The management style is based on team work, and is not incorporated in organisational documents.</td>
<td>AFA The board of elected directors sets the goals and progress is evaluated annually by this group and through reporting to the Sports Council.</td>
<td>AFA The board of elected directors formulates the strategy and gives guidelines to the NGB secretary who is also a member of the board of directors.</td>
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<td>Locus of Decision Making</td>
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<td>Organisational Environment</td>
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<td>Decision making centralised at CEO and Chairperson level.</td>
<td>Growth of size of members and staff. Introduced a regionalised structure to deal with size expansion.</td>
<td>Recession effects on membership.</td>
<td>Membership funds were not enough so sponsorship was sought and easily attracted. By no means Sports Council grant dependent.</td>
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<td>Centralised at chairman, CEO, and the Head of sporting services.</td>
<td>Stable size of membership and employees. Decentralised the structure to allow a more flexible form of team work.</td>
<td>CCT is not applicable but the fuel crisis threat is affecting members.</td>
<td>Competitor license fees present half of the income and the other half is from commercial activities. No grant aid from the Sports Council. One officer is partly financed by the Sports Council. Sponsorship is well maintained but is events oriented.</td>
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<td>Centralised at the National Executive Council who propose strategy and goals which are generally agreed upon by the volunteer council members.</td>
<td>Stable size of membership and employees. Investigated their structure to avoid duplication of effort.</td>
<td>CCT/LMS not applicable but the recession affects member clubs which may decide to leave the NGB. Recession for the SAO also means free time.</td>
<td>The SAO works the membership fees to meet the requirements of running the NFA and its projects. Not dependent on Sports Council grant. Enough sponsorship available but strings attached.</td>
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<td>Centralised at the board of elected directors level.</td>
<td>Stable size of membership and employees. The decision making body up to 1987 was a committee of 75 members. This was changed to the current board of directors which allows more flexibility.</td>
<td>The recession has affected the members as well as possible sponsors.</td>
<td>Declining Sports Council grant and difficulties in finding sponsorship.</td>
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## Professional Bureaucracies

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<td><strong>ARA</strong></td>
<td>ARA Collective responsibility and authority. Eliminated the CEO post, operated with shared responsibility at the top tier of management.</td>
<td>ARA The goals were incorporated in the forward plan but monitoring was restricted to informal assessment with the exception of financial goals which were formally monitored.</td>
<td>ARA Strategy draw after consultation and with participation of top management. Forward plan provided strategic vision but officers worked within its philosophy rather than its detail.</td>
</tr>
<tr>
<td>Most employees have a sporting background. Equal opportunities policy. Salaries at Sports Council level. Scarcely volunteer resources.</td>
<td>SRA Old CEO came from the RAF and therefore had a ‘strict and hierarchical’ style. The CEO who replaced him, and made redundant at the day of the interview, had modern flexible, decentralised management style.</td>
<td>SRA Goals are set by each specialist section and assessed subjectively by verbal communication.</td>
<td>SRA The executive committee meets to determine strategy. The forward plan is drawn by the CEO and departmental heads.</td>
</tr>
<tr>
<td><strong>SRA</strong></td>
<td>SRA Decision making at the Senior Administrative Officer and elected executive level but departmental heads had autonomy on the budget.</td>
<td>ARA Growth of size of members but stable number of employees. Made committee constitution changes to involve more people in meetings.</td>
<td>ARA Potential new market after introduction of ergometers in schools. CCT threat as management of national centre was out to tender.</td>
</tr>
<tr>
<td>Decision making at the CEO and executive committee level. The CEO passes decisions through the executive committee.</td>
<td>ARA Potential new market after introduction of ergometers in schools. CCT threat as management of national centre was out to tender.</td>
<td>ARA Membership fees increased. Loss of sponsorship. Shift towards more commercial approach. Decline of Sports Council grant.</td>
<td>ARA Membership fees are the main income and the Sports Council grant will soon stop. Sponsorship provides a considerable income but could improve.</td>
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### Decision Making
- **ARA**
  - The executive committee meets to determine strategy. The forward plan is drawn by the CEO and departmental heads.

### Organisational Changes
- **ARA**

### Organisational Environment
- **SRA**
  - Decline of members and growth of employees due to amalgamation with the ladies squash organisation. Number of committees was reduced.

### Organisational Funding & Resource Dependence
- **ARA**
  - Membership fees are the main income and the Sports Council grant will soon stop. Sponsorship provides a considerable income but could improve.
### Professionalised Simple Structures

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<td>Staff with a sports background and professional qualifications. No formal equal opportunities policy but it existed. Salaries below Sports Council level. Heavy reliance on volunteers.</td>
<td>Reactive management style. Little knowledge about formal management.</td>
<td>The goals were incorporated in the forward plan but no real monitoring of achievement took place.</td>
<td>The executive committee with a population of 30 decided on strategy and took strategic decisions, while the management committee executed them.</td>
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<td>Staff with a sports background and professional qualifications. Existing equal opportunities policy. Salaries higher than Sports Council levels. Moderate reliance on volunteers.</td>
<td>Participatory management style. Decentralisation of decision making power to middle management. Application of CEO previous experience in non-profit organisation.</td>
<td>The CEO set the goals in consultation with his partners in senior management. Annually, the partners review progress in achieving the goals set.</td>
<td>Strategy is formulated at the CEO level. Volunteer executives are not involved in the strategy process.</td>
</tr>
<tr>
<td>Locus of Decision Making</td>
<td>Organisational Changes</td>
<td>Organisational Environment</td>
<td>Organisational Funding &amp; Resource Dependence</td>
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<tr>
<td><strong>ESC</strong></td>
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<tr>
<td>Decision making at the executive committee level</td>
<td>Declining size of employees, volunteers and members. Decisions to delegate more to administrative staff and decentralise decision making.</td>
<td>Previously used facilities were being bought by commercial companies. Recession hit of an expensive sport</td>
<td>Membership fees and income from competitors were the main sources of income. Decline of Sports Council grant. Loss of sponsorship.</td>
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<tr>
<td><strong>EBBA</strong></td>
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<tr>
<td>Decentralised at the CEO and middle management level.</td>
<td>Increasing number of members and employees. Committee structure changes to make them fewer and more flexible.</td>
<td>CCT/LMS did not affect this NGB. Recession did however, affect the sponsors.</td>
<td>The increasing Sports Council grant, the membership fees, and commercial activities produce adequate funding. Sponsorship is also popular at local level.</td>
</tr>
</tbody>
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## Typical Simple Structures

<table>
<thead>
<tr>
<th>Management of Human Resources</th>
<th>Management Style</th>
<th>Organisational Goals &amp; Performance Measurement</th>
<th>Strategic Management &amp; Decision Making</th>
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<tbody>
<tr>
<td><strong>ELGA</strong></td>
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<tr>
<td>Staff with background and interest in golf. No equal opportunities policy, ladies only. Salaries much lower than Sports Council level. Heavy reliance on volunteers who had more expertise than the professionals.</td>
<td>Repetitive management, standard set of tasks the timing of which is dictated by the sports season.</td>
<td>Organisational goals were set only for sports performance. Monitoring of goals was perceived as separate from managerial activity, and monitoring was fragmented and sporadic in nature.</td>
<td>Strategic decision making was done at the meeting of the Association's Council and therefore slow. Annual reports did not consider future developments but only ongoing projects</td>
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<td><strong>BCGBA</strong></td>
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<tr>
<td>The NGB Secretary is the only paid employee and works part time. He has a sport specific background, and his salary is much lower than that proposed by the Sports Council. The Ladies NGB for the sport came under the umbrella of BCGBA in 1989. Heavy reliance on volunteers.</td>
<td>As the Secretary is an ex-police force employee, he runs the Association based on his experience from working in the police force. His work is to deal with administrative tasks and liaise with the volunteers.</td>
<td>The Secretary and the volunteer management committee meets 5 times a year and sets goals. Goals and projects started being documented after Sports Council requirements.</td>
<td>Strategy was formulated by the Secretary in liaison with the volunteer management committee. The latter was not involved in management however.</td>
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<td><strong>EFDS</strong></td>
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<tr>
<td>All employees had a sport specific background. Salaries were traditionally very low but recently improved to Sports Council levels. No formal equal opportunities policy. Moderate reliance on volunteers.</td>
<td>Very emergent management style and heavily committee oriented. Recent appointment of CEO suggested a change to more centralised management which would subsequently change to participatory.</td>
<td>For a long time the only goals were related to the survival of the NGB. The members representatives decided on such goals and management pursued them. Goal assessment was informal and through verbal communication.</td>
<td>Strategy used to be formulated by volunteer representatives of the members. Now management employees are taking over.</td>
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<td>Locus of Decision Making</td>
<td>Organisational Changes</td>
<td>Organisational Environment</td>
<td>Organisational Funding &amp; Resource Dependence</td>
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<td>Decision making at the</td>
<td>Stable no of employees</td>
<td>Land diversification</td>
<td>Due to inflation the organisation had to</td>
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<td>meeting of the</td>
<td>members increasing</td>
<td>legislation meant an increase of facilities.</td>
<td>increase membership fees. Sponsorship was</td>
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<td>Association's Council.</td>
<td>steadily.</td>
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<td>not strong. The organisation received no</td>
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<td>grant from the Sports Council and was</td>
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<td>Decision making at the</td>
<td>Growth of the size of</td>
<td>CCT has affected the clubs</td>
<td>Membership fees produce the income. Sports</td>
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<td>meetings of the</td>
<td>membership was</td>
<td>and their support from Local</td>
<td>Council grant aid was stopped. Sponsorship</td>
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<td>Secretary and the</td>
<td>impossible to estimate</td>
<td>Government. LMS not</td>
<td>income was generated successfully due to the</td>
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<td>volunteer management</td>
<td>and this NGB had no</td>
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<td>size of the membership.</td>
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<td>and was very slow in</td>
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<td>Due to a financial</td>
<td>CCT and LMS affected the</td>
<td>Membership income is the major income. Fees</td>
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<td>in decision making is</td>
<td>crisis of this NGB,</td>
<td>Society's branches. Recession</td>
<td>could not be increased as this would affect</td>
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<td>the AGM which decides</td>
<td>employees dropped</td>
<td>hit members who are mainly</td>
<td>members dramatically. the Sports Council</td>
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<td>on proposals made by</td>
<td>dramatically.</td>
<td>older people. It also meant</td>
<td>grant aid was shrinking and became project</td>
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<td>the national executive</td>
<td>Membership is also</td>
<td>a smaller grant aid by the</td>
<td>oriented. No sponsorship was attracted.</td>
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<td></td>
<td>CEO.</td>
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Appendix 2 Management Processes and Organisational Change

Simple Bureaucracies

<table>
<thead>
<tr>
<th>Management of Human Resources</th>
<th>Management Style</th>
<th>Organisational Goals &amp; Performance Measurement</th>
<th>Strategic Management &amp; Decision Making</th>
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<tbody>
<tr>
<td><strong>BGA</strong></td>
<td><strong>BGA</strong></td>
<td><strong>BGA</strong></td>
<td><strong>BGA</strong></td>
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<tr>
<td>Staff with sports background and relevant qualifications. No equal opportunities policy. Salaries in line with those proposed by Sports Council. Moderate reliance on volunteers.</td>
<td>Emergent management style, responsive rather than proactive, meeting only expressed demands of members.</td>
<td>The Council drew the organisational sports related goals. Management goals were checked against the forward plan by the Secretary without further reference to the Council.</td>
<td>Strategic management decision making was undertaken by the council of the Association, following committee discussions.</td>
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<tr>
<td><strong>ABA</strong></td>
<td><strong>ABA</strong></td>
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<tr>
<td>Some employees have a sport specific background. Formal equal opportunity policy but women were in junior posts. Salaries were equivalent to the Sports council levels. Moderate reliance on volunteers who were declining in numbers.</td>
<td>The Secretary was a part time policeman and also run the NGB. His management style was based on police principles like talking to people and having them involved.</td>
<td>Sport specific goals were set by the national coach and financial goals were dealt with by management employees. Financial performance was evaluated monthly by the finance committee.</td>
<td>Strategy formulation was done at the volunteer council level. With the formation of the NGB into a limited company, the board of directors will consider strategy and the council of volunteers will take decisions on the laws of the sport.</td>
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<tr>
<td><strong>Locus of Decision Making</strong></td>
<td><strong>Organisational Changes</strong></td>
<td><strong>Organisational Environment</strong></td>
<td><strong>Organisational Funding &amp; Resource Dependence</strong></td>
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<tr>
<td><strong>BGA</strong></td>
<td><strong>BGA</strong></td>
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<td><strong>BGA</strong></td>
</tr>
<tr>
<td>The Secretary, the Chairman and the two national coaches had decision making power and the Secretary had autonomy to run the association.</td>
<td>Stable no of employees and members. The change of Chairman meant greater freedom for the Secretary.</td>
<td>Shrinking of volunteer base. Real need for more air space to be accessible.</td>
<td>Had to increase membership fees to meet running costs. Minimal sponsorship. The Sports Council grant decreased and was becoming project oriented.</td>
</tr>
<tr>
<td><strong>ABA</strong></td>
<td><strong>ABA</strong></td>
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</tr>
<tr>
<td>Decision making was taken first at committee level and then at council level. The latter meets every two months.</td>
<td>Stable number of employees and declining size of membership. Due to lack of transparency in the NGBs finance the Sports council has asked them to change status. As the Secretary said: 'To get the grant, we have to follow the Sports Council advice'.</td>
<td>CCT has affected this NGB as ownership of the national centre of excellence changed hands. LMS also affected the NGB. Recession also affected the main sponsor, a building company, which could not longer sponsor boxing.</td>
<td>Membership fees of members, (through their clubs), produce the main income. The Sports Council grant is minimised and project specific. No grant was given for administration purposes. Sponsorship provided considerable additional income but the main sponsorship contract was lost recently.</td>
</tr>
</tbody>
</table>
Specialised Simple Structure

<table>
<thead>
<tr>
<th>Management of Human Resources</th>
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<th>Organisational Goals &amp; Performance Measurement</th>
<th>Strategic Management &amp; Decision Making</th>
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</thead>
<tbody>
<tr>
<td>HBE</td>
<td>HBE</td>
<td>HBE</td>
<td>HBE</td>
</tr>
<tr>
<td>Sport specific background necessary. No equal opportunities policy. Only one male professional, the secretary, appointed in the 60's for keeping the books. Salaries in line with Sports Council level. Predominantly volunteers working for the organisation.</td>
<td>Management undertaken by committees of volunteers. Formalised management through committees.</td>
<td>The goals were set separately by the Chairperson of each volunteer committee. Monitoring of goals achievement was done through meetings of each committee.</td>
<td>Strategy defined by the Council which met every four years. The committees implemented strategy decisions made by the Council.</td>
</tr>
<tr>
<td>Locus of Decision Making</td>
<td>Organisational Changes</td>
<td>Organisational Environment</td>
<td>Organisational Funding &amp; Resource Dependence</td>
</tr>
<tr>
<td>HBE Committee</td>
<td>HBE</td>
<td>HBE</td>
<td>HBE</td>
</tr>
<tr>
<td>Chairpersons who sat at the Council were most able to influence decision making.</td>
<td>Stable no of employees and increasing membership. Increase of number of committees.</td>
<td>Challenge posed by the aerobics fashion through loss of market.</td>
<td>Membership fees were increased. Difficulties were faced in attracting sponsorship and the Sports Council grant had declined.</td>
</tr>
</tbody>
</table>
Appendix 2 Management Processes and Organisational Change

Sample of Selective Transcription of Interviews
Interview with the Secretary of the British Gliding Association

Question
Can you describe for me the background of the employees senior/middle/junior, where they were recruited from (types of previous jobs etc.). Did they have any connection with the sport before being recruited?

Answer
The 2-3 pilots which we have to employ for teaching purposes are obviously specialist staff and are some of the best in the country. Happily we are fairly static and have not been often in the employment market, I have been here for 22 years. I was recruited through the national press, they wanted a trained Secretary and I had a company secretarial qualification but had never participated in the sport. I was recruited as a management administrator, secretary whatever you like to call it. I did not have a gliding background, which is interesting, because if you compare us with other NGBs you will find that some recruit the top people from their sport and this can be a mistake. I am not a fan of text book or management by this or the other procedure. I run the association the way I see it. We do have a specified structure; this is obviously me and staff in the office and three coaches with who we have sideways link, the do not actually work underneath me although they come in for administration and I do not control what they do. They are reporting directly to committees. My management staff does not have a sporting background. If I employ somebody today, I shall say to them we are employing you as a clerk, a typist, an accountant and you might as well be dealing here with cement or a tone of bricks. We may deal with gliding and gliders but it is a business and it has to be run properly as a business.

Question
What process do you go through when recruiting to senior, middle, junior management positions in your organisation? Do you specify particular qualifications? Who decides what the policy should be? Who is consulted? Which are the types of provision to staff? What process was gone through in adopting these?

Answer
We specify particular qualification for the specialist staff of coaching but I am not a great believer in that just because somebody has the right qualification, they are the
right person for the job. We do look at the qualifications but the experience is an important factor and my own evaluation of the applicant. At least that way I decide it and then I have to leave with it afterwards. I select the staff.

Question
I see from your questionnaire that your organisation does/does not have an equal opportunities recruitment policy. Who decided what the policy should be? Who was consulted? What was the process of adoption of this policy? Is it formal? Who is responsible for monitoring the implementation of the policy? How is this monitoring done?

Answer
We do not have an equal opportunities policy. It is not written but it exists. As long as I do not discriminate against people, I do not see any reason why I should have a formal policy. I have never seen a need for such a formal policy.

Question
Has your organisation consciously adopted a particular management style? e.g. total quality management, management by objectives, management by wandering around, management by crisis, management by exception? If yes what process was gone through in adopting this? Is it a formal management style? Who was influential in promoting this? Is it formally incorporated in organisational documents? What effect does it have on how the organisation operates?

Answer
I have an emergent management style. I do not believe in all the fashionable, total quality management, management by wandering around etc. I read about them and get ideas but implement them in by own ways as our governing body is very different from the organisations reported in mainstream management books. We are very different from other NGBs, too. I was influential in adapting this management style and I have a free hand to run things, the committee do not interfere a great deal. If I ask somebody to do a job, I let them do it, if they do it wrong then I correct them, if they keep doing it wrong then I get somebody else to do it. This way people do the job in the best way in which they can see. My management style is not documented in the organisational documents. I think that my management style is reflected in the organisation all the way down. We are a very laid back operation here, we work very
loosely and consequently some things may go wrong. We have a great deal of reliance on people, too. If it goes wrong we know that we have been relying on the wrong people. We normally have 4-5 people at the general office and we try very much not to say: you do that, you do that, because we want to have cover during holiday time. We want people to be able to spread and we rely on them to get one well together. We have 10,000 members out there all of who can ring at any time and if the telephone rings we do not have one telephone answer. The telephones ring all round. Of course one will know more than somebody else but in theory, we want our employees to have a vision of the NGBs operations. As communication with members is very much over the phone we do not want our staff to say, we can not answer this, because one colleague is not here today. This type of cover is not easy to achieve. People get very keen on their little patch, we sometimes have to persuade them to do things which they may think are a little beneath them.

Question
Does your organisation make specific welfare provision for the employees?

Answer
I think that we pay better salaries than other NGBs. I try to run the Association like a business. I believe that if you pay peanuts you get monkeys. We have a pension scheme for the employees and make sure that they work in a comfortable environment.

Question
I see from your questionnaire that your organisation has adopted formal goals for: (This section was filled in by the interviewer based on data from the questionnaire)
What process was gone through in establishing the types of objectives to be adopted? What is the level at which objectives or targets should be set? Who decided what the objectives should be? Who was consulted? Is the process the same for short/medium/long term goals? Who is responsible for monitoring achievement of objectives? How is this monitoring done?

Answer
The Sports Council has made us to do forward plans and the process of establishing goals has been based on the forward plan. We were amazingly loose before the introduction of the forward plan. We did not have specified objectives. We were doing very well and were financially sound. When the Sports Council first came in five years
ago and said you must have a forward plan, we said no thank you. And they said that if we wanted more money from them we needed to have one! One has to admit that it did not hurt us to go through the process. It has been of some use. It made us have a whole look at everything and so we are committed to what it says in our plan. All this sort of documentation makes our work wordy and serious. We are here to serve glider pilots. We are whatever they want. If they want us to do this or that then we do it. I think that there is a great danger in an association in dictating to their members. A lot of CEOs especially if they come from within the sport, become almost dictators. They say we know what is best for golf or hockey and they lead the whole thing. Ours has always been a reactive organisation. We run and administer things that the members said they want, certificates and qualifications, so we do them and keep doing them until they say we need something doing about x. We have general meeting when these issues are raised and try to have as good communication as we can. There is a great problem in communication. How do we find out about what they want? If they are unhappy about something they soon let me know. If anybody asked me about how I test the success of this NGB, I would say by what the members say. If they are jumping up and down wanting things then we are obviously not doing our job properly.

Question
I see from your questionnaire that you have a corporate plan. What is the time scale for it? Is the corporate plan used by management? If yes, how? How often is it reviewed? Who was influential in drawing it up, and deciding what should go in it? When did the organisation first start using corporate plans?

Answer
The time scale for the plan is four years. The forward plan has not helped us extensively. It has not yet became the ‘Bible’ of the association. As time goes on, it will become increasingly more important. We started it and at first we were reluctant, but now we are more serious about it. I think that we came to terms with it. If we have to do it for the Sports Council, then we might as well do some good for ourselves. Our current plan is the best one we have put in. We want to improve a monitoring system and have a regular evaluation procedure. We have been reviewing the forward plan in the past but not on a regular basis. We are planning to start in 6 months time, to review it in regular intervals as we do with our accounts. The committees responsible for each part will report on it and suggest what they are planning to do for the next interval. I was responsible for drawing it up. We had a
working party of 4 people to formulate the ideas and then I drew it up from the meetings of the groups and sent it back to the group for final comments.

Question
Which of the following descriptions best characterises the processes of strategic management decision making in your organisation?
- Everyday decisions are evaluated on their own merit but major decisions are evaluated against the goals of the corporate plan.
- Each decision is taken on its own merit.
- The corporate plan is used on a regular basis for evaluating strategic decisions.

Answer
Every day decisions are evaluated on their own merits and major decisions are evaluated on the basis of the forward plan. There are of course some major decisions which do not only have to be taken in view of the forward plan but may need a discussion of committees. It depends on whether they are decided here at the office or whether we need our monthly council meeting to look at it. The executive council used to meet every month but we may reduce it to 7-8 per year. With the introduction of the forward plan we can take decisions on its basis while before we had to have a meeting in order to decide.

Question
Who are the most powerful and influential individuals in the organisation? Do the Departmental Heads have autonomy over the budget?

Answer
As regards the influential individuals, it is me, the chairperson and the two national coaches. A volunteer treasurer is keeping the books but I have to control the budget. The committee heads, put submissions to the budget and they say each year what they want. We then discuss the whole budget and decide want to give them. Their budget is controlled centrally from the headquarters.
Appendix 2  Management Processes and Organisational Change

Question
In the period since 1980 has your organisation undergone any changes in size? Has the number of employees/volunteers, number of committees/sub-committees and the number of members grown/remained stable/declined? What was the nature of the changes? Rapid, natural. Why did the organisation, membership grow/decline?

Answer
Membership has remained static, and the employee size as well. The size of the volunteer base however, is declining. There is a debate as to whether we should embark on a publicity campaign to attract more members because we may not be able to accommodate them and provide services to them due to the limited air space for gliding.

Question
Was there any change in the structure (management/employees/volunteer structure/committee structure) in the period since 1980? Why and how did the changes in structure come about? Was there any change in the management style? Why and how did this come about?

Answer
Structurally also there has not been any changes. An increased membership may cause problems in that there is not enough gliding air space. A lot of clubs are reasonably full. What we are now saying is that the management of clubs should become more efficient so that they can take more members. Rather than opening new clubs, we want to refine the services of the existing one hundred clubs so that they can take in more people and look after more people. Most of them are amateur run so there is great room for development. We want to see larger number of members in the same number of clubs. My personal management style has not changed much. Our elected chairman usually for four or five years makes a difference to the way I manage the association. We had one chairman in the past with a business experience and a lot of available time who wanted to do more for us. Much more hands on as we say. Now we are going back through a process where the Chairman says fine I will chair the meetings, will tell you roughly this is the general policy of what you do, go and do it! So I carry it out and manage it appropriately on my own.
Appendix 2

Management Processes and Organisational Change

Question
In the period since 1980 changes have taken place in the way that local government operates. In particular, it's financial resources have been squeezed; CCT for management of sports facilities has been introduced; Local management of schools has been introduced; the poll tax and uniform business rate have been introduced. Have these or any other factors relating to local government affected your organisation favourably or unfavourably? How has your organisation reacted?

Answer
Local Government sometimes helps local clubs. Regionally from the Sports Council we get some funds as a gliding club typically covers a greater area than other sports clubs. We are now more concerned with planning permissions. People are much more environmentally aware nowadays. They don't want an noisy aircraft anywhere near their house. In 1980 the people that we employed were running our clubs and our members and all we had to do was to advice them on how to manage the association. But increasingly over the years until today we had to put a lot of work in dealing with the local government and the national government. We now have at least one member of staff, who spends 50% of his paid time negotiating with government agencies in one form or another (Civil Aviation Authority and also the Local Government with planning appeals). It is getting more difficult to indulge in the sport when you want to so we are now spending more and more of our time and members money keeping open the options for them by dealing with the government. We did not use to have to do that. Air space is getting more and more restricted. If you spoke to British Airways today, they would say our job would be a lot easier if there were no gliders in the sky at all. Previously there was less air traffic. So the emphasis of the association to a certain extent is becoming much more political not internally but externally. We now have to have a member of Parliament in the House of Commons feeding him with material, trying to liaise, trying to create opinions. It is true, now that I come to think of it, how much of a political animal this Association has become. We have all the MPs on computer and send them material. We did not have to worry about these sort of things but now we do.

As it happens here, we are a lot better of with Business rates in Leicester than we were at our previous headquarters in London. With our clubs the issue of rate relief is a problematic. Rate relief will depend on the political wings of the local council. One gliding club will have 100% rate relief and another one across the county border may receive 0% relief. We also have to fight the impression of Labour Councils in particular, that gliding is a rich man's sport. I think yacht clubs have the same problem. They assume that the organisation is able to afford rates and therefore do not
understand that in gliding we have members with a variety of income levels. One does not have to own a glider to do the sport. The clubs own them and most members go on a queue for the club’s gliders. Many councils will give no rate relief.

Question
In the period since 1980 has your Sports Council grant grown or declined in real terms? How has your organisation responded? Has your relationship with the Sports Council changed over this period? How did it change?

Answer
The Sports Council grant has decreased and areas of grant have been redefined while goal posts have also moved. Once it is sport for the young then the elderly etc.. We have not responded to the grant aid decline by cutting down on services because the funding is not adequate. We were hoping that sponsorship will pick up some of the slack but it has not so far. So we had to increase fees in various categories to cover that. The majority of the money that we get from the Sports Council is for the British teams at international level participation.

The relationship with the Sports Council has changed. To be honest I don’t think that we have ever found the Sports Council of any use to our sport other than as a source of finance. We are in a small category of sports which is different from the majority. And maybe they can help physical sports more but flying is different. Aviation has a lot of regulations and negotiations with the government which they do not know about. So they are not of much use when we have a major problem because they do not have the expertise. As regards liaison officers, I do not think that the Sports Council is paying enough money to get the right sort of people for these posts. A lot of Sports Council money goes into the Coaching Foundation and in all honesty, to coach flying you need pilots and the coaching foundation has not embraced our sport.

Question
Has the income from sponsorship for your organisation increased/declined? Has the income from membership fees for your organisation increased/declined?

Answer
Sponsorship has declined due to recession. We have three national championships this year and not one has attracted sponsorship. So we will have to use funds from membership fees and the competition participation fees. Four years ago we introduced
Appendix 2  
Management Processes and Organisational Change

a levy on top of annual membership subscription which was just for competitions and funding the British teams. This has not been very popular with the members.

Question

How successful is your organisation in attracting the professional and volunteer resources necessary to operate effectively? How successful is your organisation in attracting the material resources (money, facilities or other) necessary to operate effectively? How have the recessions of the early 1980's and 1990's and the boom of the mid 1980's affected your organisation?

Answer

We would not survive without volunteer, we have no problem in securing professional resources, but with volunteers it is getting harder and harder to find capable ones. The more efficient and professional this office becomes the harder it is to get the volunteers. Many years ago we had one paid professional and a lot of wonderful volunteers who did amazing amounts of work. As we developed and had someone professionally to perform a task people said: good someone is doing that! The more professional staff we have the more difficult it then becomes to persuade volunteers to do certain tasks. As regards material resources, we have not attracted sponsors - for administration. Recession has affected the sponsors. We never had an overall sponsor for the sport apart from events. One weakness of the sport is that we can never have spectators because we don't know where gliders will return. We do not have much to offer to spectators. The Association has been successful in managing the association with the money generated from membership and the Sports Council grant. We would explore the opportunities of improving training and coaching, and perhaps do some videos if we had more cash. We could not expect any help from the Sports Council on that. The Sports Council seems to predominantly assist the financially weak organisations. If we run ourselves into the red we could expect more money. So we may end up saying to the Sports Council we can't do this in the hope that the Sports Council will help. Such a behaviour however, is totally wrong.

Question

What do you consider as the strengths, weaknesses, opportunities and threats to your organisation?
Answer

A big strength lies in the volunteer base and in our financially sound position. We are weak in that sponsorship has not been attracted and the management of clubs is done by amateurs. Opportunities lie in the improvement of services and better management of regional clubs which can mean an increase of members within the existing air space. An organisational threat is found in the limitation of gliding air space. We will never get more air space, we are trying very hard to keep what there is.
APPENDIX 3

QUESTIONNAIRES STRUCTURE AND STATISTICAL ANALYSIS OF CONCEPTS AND PERCEPTIONS OF ORGANISATIONAL EFFECTIVENESS

Questionnaire Completed by NGB Constituents in Stage Three to Investigate Concepts and Perceptions of Organisational Effectiveness

NGB: RESPONDENT’S POST:

WHICH OF THE FOLLOWING ARE ESSENTIAL OR OF NO IMPORTANCE IN DETERMINING WHETHER YOUR NATIONAL GOVERNING BODY (NGB) IS EFFECTIVE?

Please score the items on the list by putting a circle around the appropriate answer.

<table>
<thead>
<tr>
<th>Essential 5</th>
<th>Very important 4</th>
<th>Moderate importance 3</th>
<th>Little importance 2</th>
<th>No importance 1</th>
</tr>
</thead>
</table>

- Achieving organisational goals
- Having an appropriate organisational structure
- Having a clearly defined division of work and job responsibilities
- Having an appropriate system for decision making
- Having effective communication within and between various levels and divisions of the NGB
- Having defined strategic goals
- Having defined objectives for day to day management
- Having good working relations with the Sports Council
- Attracting additional/new participants to the sport
- Attracting members to the NGB
- Attracting technical personnel (coaches, medical support staff etc.) to the NGB (volunteers or paid)
Appendix 3 Concepts and Perceptions of Organisational Effectiveness

<table>
<thead>
<tr>
<th>Item</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Attracting administrative personnel to the NGB (volunteers or paid)</td>
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<tr>
<td>Attracting financial resources</td>
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<tr>
<td>Making efficient use of financial resources</td>
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<tr>
<td>Training of technical personnel (coaches, medical support staff etc.) in the NGB (volunteers or paid)</td>
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<tr>
<td>Training administrative personnel in the NGB (volunteers or paid)</td>
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<tr>
<td>Developing systems to improve standards of administrative performance</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Developing systems to improve standards of technical performance</td>
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<td></td>
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<tr>
<td>Achieving high standards of elite performance</td>
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<tr>
<td>Achieving increased levels of participation in the sport</td>
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<tr>
<td>Promoting elite events</td>
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<tr>
<td>Promoting mass participation events</td>
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<tr>
<td>Having appropriate employee and volunteer welfare policies</td>
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<tr>
<td>Having good relations between volunteers and employees of NGBs</td>
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<tr>
<td>Employee job satisfaction</td>
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<tr>
<td>Other please specify:</td>
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</tbody>
</table>

Please use the list of items below to indicate your perceptions of effectiveness of the organisation you presently work for. Please score the items on the list by putting a circle around the appropriate answer.

<table>
<thead>
<tr>
<th>Item</th>
<th>5</th>
<th>4</th>
<th>3</th>
<th>2</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Your organisation is successful in achieving its excellence goals</td>
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<tr>
<td>Your organisation is not successful in achieving its mass sport goals</td>
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<tr>
<td>Your organisation is successful in achieving its membership goals</td>
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<tr>
<td>Your organisation is not successful in achieving its financial goals</td>
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<tr>
<td>Your organisation is successful in achieving its external relations goals</td>
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<tr>
<td>Your organisation is not successful in achieving its day to day management goals</td>
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<tr>
<td>Statement</td>
<td>5</td>
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<tr>
<td>Your organisation is successful in achieving its strategic goals</td>
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<tr>
<td>The administrative structure of your NGB is inefficient</td>
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<tr>
<td>The structure of your NGB is sufficiently flexible to respond to difficulties and seize opportunities</td>
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<tr>
<td>The structure of your NGB does not enable rapid response to the members needs</td>
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<tr>
<td>Job responsibilities are sensibly organised in your NGB</td>
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<tr>
<td>Persons in your NGB are not sufficiently clear about what their jobs are and how to do them well</td>
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<tr>
<td>In your NGB the distribution of responsibilities among the administration is appropriate</td>
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<tr>
<td>The administration structure of your NGB does not allow you space for your own career development</td>
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<tr>
<td>In your NGB decisions are made at those levels where the most adequate and accurate information is available</td>
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<tr>
<td>When decisions are made, the persons affected are not asked about their ideas</td>
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<tr>
<td>Your NGB is generally successful in reaching the right decisions and solving problems</td>
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<tr>
<td>In your NGB, information is not widely shared so those who make decisions have access to all relevant information</td>
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<tr>
<td>People in your NGB share information about important events and situations</td>
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<tr>
<td>The goal setting procedure in your NGB does not result in the setting of appropriate goals which the organisation actively seeks to achieve</td>
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<tr>
<td>In your opinion your NGB is successful in formulating and pursuing a strategic plan</td>
<td></td>
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<tr>
<td>In your opinion your NGB does not achieve a positive evaluation from the Sports Council</td>
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<tr>
<td>The popularity of your NGB in terms of participants across the nation has increased significantly in the last 5 years</td>
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<tr>
<td>The number of members registered with the NGB has declined significantly in the last 5 years</td>
<td></td>
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<tr>
<td>The number of people employed in administrative posts in your NGB has increased significantly in the last 5 years</td>
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<tr>
<td>The number of people employed in technical posts in your NGB has declined significantly in the last 5 years</td>
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</tr>
</tbody>
</table>
### Appendix 3

**Concepts and Perceptions of Organisational Effectiveness**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The number of volunteers in administrative posts in your NGB has increased significantly in the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The number of volunteers in technical posts in your NGB has declined significantly in the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The sponsorship of your NGB has increased significantly in the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The need of the Sports Council Grant for your NGB has decreased significantly in the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The Sports Council Grant for your NGB has increased significantly in the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Membership fees have decreased significantly above the rate of inflation in the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The communication between the NGB and its regional branches on wider sport participation is effective</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Insufficient technical assistance (coaching, training, selection of teams) is provided by the NGB to the volunteers at the club and local levels</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The working relationship between the NGB and its regional branches in promoting wider participation in your sport is effective</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The morale among staff members and the volunteers working directly with non elite participants in your sport is low</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The No of qualified individuals aspiring to coach elite athletes at the national level is sufficient to cover the needs</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The training provided by the NGB for national team members, coaches and officials is insufficient to cover the needs</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The working relationships between the NGB and its regional branches on elite programmes is effective</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>There is no consensus among all concerned individuals over the goals and processes of the national team(s) and how these should be achieved</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The number of individuals aspiring to become internationally qualified officials/referees is high (sufficient to meet needs of the NGB)</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The morale among staff members and the volunteers working directly with elite participants in your sport is low (insufficient to meet needs of the NGB)</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The number of participants in your sport over the last five years has increased</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The number of participants in NGB sponsored programmes has declined</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The number of individuals participating in NGB mass participation oriented programmes has increased</td>
<td>5 4 3 2 1</td>
</tr>
</tbody>
</table>
Appendix 3 Concepts and Perceptions of Organisational Effectiveness

<table>
<thead>
<tr>
<th>Statement</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are social benefits derived from NGB mass sport programmes in that identified target groups are given sporting opportunities</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Your NGB is recognised by government agencies for its success in international competition</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The performance of your sports national team has deteriorated significantly over the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Your NGB has promoted the staging of prestigious international events over the last 5 years</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Your NGB actively promotes the welfare and happiness of those who work in it</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Your NGB does not seek to improve working conditions</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Volunteer and professional administrators in your NGB plan together and co-ordinate their efforts</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Working relations between volunteer and professional administrators are negative</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I get a sense of achievement from my job</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The value of my work is not recognised by others in the organisation</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I enjoy the nature of the work I do (It is varied, creative and interesting)</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I do not get enough responsibility for my work and for the work of others</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I get enough advancement opportunities</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I do not see possibility of growth in my work (personal development)</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I am happy with the supervision I get</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I am unhappy with the NGB personnel policy and administration</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I am happy with the working conditions of my job</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I am unhappy with the interpersonal relations with peers</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I am happy with the interpersonal relations with subordinates</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>I am unhappy with the interpersonal relations with superiors</td>
<td>5 4 3 2 1</td>
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<tr>
<td>I am happy with my current working status</td>
<td>5 4 3 2 1</td>
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<tr>
<td>I feel that my job is not secure</td>
<td>5 4 3 2 1</td>
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<tr>
<td>I am satisfied with my current salary</td>
<td>5 4 3 2 1</td>
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<tr>
<td>My personal life is affected by my job in such a way that bad feelings are created towards my job</td>
<td>5 4 3 2 1</td>
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<tr>
<td>Other please specify:</td>
<td>5 4 3 2 1</td>
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</table>

Thank you very much for your time and help.
Appendix 3  
Concepts and Perceptions of Organisational Effectiveness

Parameter file for Questionnaire Completed by NGB Constituencies

title '3rd Research Stage'
comment This SPSS program analyses the data from NGB respondents
questionnaire utilised in the 3rd stage.
data list file='amalg' records= 2 /
  1 noo 1-2 rp 3 pceaog 4 pceaos 5 dwr 6 sdm 7 ec 8 dsg 9 dodm 10
gsc 11 aps 12 amo 13 atpo 14 aapo 15 afr 16 eur 17 ttp 18 tap 19 siap
20 sitp 21 asep 22 ailp 23 pee 24 pmpe 25 aevwp 26 grve 27 ejs 28 ops1 29
ops2 30 ops3 31 cluster 32 psvs 33 smj 34 pvsvsmj 35 pvsvclu 36-37
smjclu 38-39 /
  2 aeg 1 amsg 2 amg 3 afg 4 aerg 5 admg 6 asg 7 asde 8 frd 9
serm 10 jrso 11 coj 12 adr 13 askd 14 damal 15 paad 16 srdsp 17 iwsdm
18 psies 19 gsaq 20 osfsp 21 orpesc 22 pis 23 mris 24 eapis 25 ep 26 vapis
27 vtpis 28 sis 29 nscgi 30 scgi 31 mfi 32 crbe 33 stac 34 ewrrp 35 mpvh
36 snaic 37 stesp 38 ewrres 39 cgpnt 40 hniaqi 41 hmpves 42 ips 43 ips
44 ipmp 45 sbtqso 46 garis 47 pntd 48 opsie 49 opw 50 iwiw 51 vpap 52 vpapw
53 safari 54 vvro 55 ewr 56 erw 57 eao 58 pgw 59 hsa 60 hppa 61 hicj 62 kirp
63 hirs 64 hirsu 65 hcrs 66 jscs 67 jscs 68 plabj 69 ops1a 70 ops2a 71 ops3a 72

variable labels

noo 'name of organisation'
rp 'Respondents post'
pceaog 'Achieving organisational goals'
pceaos 'Having an appropriate organisational structure'
dwr 'Having a clearly defined division of work and job responsibilities'
sdm 'Having an appropriate system for decision making'
ce 'Having effective communication within and between various levels and divisions of the NGB'
dsg 'Having defined strategic goals'
dodm 'Having defined objectives for day to day management'
gsc 'Having good working relations with the Sports Council'
apse 'Attracting additional/new participants to the sport'
amo 'Attracting members to the NGB'
atpo 'Attracting technical staff to the NGB, volunteers or paid'
aapo 'Attracting administrative personnel to the NGB, volunteers or paid'
afr 'Attracting financial resources'
eur 'Making efficient use of financial resources'
ttp 'Training of technical personnel in the NGB, volunteers or paid'
tap 'Training administrative personnel in the NGB, volunteers or paid'
siap 'Developing systems to improve standards of administrative performance'
sitp 'Developing systems to improve standards of technical performance'
asep 'Achieving high standards of elite performance'
ailp 'Achieving increased levels of participation in the sport'
pee 'Promoting elite events'
pmpe 'Promoting mass participation events'
aevwp 'Having appropriate employee and volunteer welfare policies'
grve 'Having good relations between volunteers and employees of NGBs'
'Employee job satisfaction'

'Other please specify 1'

'other please specify 2'

'other please specify 3'

'Your organisation is successful in achieving its excellence goals'

'Your organisation is not successful in achieving its mass sport goals'

'Your organisation is successful in achieving its membership goals'

'Your organisation is not successful in achieving its financial goals'

'Your organisation is successful in achieving its external relations goals'

'Your organisation is not successful in achieving its daily man goals'

'Your organisation is successful in achieving its strategic goals'

'The administrative structure of your NGB is efficient'

'The str of your NGB is not suf flex to respond to dif and seize opps'

'The str of your NGB enables rapid response to the members needs'

'Job responsibilities are sensibly organised in your NGB'

'Persons in your NGB are not suf clear about jobs and how do them'

'In your NGB the distr of respons among the admin is appropriate'

'The administr str of your NGB does not allow space for career dev'

'In your NGB dec are made at levels where adequ accur info is avail'

'When dec are made the persons aff are not asked about their ideas'

'Your NGB is gen suc in reaching the right dec and solv problems'

'Info is wid shared those make dec have access to all relevant info'

'People do not share info about important events and situations'

'The goal set proc results in the set goals the org seeks to achieve'

'NGB is not successful in formulating and pursuing a str plan'

'NGB achieves a positive evaluation from the SportsCouncil'

'popularity in terms of participants nation has increased sig 5 years'

'number members registered NGB declined signif 10years'

'number people employed admin posts increased sig 5 years'

'number people employed technical posts NGB declined sig 5years'

'number volunteers admin posts NGB increased sig 5 years'

'number volunteers technical posts NGB declined sig 5 years'

'sponsorship NGB increased sig last 5 years'

'need Sports Council Grant NGB decreased sig 5 years'

'Sports Council Grant NGB decreased sign 5 years'

'Membership fees increased sign above rate inflation 5 years'

'commun. between NGB regional branches wider sport part is effec'

'Insuf tech assis coaching training selec teams prov to vol club reg lev'

'work relat between NGB and reg. branches prom wide part is effec'

'morale among staff members and volunteers working non elite part is low'

'No qualif indiv aspir to coach elite athl nati level suff cover need'

'train provi NGB national team members coaches off insuff cover need'

'work relation between NGB regional branches elite prog is effec'

'no cons among concer indiv over goals procces of nat team how achev'

'number indivi aspir become interna quali offref is high'

'morale staff members and volunteers work direc with elite is low'

'number participants sport over last five years has increased'
Appendix 3
Concepts and Perceptions of Organisational Effectiveness

ipsp 'The number of participants in NGB sponsored programmes has declined'
ipmp 'Number individuals partici NGB mass partic oriented prog is high'
sbtgso 'Social bene der NGB mass sport progr iden targ groups hav sport opp'
garis 'NGB recognised goverment agencies for success internalcompet'
pntd 'Performance of sports natio team deterior signifi over last 5 years'
opsic 'NGB promo staging presti internat events over last 5 years'
opwe 'NGB actively promotes the welfare and happiness of those who work in it'
oiwc 'Your NGB does not seek to improve working conditions'
vpapg 'Volunteer profes administrators plan together and coordi efforts'
vpawrg 'Working relat bet volunteer and profes adminis are negative'
saj 'I get a sense of achievement from my job'
vwro 'The value of my work is not recognised by others in the organisation'
enw 'I enjoy nature of the work I do It is varied creative and interesting'
erw 'I do not get enough responsibility for my work and for the work of others'
cao 'I get enough advancement opportunities'
pgw 'I do not see possibility of growth in my work personal development'
hsp 'I am happy with the supervision I get'
hppa 'I am unhappy with the NGB personnel policy and administration'
hwjc 'I am happy with the working conditions of my job'
hirp 'I am unhappy with the interpersonal relations with peers'
hirs 'I am happy with the interpersonal relations with subordinates'
hirsu 'I am unhappy with the interpersonal relations with superiors'
hcws 'I am happy with my current working status'
js 'I feel that my job is not secure'
scs 'I am satisfied with my current salary'
plabj 'Personal life affected by job such way bad feel created tow job'
ops1a 'Other please specify1a'
ops2a 'Other please specify2a'
ops3a 'Other please specify3a'
cluster 'name of cluster'
psvsv 'Professional or volunteer status'
smj 'Senior middle junior'
psvsmj 'profvolsmj'
psvcru 'profvolclus'
value labels

rp
1 'Senior vol'
2 'Middle vol'
3 'Junior vol'
4 'Senior paid'
5 'Middle paid'
6 'Junior paid'
Appendix 3

Concepts and Perceptions of Organisational Effectiveness

pceag, pceaos, dwr, sdm, ec, dsg, dodm, grsc, aps, amo, atpo, aapo, afr, eur, ttp, tap, siap, sitp, asep, aip, pee, pmp, aevwp, grve, ejs, ops1, ops2, ops3

1 'No importance'
2 'Little importance'
3 'Moderate importance'
4 'Very important'
5 'Essential'/

aeg, amsg, amg, afg, aer, admg, asg, asde, frd, serm, jrso, coj, adr, aslsd, dmal, paad, srdsp, iwsdm, psis, sgsq, osf, pvm, ops, eot, vaps, vpis, vtpis, sis, nscgi, scg1, mfi, crbe, stac, ewrres, cgpt, mri, hmpves, ips, ips, ipmp, sbtgo, garis, pmt, ops, oiwc, vpap, vwap, vwp, saj, vwp, enw, erw, eao, pgw, hs, hppa, hwcj, hirp, hirsu, his, hews, js, scs, plabj, ops1a, ops2a, ops3a

1 'Strongly disagree'
2 'Disagree'
3 'Undecided'
4 'Agree'
5 'Strongly agree'/

cluster

1 'Machine bureaucracy' 2 'Professional bureaucracy'
3 'Professionalised simple structure' 4 'Typical simple structure'
5 'Simple bureaucracy'/

noo

01 'HBE' 02 'BGA' 03 'EFDSS' 04 'NFA' 05 'BCGBA' 06 'EBBA' 07 'ABOXA', 08 'BFSLY' 09 'BSURFA' 10 'GNA'S' 11 'RAC' 12 'AOPA' 13 'BBOSA' 14 'BSKIF' 15 'BSUBA' 16 'BWATERSKIF' 17 'HOCKEYA' 18 'BICYCLE POLO'/

pvsv 1 'Volunteer'
2 'Professional'/

smj

1 'Senior' 2 'Middle' 3 'Junior'/

pvsvsmj

1 'Volunteer senior' 2 'Volunteer middle' 3 'Volunteer junior'
4 'Prof senior' 5 'Prof middle' 6 'Prof junior'/

pvsvclu

1 'Volu mb' 2 'Volu pb' 3 'Volu pss' 4 'Volu ts' 5 'Volu sb'
6 'Prof mb' 7 'Prof pb' 8 'Prof pss' 9 'Prof ts' 10 'Prof sb'

recode amsg afg admg asde serm coj aslsd paad iwsdm sgsq orpsc
mri scg1 mfi stac mpirh cgpt hmpves ips
pmt oiwc vwap erp pgw hppa hirp hirsu js plabj (5=1) (4=2)
(2=4) (1=5)
descriptives variables
Appendix 3

Concepts and Perceptions of Organisational Effectiveness

Appendix 3 Concepts and Perceptions of Organisational Effectiveness

pceaog (pceaogz) pceaos (pceaosz) dwr (dwrz) sdm (sdmz) ec (ecz) dsg (dsgz) 
dodm (dodmz)
grsc (grscz) aps (apsz) amo (amoz) atpo (atpoz) aapao (aapoz) afr (afrz) 
eur (eurz) ttp (ttprz) tap (taprz) siap (siapz)
sitp (sitpz) asep (asepz) ailp (ailpz) pce (peeiz) pmpe (pmpez) aevwp (aevwpz) 
grve (grvez) ejs (ejsz) ops1 (ops1z) ops2 (ops2z) ops3 (ops3z)
aeg (aegz) amsg (amsgz) amg (amgz) afg (afgz) aerg (aergz) admg (admgz) 
asg (asgz) asde (asdeiz) frd (frdz)
serm (sermz) jrso (jrsoz) coj (cojz) adr (adrz) aslsd (aslsdz) dmal (dmalz) 
paad (paadz) srds (srdsz) iws (iwsdz) iwsdm (iwsdmz)
psies (psiesz) gsas (gsasz) osfps (osfpsz) orpesc (orpescz) pis (pisz)
mris (mrisz) eapi (eapisz) eptis (eptisz) vapis (vapisz)
vtpis (vtpisz) sis (sisz) nsch (nscgz) scgi (scgiz) mft (mftz) crbe (crbez)
stac (stacz) ewrmp (ewrmpz) mpch (mpchz)
siac (siacz) stesp (stespz) ewrres (ewrrezz) cgpt (cgptsz)
hmpvz (hmpvz) ips (ipsz) ipsz
ipmp (ipmpz) sbsgs (sbsgsz) garis (garisz) pntd (pntdz) opsie (opsiez)
opwe (opwez) oiwc (oiwcz) vpaqg (vpapgz) vpaqrg (vpaqrgz) 
saj (sajz) wvro (wvroz) enw (enwz) erw (erwz) eao (eaoz) pgw (pgwz) hs (hsz)
hppa (hppaz) hwcz (hwcjz) hirp (hirpz)
hirs (hirsz) hirs (hirsuz) lacs (lacsz) js (jsz) scs (scsz) labj (labjz)
compute pgme=mean(pceaogz, pceaosz, dsgz)
compute pstme=mean(pceaosz, dsgz, dwrz, sdmz, ecz, dodmz)
compute psme=mean(pceaosz, dsgz, dwrz, sdmz, ecz, dodmz)
compute psome=mean(aevwpz to ejsz)
compute gme=mean(aegz to asgz)
compute stme=mean(asdez to orpescz)
compute seme=mean(pisz to opsiez)
compute some=mean(opwez to plabjz)
compute output=mean(ipsz to opsiez)
compute jsat=mean(sajz to plabjz)
correlations variables=gme stme sme some jsat pgme pstme psme psome
/format=matrix
manova pstme psme psome by pvsv (1,2) smj (1,3) cluster (1,5)
manova gme stme sme some by pvsv (1,2) smj (1,3) cluster (1,5)
frequencies variables pvsvsrmj pvsvclu
oneway some by pvsvsrmj (1,6)
/ranges=duncan
/statistics=all
oneway sme by pvsvclu (1,10)
/ranges=duncan
/statistics=all
oneway psome by cluster (1,5)
/ranges=duncan
/statistics=all
oneway psme by smj (1,3)
/ranges=duncan
/statistics=all
oneway stme by smj (1,3)

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Appendix 3  Concepts and Perceptions of Organisational Effectiveness

/ranges=lsd
/statistics=all
npars tests m-w pceao, pceaoz, dsgz by pvsv (1,2)
npar tests k-w pceao, pceaoz, dsgz by smj (1,3)
npar tests k-w pceao, pceaoz, dsgz by cluster (1,5)
npar tests m-w aezg to asgz by pvsv (1,2)
npar tests k-w aezg to asgz by smj (1,3)
npar tests k-w aezg to asgz by cluster (1,5)
sort cases by pvsv
report format=automatic list
/variables=pceao, pceaoz, dsgz
/break=pvsv
/summary=mean
sort cases by smj
report format=automatic list
/variables=pceaoz stme
/break=smj
/summary=mean
sort cases by pvsvclu
report format=automatic list
/variables=jsat
/break=pvsvclu
/summary=mean
descriptives variables pgme pstme psme psome
descriptives variables gme stme sme some
reliability variables=pceao, pceaoz dsgz
reliability variables=pceaoz dsgz dwrz sdmz ecz dodmz
reliability variables=apsz to pmpez
reliability variables=aevwpz to ejsz
reliability variables=aezg to asgz
reliability variables=asdez to orpescz
reliability variables=pisz to opsiez
reliability variables=sajz to plabjz
reliability variables=ipsz to opsiez
finish

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## Appendix 3

**Concepts and Perceptions of Organisational Effectiveness**

### Manova and Oneway Analyses Results

**ANALYSIS OF VARIANCE -- DESIGN 1**

**EFFECT .. CLUSTER**

Multivariate Tests of Significance ($S = 3$, $M = 0$, $N = 17$)

<table>
<thead>
<tr>
<th>Test</th>
<th>Name</th>
<th>Value</th>
<th>Approx.F</th>
<th>Hypoth. DF</th>
<th>Error DF</th>
<th>Sig. of F</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pillais</td>
<td>.37694</td>
<td>1.36516</td>
<td>12.00</td>
<td>114.00</td>
<td>.193</td>
</tr>
<tr>
<td></td>
<td>Hotellings</td>
<td>.52111</td>
<td>1.50542</td>
<td>12.00</td>
<td>104.00</td>
<td>.134</td>
</tr>
<tr>
<td></td>
<td>Wilks</td>
<td>.64388</td>
<td>1.44136</td>
<td>12.00</td>
<td>95.54</td>
<td>.161</td>
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<tr>
<td></td>
<td>Roys</td>
<td>.31180</td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>

**EFFECT .. CLUSTER (Cont.)**

Univariate F-tests with $(4,38)$ D. F.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Hypoth.SS</th>
<th>ErrorSS</th>
<th>Hypoth.MS</th>
<th>ErrorMS</th>
<th>F</th>
<th>Sig. of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSTME</td>
<td>.87611</td>
<td>13.18920</td>
<td>.21903</td>
<td>.34708</td>
<td>.63105</td>
<td>.643</td>
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<tr>
<td>PSME</td>
<td>1.64984</td>
<td>9.65491</td>
<td>.41246</td>
<td>.25408</td>
<td>1.62337</td>
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<tr>
<td>PSOME</td>
<td>9.09024</td>
<td>23.89921</td>
<td>2.27256</td>
<td>.62893</td>
<td>3.61340</td>
<td>.014</td>
</tr>
</tbody>
</table>

**EFFECT .. SMJ**

Multivariate Tests of Significance ($S = 2$, $M = 0$, $N = 17$)

<table>
<thead>
<tr>
<th>Test Name</th>
<th>Value</th>
<th>Approx.F</th>
<th>Hypoth.DF</th>
<th>ErrorDF</th>
<th>Sig. of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pillais</td>
<td>.34898</td>
<td>2.60693</td>
<td>6.00</td>
<td>74.00</td>
<td>.024</td>
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<tr>
<td>Hotellings</td>
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<td>3.04128</td>
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<td>70.00</td>
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<tr>
<td>Wilks</td>
<td>.65481</td>
<td>2.82937</td>
<td>6.00</td>
<td>72.00</td>
<td>.016</td>
</tr>
<tr>
<td>Roys</td>
<td>.33775</td>
<td></td>
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</tbody>
</table>

Note: F statistic for WILK'S Lambda is exact.

**EFFECT .. SMJ (Cont.)**

Univariate F-tests with $(2,38)$ D. F.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Hypoth.SS</th>
<th>ErrorSS</th>
<th>Hypoth.MS</th>
<th>Error MS</th>
<th>F</th>
<th>Sig. of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSTME</td>
<td>.60164</td>
<td>13.18920</td>
<td>.30082</td>
<td>.34708</td>
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<td>PSOME</td>
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<td>.80573</td>
<td>.62893</td>
<td>1.28113</td>
<td>.289</td>
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</table>

**EFFECT .. PVSV BY CLUSTER**

Multivariate Tests of Significance ($S = 3$, $M = 0$, $N = 16$)

<table>
<thead>
<tr>
<th>Test Name</th>
<th>Value</th>
<th>Approx.F</th>
<th>Hypoth. DF</th>
<th>Error DF</th>
<th>Sig.of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pillais</td>
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<td>12.00</td>
<td>90.25</td>
<td>.014</td>
</tr>
<tr>
<td>Roys</td>
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</tbody>
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**EFFECT .. PVSV BY CLUSTER (Cont.)**

Univariate F-tests with $(4,36)$ D. F.
### Appendix 3 Concepts and Perceptions of Organisational Effectiveness

<table>
<thead>
<tr>
<th>Variable</th>
<th>Hypoth. SS</th>
<th>Error SS</th>
<th>Hypoth. MS</th>
<th>Error MS</th>
<th>F</th>
<th>Sig. of F</th>
</tr>
</thead>
<tbody>
<tr>
<td>GME</td>
<td>.98599</td>
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<td>.24650</td>
<td>.32130</td>
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<td>STME</td>
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<td>SME</td>
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<td>1.60622</td>
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</table>

**EFFECT .. PVSV BY SMJ**

Multivariate Tests of Significance ($S = 2, M = 0, N = 16$)

<table>
<thead>
<tr>
<th>Test Name</th>
<th>Value</th>
<th>Approx. F</th>
<th>Hypoth. DF</th>
<th>ErrorDF</th>
<th>Sig. of F</th>
</tr>
</thead>
<tbody>
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<td>Pillais</td>
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<td>2.56612</td>
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Note: $F$ statistic for WILK’S Lambda is exact.

**EFFECT .. PVSV BY SMJ (Cont.)**

Univariate F-tests with (2,36) D. F.

<table>
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<tr>
<th>Variable</th>
<th>Hypoth. SS</th>
<th>Error SS</th>
<th>Hypoth. MS</th>
<th>Error MS</th>
<th>F</th>
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**EFFECT .. SMJ**

Multivariate Tests of Significance ($S = 2, M = 0, N = 16$)

<table>
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<tr>
<th>Test Name</th>
<th>Value</th>
<th>Approx. F</th>
<th>Hypoth. DF</th>
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<th>Sig. of F</th>
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Note: $F$ statistic for WILK’S Lambda is exact.

**EFFECT .. SMJ (Cont.)**

Univariate F-tests with (2,36) D. F.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Hypoth. SS</th>
<th>Error SS</th>
<th>Hypoth. MS</th>
<th>Error MS</th>
<th>F</th>
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</tr>
</thead>
<tbody>
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<tr>
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<td>.24586</td>
<td>.13195</td>
<td>1.86329</td>
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<td>11.96556</td>
<td>1.01791</td>
<td>.33238</td>
<td>3.06252</td>
<td>.059</td>
</tr>
</tbody>
</table>
Variable SOME
By Variable PVSVSMJ profvolsmj
MULTIPLE RANGE TEST
DUNCAN PROCEDURE
RANGES FOR THE .050 LEVEL -
2.83  2.98  3.07  3.14  3.20
THE RANGES ABOVE ARE TABLE RANGES.
THE VALUE ACTUALLY COMPARED WITH MEAN(J)-MEAN(I) IS .
.4204 * RANGE * DSQRT(1/N(I) + 1/N(J))
(*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE
.050 LEVEL
Mean  Group  6 1 4 3 2 5
 -.4394  Grp 6
 -.0716  Grp 1
  .0464  Grp 4
  .1574  Grp 3 *
  .1991  Grp 2 *
  .2569  Grp 5 *
Variable SME
By Variable PVSVCLU profvolclu
MULTIPLE RANGE TEST
DUNCAN PROCEDURE
RANGES FOR THE .050 LEVEL -
2.83  2.98  3.08  3.14  3.20  3.25  3.28  3.31  3.34
THE RANGES ABOVE ARE TABLE RANGES.
THE VALUE ACTUALLY COMPARED WITH MEAN(J)-MEAN(I) IS .
.2478 * RANGE * DSQRT(1/N(I) + 1/N(J))
(*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE
.050 LEVEL
Mean  Group  4 0 5 2 6 1 8 9 7 3
 -.2936  Grp 4
 -.1936  Grp 10
 -.1545  Grp 5
 -.0861  Grp 2
 -.0038  Grp 6
  .0663  Grp 1
  .0995  Grp 8
 .1775  Grp 9 *
 .3255  Grp 7 * *
 .3293  Grp 3 *
Variable PSOME
By Variable CLUSTER name of cluster
MULTIPLE RANGE TEST
DUNCAN PROCEDURE
RANGES FOR THE .050 LEVEL -
2.83  2.98  3.07  3.14
THE RANGES ABOVE ARE TABLE RANGES.
THE VALUE ACTUALLY COMPARED WITH MEAN(J)-MEAN(I) IS .
.5747 * RANGE * DSQRT(1/N(I) + 1/N(J))

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Appendix 3 Concepts and Perceptions of Organisational Effectiveness

(*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE .050 LEVEL

Mean Group 3 5 2 4 1
-.7252 Grp 3
-.3045 Grp 5
-.0858 Grp 2
.0550 Grp 4 *
.5391 Grp 1 **

Variable PSME
By Variable SMJ senior middle junior

MULTIPLE RANGE TEST
DUNCAN PROCEDURE
RANGES FOR THE .050 LEVEL -
2.83 2.97

THE RANGES ABOVE ARE TABLE RANGES.
THE VALUE ACTUALLY COMPARED WITH MEAN(J)-MEAN(I) IS..
.3491 * RANGE = DSQRT(1/N(I) + 1/N(J))

(*) DENOTES PAIRS OF GROUPS SIGNIFICANTLY DIFFERENT AT THE .050 LEVEL

Mean Group 2 3 1
-.2334 Grp 2
.0710 Grp 3
.1095 Grp 1 *

GROUP COUNT S.MEAN S.D ERROR MINIMUM MAXIMUM 95 PCT CONF INT FOR MEAN

Grp1 28 .1011 .6587 .1245 -1.2278 1.3126 -.1543 TO 3.565
Grp2 20 .0872 5211 .1165 -.6630 1.2576 -.1567 TO 3.311
Grp3 19 -.2596 .7519 .1725 -1.7234 .9717 -.6220 TO 1.027
TOTAL 67 -.0053 .6602 .0807 -1.7234 1.3126 -.1664 TO .1557

FIXED EFFECTS MODEL .6501 .0794 -.1640 TO .1533

RANDOM EFFECTS MODEL .1146 -.4985 TO .4878

RANDOM EFFECTS MODEL - ESTIMATE OF BETWEEN COMPONENT VARIANCE .0198

Tests for Homogeneity of Variances

Cochrans C = Max. Variance/Sum(Variances) = .4449, P = .286 (Approx.)
Bartlett-Box F = 1.206 , P = .300
Maximum Variance / Minimum Variance 2.082

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Appendix 3  Concepts and Perceptions of Organisational Effectiveness

Questionnaire Completed by Sports Council Liaison Officers in Stage Three to Investigate Perceptions of Organisational Effectiveness

Effectiveness of the «Name of Organisation»

Please score the items on the list by putting a circle around the appropriate answer.

<table>
<thead>
<tr>
<th>Item</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organisational goals of the «organisation» are achieved</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The organisational structure is appropriate</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>There is a clearly defined division of work and job responsibilities</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>The system for decision making is appropriate</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Communication within / between various levels and divisions of the NGB is effective</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Strategic goals are clearly defined</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Objectives for day to day management are clearly defined</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Working relations between the NGB, and you and the Sports Council are good</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Additional/new participants are attracted to the sport</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>New members are attracted to the governing body</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Technical personnel is attracted to the NGB (volunteers or paid)</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Administrative personnel is attracted to the NGB (volunteers or paid)</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Technical personnel (volunteers or paid) is appropriately trained</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Administrative personnel (volunteers or paid) is appropriately trained</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Financial resources are attracted to the NGB</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Financial resources are efficiently used</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Systems to improve standards of administrative performance are developed</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Systems to improve standards of technical performance are developed</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>High standards of elite performance are achieved</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Increased levels of sport participation are achieved</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Elite events are promoted</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Mass participation events are promoted</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Appropriate employee and volunteer welfare policies exist</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Volunteers and employees enjoy good relations</td>
<td>5 4 3 2 1</td>
</tr>
<tr>
<td>Employees show job satisfaction</td>
<td>5 4 3 2 1</td>
</tr>
</tbody>
</table>
### Appendix 3
Concepts and Perceptions of Organisational Effectiveness

<table>
<thead>
<tr>
<th>Statement</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>The NGB demonstrates need for financial support from the Sports Council</td>
<td>5</td>
</tr>
<tr>
<td>The NGB exhibits a considerable degree of financial self-sufficiency</td>
<td>4</td>
</tr>
<tr>
<td>The NGB exhibits realism and feasibility in its proposals</td>
<td>3</td>
</tr>
<tr>
<td>The NGB demonstrates the effects of its plans on increasing participation</td>
<td>2</td>
</tr>
<tr>
<td>The NGB demonstrates the effects of its plans on performance and excellence</td>
<td>1</td>
</tr>
<tr>
<td>The NGB provides sufficiently accurate costings in its annual budgets</td>
<td>5</td>
</tr>
<tr>
<td>The NGB provides financial evidence of the effects of restricting or</td>
<td>4</td>
</tr>
<tr>
<td>discontinuing grant aid</td>
<td>3</td>
</tr>
</tbody>
</table>

THANK YOU FOR YOUR TIME AND HELP
Parameter File for Questionnaire Completed by Sports Council Liaison Officers

title '3rd Research Stage'
comment This SPSS program analyses the data from the liaison officers questionnaire used in the 3rd stage
data list file='data.alo' records= 1/

1 noo 1-2 oga 3 osa 4 cddw 5 adms 6 ec 7 sgcd 8 ocd 9 wrg 10
pas 11 magb 12 tpagb 13 apagb 14 tpat 15 apat 16 fra 17 freu 18 siap 19 sitp
20 sepa 21 ipa 22 eep 23 mep 24 wpe 25 vegr 26 js 27 nfs 28 fss 29
rtp 30 pip 31 ppe 32 acb 33 fedg 34 cluster 35

variable labels

noo 'name of organisation'
oga 'goals are achieved'
osa 'structure is appropriate'
cddw 'Having a clearly defined division of work and job responsibilities'
adms 'Having an appropriate system for decision making'
ec 'Having eff. com. within and bet. various levels and div. of the NGB'
sgcd 'Having defined strategic goals'
ocd 'Having defined objectives for day to day management'
wrg 'Having good working relations with the Sports Council'
pas 'Attracting additional/new participants to the sport'
magb 'Attracting members to the NGB'
npagb 'Attracting technical staff to the NGB vol or paid'
apagb 'Attracting admin personnel to the NGB volunteers or paid'
pat 'technical personnel'
apat 'admin personnel'
fra 'financial resources are attracted'
freu 'financial resources are efficiently used'
siap 'systems to improve standards of admin performance'
sitp 'systems to improve technical performance'
sepa 'high standards of elite performance are achieved'
ipa 'increased levels of sport participation are achieved'
cep 'elite events are promoted'
mpn 'mass participation events are promoted'
wpe 'appropriate employee and welfare policies exist'
vegr 'volunteers and employees enjoy good relationships'
js 'employees show job satisfaction'
nfs 'need for financial support'
fss 'financial self sufficiency'
rtp 'realism and feasibility of proposals'
pip 'plans increase participation'
ppe 'plans on performance and excellence'
acb 'accurate costings in annual budgets'
fedg 'financial evidence of effects of restricting or discontinuing the grant'

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Appendix 3 Concepts and Perceptions of Organisational Effectiveness

cluster 'name of cluster'

value labels
oga, osa, cddw, adms, ec, sgcd, ocd, wrg, pas, magb, tpagb, apagb, tpat,apat,
fra, freu, siap, sitp, sepa, ipa, eep, mep, wpe, vegr, js, nfs, fss, rfp, pip,
ppe, acb, fedg
1 'Strongly disagree'
2 'disagree'
3 'undecided'
4 'Agree'
5 'Strongly agree'

cluster
1 'machine bureaucracy'
2 'professional bureaucracy'
3 'professionalised simple structure'
4 'typical simple structure'
5 'simple bureaucracy'

noo 01 'HBE' 02 'BGA' 03 'EFDSS' 05 'BCGBA' 06 'EBBA' 07 'ABOXA'
08 'BFSLYC'
09 'BSURFA' 10 'GNAS' 11 'RAC' 13 'BBOBSA' 14 'BSKIF' 15 'BSUBA'
16 'Bkorfb' 17 'British Mountaineering'

descriptives variables
oga (ogaz) osa (osaz) cddw (cddwz) adms (admsz) ec (ecz) sgcd (sgcdz) ocd
(ocdz) wrg (wrgz) pas (pasz) magb (magbz) tpagb (tpagbz) apagb (apagbz)
tpat (tpatz)apat (apatz)fra (fraz) freu (freuz) siap (siapz) sitp (sitpz)
sepa (sepaz) ipa (ipaz) eep (eepz) mep (mepz) wpe (wpez) vegr (vegrz)
js (jsz) nfs (nfsz) fss (fssz) rfp (rfpz) pip (pmpz) ppe (ppez) acb (acbz)
fedg (fedgz)
compute gme=mean(ogaz,osaz,sgcdz)
compute stme=mean(osaz to wrgz)
compute sme=mean(pasz to mepz)
compute some=mean(wpez to jsz)
compute fjnpme=mean(rfpz,acbz,fedgz)
correlations variables=gme stme sme some fjnpme
/format=matrix
descriptives variables gme stme sme some fjnpme
manova gme stme sme social by cluster (1,5)
manova stme sme by noo (1,17)
npar tests k-w ogaz, osaz, sgcdz by cluster (1,5)
npar tests k-w ogaz, osaz, sgcdz by noo (1,17)
npar tests k-w wpez to jsz by cluster (1,5)
npar tests k-w wpez to jsz by noo (1,17)
npar tests k-w nfsz to fedgz by cluster (1,5)
npar tests k-w nfsz to fedgz by noo (1,17)
oneway fjnpme by cluster (1,5)
/ranges=duncan
Appendix 3 Concepts and Perceptions of Organisational Effectiveness

/statistics=all
one way fprpme by noo (1,17)
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one way ogaz by cluster (1,5)
/ranges=duncan
/statistics=all
one way osaz by cluster (1,5)
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/statistics=all
one way cddwz by cluster (1,5)
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one way admsz by cluster (1,5)
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/statistics=all
one way ecz by cluster (1,5)
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/statistics=all
one way sgcdz by cluster (1,5)
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one way ocdz by cluster (1,5)
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/statistics=all
one way wrgz by cluster (1,5)
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(statistics= all)
one way pasz by cluster (1,5)
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one way magbz by cluster (1,5)
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one way tpagbz by cluster (1,5)
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one way apagbz by cluster (1,5)
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one way tpatz by cluster (1,5)
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one way apatz by cluster (1,5)
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/statistics=all
one way fraz by cluster (1,5)
/ranges=duncan
/statistics=all

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Appendix 3

Concepts and Perceptions of Organisational Effectiveness

oneway freuz by cluster (1,5)
/ranges=duncan
/statistics=all
oneway siapsz by cluster (1,5)
/ranges=duncan
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oneway ipaz by cluster (1,5)
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/statistics=all
oneway eepz by cluster (1,5)
/ranges=duncan
/statistics=all
oneway mepz by cluster (1,5)
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oneway wpez by cluster (1,5)
/ranges=duncan
/statistics=all
oneway vegrz by cluster (1,5)
/ranges=duncan
/statistics=all
oneway jsz by cluster (1,5)
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/statistics=all
oneway nfsz by cluster (1,5)
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/statistics=all
oneway fssz by cluster (1,5)
/ranges=duncan
/statistics=all
oneway rfpz by cluster (1,5)
/ranges=duncan
/statistics=all
oneway pipz by cluster (1,5)
/ranges=duncan
/statistics=all
oneway ppez by cluster (1,5)
/ranges=duncan
/statistics=all
oneway acbz by cluster (1,5)
/ranges=duncan
/statistics=all
oneway fedgz by cluster (1,5)
Appendix 3 Concepts and Perceptions of Organisational Effectiveness

/ranges=duncan
/statistics=all
reliability variables=ogaz osaz sgcdz
reliability variables=osaz to wrgz
reliability variables=pasz to mepz
reliability variables=wpez to jsz
reliability variables=rfpz acbz fedgz
reliability variables=nfsz to fedgz
finish