
Dimensions of Organizational Capacity of Sport Organizations and Their Measurement

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Synopsis:

Abstract:

Organizational capacity defined as “a set of attributes that help or enable an organization to fulfill its missions” (Eisinger, 2002; p. 117) is a critical concept in organizational analysis. However, it has not been well understood or explored in management literature in general and sport management research in particular. Although there are several schemes that can be used by organizations to gauge their own capacity, they are not scientific tools and they should not be used such (McKinsey & Company, 2001). That is, there is a dearth of reliable and valid instruments to assess organizational capacity of sport organizations in particular. The present exercise is an attempt to partially fill this void by describing the dimensions of organizational capacity pertaining to national sport governing bodies in Ghana, and develop a questionnaire to measure those dimensions.

The dimensions of organizational capacity were derived from existing schemes that facilitate observers to assess organizational capacity (e.g., Brown. 2012; McKinsey Capacity Assessment Grid of McKinsey & Company, 2001). Seventy nine items were generated from the general descriptions of the dimensions of Aspirations, Strategy, Organizational Skills, The Board/Senior Management Team, Staff, Systems and Infrastructure, Organizational Culture, Building Grassroots, Communications and Media Relations, Concern for Athletes. The number of items to measure the dimensions ranged from three to nine. In the questionnaire, the respondents are requested to indicate the extent to which they Disagree (1) or Agree (7) on a 7-point scale with each of the 79 items referring to an aspect of organizational capacity. Sample items are: My national sport governing body has a very clear mission statement; The budget of my national sport governing body is well controlled; My national sport governing body is good in making alliances with other agencies; Our Leadership team can think strategically; Our volunteers are committed to the

national sport governing body; Our leadership team is able to build grassroots support; and Our national sport governing body has a good support system for our athletes.

The questionnaire has been pilot-tested with five administrators of regional sport governing bodies. Their feedback led to slight modifications in some of the items. In the next stage, it is proposed to administer the questionnaire to at least five members of the executive committees of each of the 40 Regional Sport Governing Bodies of the 35 national sport governing bodies. Half the number of received responses will be used in an exploratory factor analysis to derive meaningful factors of organizational capacity. The other half of the responses will be used in a confirmatory factor analysis to confirm the factors derived in the first step. Finally, the scores on the confirmed factors will be correlated with the size of membership, the size of the annual budget, and the standing in international competitions of the sport governing bodies to identify those capacity dimensions that impact organizational effectiveness.

References:

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