

# ORGANIZATIONAL EFFICIENCY: THE KNOWLEDGE OF REGIONAL SPORTS ASSOCIATIONS IN OPORTO DISTRICT

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## Context

The sports association movement in Portugal (comprising clubs, regional associations, national federations and Promotional Associations) presently is meeting with challenges and opportunities that demand an efficient reply and an attitude capable of facing the imminent and constant changes in this sector. However not always do they possess a structure that permits easy adaptation to the changes. As a fundamental factor in local development, there are indications that, if we have a good sport system, we may have better quality of life. Sport in Portugal is overseen by the Secretary of State for Youth and Sports advised by the Higher Council for Sport; the public agency of sport administration is the Portuguese Sports Institute (IDP).

The necessity of understanding better this kind of sport organizations, leads us to look for a systematic set of instruments to understand and analyse sport and the organizational efficiency of its organizations. There is much debate in the literature (e.g., Cameron, 1986; Chelladurai and Haggerty, 1991; Koski, 1995). Because there is great diversity at national level, this paper examines the efficiency of Associations in Oporto region, which nevertheless are diverse also.

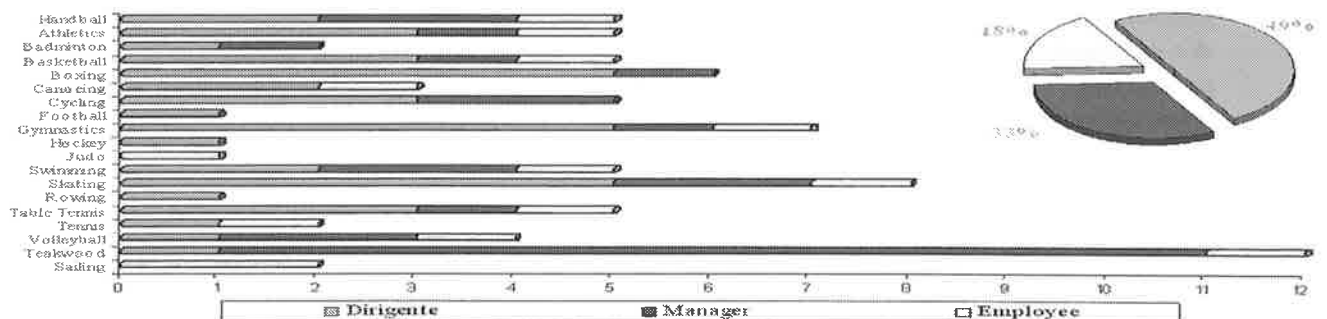
## Methods

The criterion for selecting a sample was those that regulated sports represented at the 2004 Athens Olympics, 19 in all. The instrument was a questionnaire used by Jesus, B. (1996) where efficiency was constituted by 10 dimensions: a) participation b) economics c) training d) regular activities processes e) elite competition processes f) regular competitive results g) elite competition results h) human resources i) systems, and j) external legitimacy. Each dimension was constituted by some efficiency indicators.

## Results and Discussion

40 directors, 26 managers and 14 employees answered a survey, as shown in Figure 1.

Figure 1: Number of Responses from each association (bars) and overall (circle)



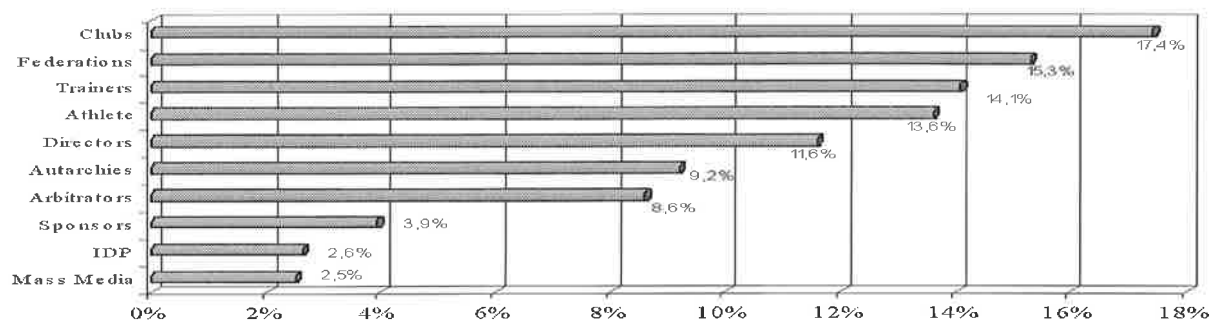
The results of this study (Table 1) point out that the dimensions systems, human resources and external legitimacy, are the ones that contribute and influence most the efficient functioning of Oporto's Regional Associations. These dimensions indicate that the competitiveness between the Regional Associations enables efficient functioning. Furthermore, we conclude that higher efficiency depending on qualified human resources corresponds to a greater capacity to attract support and collaborators.

**Table 1: Dimensions of organizational efficiency**

<i>Dimension</i>	<i>Average score</i>	<i>“Desvio Padrão”</i>	<i>Medium</i>
Participation	5.89	1.12	6.0
Economic	5.34	1.59	6.0
Formation	5.31	1.41	5.0
Processes of regular activities	5.86	1.16	6.0
Process of high competition	5.71	1.24	6.0
Results of the regular competition	5.33	1.27	6.0
Results of high competition	5.85	1.16	6.0
Human resources	6,16	0.92	6.0
Systems	6.21	0.86	6.0
External legitimacy	6.01	0.99	6.0
Total of Dimensions	5.72	1.27	6.0

Otherwise, this study points out that greater control of subsidies or the cash-flows do not provide a significantly more efficient functioning.

**Figure 2: External strategic groups**



Those strategic groups (Figure 2) which more regularly interact with the Regional Associations were clubs, federations, trainers and athletes.

### Recommendations & Implications

We recommend increased investment in the product and service qualities, in addition to increasing profitability. This work is a modest contribution to conceptualizing and implementing a model of organizational efficiency in sport. We point out the importance of conducting comparative studies between public and private sport organizations.

### References

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