

THE LEADER PERCEPTIONS ABOUT THE EFFECTIVENESS OF HIS ORGANIZATION: A CASE STUDY WITH THE PORTUGUESE FEDERATION OF CANOEING

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Abstract

The organizational effectiveness is a topic that has deserved attention for many years in the field of organizational behavior. However, consulting the related literature it's possible to see there are different models explaining the effectiveness, resulting in a lack of consensus regarding the concept and criteria to evaluate it. That can be a dilemma if we consider the main problem of organizational effectiveness is the selection criteria used by the investigators which often are too narrow or too broadly defined, or do not relate to organizational effectiveness, as alerts Cameron (1986).

One appealing model proposed in the specialized literature by Quinn & Rohrbaugh (1983) is the Competing Values Approach (CVA), which admits that the criteria for assessing organizational effectiveness depend on who evaluates it and the interests it represents for the evaluator, i.e., the effectiveness of an organization is directly related to the various preferences of its key constituents. Furthermore, the authors of this approach interpret the results and their spatial configuration obtained from the overlap of two dimensions, structure and focus of the organization, such as allowing evidence of the existence of four alternative models, namely, the Human Relations Model, Open System Model, Rational Goal Model and the Internal Process Model (Quinn & Rohrbaugh, 1983). Thus, organizational effectiveness is obtained when it satisfies the respective values of each model by the main constituents.

The sports sector has also incorporated the organizational effectiveness as one of its concerns of analysis and

evaluation with regard to the multiple organizations that integrate it, but at this moment there's not enough available information, reason why it's important to carry more research in this domain.

Therefore, this case study aimed to understand how the President of the Portuguese Federation of Canoeing (PFC) configure the effectiveness of his organization and to identify the factors he privileged when evaluating it, based in the previously referred CVA. A semi-structured interview with the President and a documental analysis of the 2010 plan of activities of the PFC were used as tools for data collection. The semi-structured interview was developed from a review of the literature currently available in this area, especially with regard to the conceptual framework adopted, and according to the study objectives. The interview was scheduled as availability of the interviewee and performed in his office. The procedures of the interview was done in three phases. In the first phase we referred to the interviewee the study objectives, and the little research done on the determinants of organizational effectiveness under sports organizations. In the second phase, there was a collection of personal data about the interviewee. It was also requested permission to record the interview and to use the information in this work. Finally, there followed the interview guide pre-established. Further, all the collected data was content analyzed by a panel of experts and organized according the structure of selected conceptual model.

The data analysis showed that achievement goals of the PFC acknowledge the importance of winning medals, but goes beyond that also emphasizing to provide itself with a reliable activity plan fitting the needs of the sport, having the best and most competent set of human resources to work, having the appropriate infrastructures and promoting international events and getting considerable financial support from public and private. These results are consistent with studies conducted in other sports organizations of different countries like Canada, United States, Greece, Italy and Spain (Madella, Bayle, & Tome, 2005; Morrow & Chelladurai, 1992; Papadimitriou & Taylor, 2000).

About the most important factors to assess the effectiveness of PFC, it was found that the president perception embrace the four quadrants covered in the spatial model of Quinn and Rohrbaugh with less emphasis on the Internal Process Model (means: Information management and ends: Stability). However, it also was possible to see that his evaluation of PFC effectiveness favoritism factors that appear in the quadrants corresponding to the Open System Model (means: Flexibility and ends: Resource Acquisition) and the Rational Goal Model (means: Planning and ends: Productivity).

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