

# GOING FURTHER? GOAL AND RESOURCE APPROACHES TO ORGANIZATIONAL EFFECTIVENESS IN ASIAN FOOTBALL

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## Aims of paper

One of the challenges of being a national football manager today in a corporatized system where the pressure to win within relatively short contracts, is that you rarely have the pleasure of choice when it comes to being effectively evaluated. This is so because in the ever increasing cut-throat, result-based competitive atmospheres, football managers are usually employed with the sole aim of 'producing' winning teams. The simple working rule is-you continue winning or lose your job! The rationale for focusing solely on football managers is twofold. It is the managers' main role to set goals and using whatever resources at his/her disposal to motivate the team to win. The effectiveness of the manager may therefore be confusing. Is an effective manager the one who according to the fans produces trophies and championship titles or the one who is successful in attaining his/her goals? To help solve this confusion, researchers have now developed multiple approaches to investigate organizational effectiveness (Hossein et al., 2011; Koh-Tan, 2011; Shilbury & Moore 2006). To date, there are many approaches to effectiveness such as goal, quality, ethical, internal process, system, multiple constituencies and competing values approaches (Ochieng & Stewart 2012; Yoo & Newton-Jackson, 2005). However, the bigger practical challenge facing national football managers is usually to select what approach may best work! For instance, as compared to the other 43 national football teams in the Asian Zone, performance data indicates that from 2000 onwards, Japan, Saudi Arabia, Iran and Japan have dominated the Asia cup and have gone on to qualify more times for the FIFA World Cup. Does it therefore mean that their national football managers are more goal oriented or resource advantaged or just plainly more effective than the other national teams? This study will focus on evaluating the link between resources and goal attainments at the Asia cup.

## Theoretical background

To achieve the aim of the study, this research will employ the use of goal and systems approaches to evaluate football managers' effectiveness. Goal approach focuses on the extent to which goals are achieved, while the systems approach deals with the extent to which resources are acquired from the environment.

## Methodology, research design and data analysis

The study employs the use of content analysis of archival data from football newspapers and websites. Resources are sources or inputs available for the national team to carry out its key function of winning. Overall football resources were measured as number of; (a) human resources (number of professional footballers, number of football agents & number of football officials), (b) organizational resources (number of football clubs and number of football teams) and (c) physical resources (number of football stadiums and football hosting capacity). Whereas goal attainment was measured as number of; (a) championships, (b) runners-up, (c) third places, (d) fourth places, and (d) qualifications at the Asia Cup from 2000-2012. Lastly, football success was evaluated based on the FIFA rankings from 2000-2012. Using nonparametric tests, the study will evaluate how the combined effects of resources affect goal attainment and eventual football successes.

## Results, discussions and implications

The results suggested that resource capacity positively influences goal attainment. The study results illustrate how strategic resources contribute to organizational effectiveness at the Asia Cup. Better resourced national football managers tend to set higher achievement targets for themselves. From a strategic planning perspective, football managers who want to go further may first begin by setting specific, measurable, attainable and realistic goals and then resourcing them adequately.

## References

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