

# **Integrating The Performance And Quality Management Systems In Sport Organization — Concept And Rationale**

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## **Aim of the research**

In the recent years, there is a growing interest to align performance and quality management systems. In sport management, the research regarding the integration of existing management systems within the sport organizations is absent. Thus, the purpose of this paper is to cover this gap and to demonstrate how performance management and quality management systems in the context of sport organization can be integrated into a unified framework.

## **Theoretical background**

A synergetic model for implementing an integrated management system within the single organizations was proposed by Zenga, Shib, and Loua (2007). The alignment of performance and quality management systems is supported by the multipurpose and complementary nature of Balance Scorecard. Thus, this most popular framework that is widely used for measuring the performance in various organizational settings, becoming a starting point for the integration of different management systems which are present and used in the organizations (Pimentel & Major, 2014).

## **Methodology, research design, and data analysis**

Research design is based on the conceptual analysis of performance management systems and quality management systems in sport. The qualitative content analysis and coding techniques as well as the Atlas.ti software were used to compare selected systems namely Common Assessment Framework (CAF, 2013) which has been developed in 2000 by European Public Administration Network and Sport Evaluation Framework (2001) developed by Sport England. Synthesis method was utilized to integrate the results from previous analysis and to create the model for integration of quality and performance management systems.

## **Results, discussion, and conclusions**

The results from the conceptual and content analysis of two frameworks (quality and performance management systems) indicate that for the development of Integrated Management System in sport organization the achievement of the synergies at the documentation and organizational levels are of the utmost importance. Internal alignment of performance indicators and data collections on different levels of the sport organization, regular update of the indicators in changing circumstances will provide a balanced picture in relation to the sports organization's performance as a whole. Measurement of the indicators such as participation, leadership, partnerships, facilities, sporting outcomes, as well as efficiency and effectiveness will inevitably lead to the synergies regarding the quality and performance of sports organization on strategic level.

## **Conclusions**

The both concepts — quality and performance — share the same focus that is based on the satisfaction of customers and stakeholders including own employees. At the same time this satisfactions is supposed be achieved following the principles of effectivity and effectiveness with regard to the internal processes. The rationale for integrating the quality and performance management systems stems primarily from the fact that suggested integrated framework could overcome the weaknesses related to the performance management sustainability and efficiency in sport organizations. These were discussed and explained by Robinson (2012) i.e. inability to capture the environmental complexity in performance indicators and lack of managerial control over the number of environmental features, impossibility to measure all aspects of a sport organization. Further research is bound to testing the proposed integrated model in the practice of sports organizations where a crucial role of sport managers will be selection of the indicators for the joint evaluation of the quality and performance. The indicators shall be determined in accordance with the need to assess the effectiveness and efficiency of the entire organization and all of its outputs and outcomes. Thus, the implementation of the suggested integrated concept in the sport organizations can improve the realisation and results of the core processes in sport organizations and enhance their accountability towards the stakeholders' requirements and expectations.

## References

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