

# **The Synergetic Impact of Management Processes and the Motivating Style of Board Members in Relation to Human Resources Capacity**

**De Clerck, Tom; Aelterman, Nathalie; Haerens, Leen and Willem, Annick**  
University of Ghent, Belgium  
tom.declerck@ugent.be

## **Aim**

This study provides a combined perspective on human resources capacity development in nonprofit sport clubs based on managerial processes and the motivating style of board members. Specifically, the present study addresses the question whether and to what degree board processes – i.e. management processes and the motivating style board members rely on – relate to and jointly affect the human resources capacity, hereby relying on two theoretical frameworks: the Competing Values Framework (Quinn & Rohrbaugh, 1981) and Self-Determination Theory (Deci & Ryan, 2000).

## **Theoretical Background and Literature Review**

Human resources capacity, defined as a sports clubs' ability to deploy human capital within the organization, is regarded as the most important asset of nonprofit and voluntary sports clubs (Wicker & Breuer, 2013; Hall et al., 2003). However, research has shown that recruiting and retaining volunteers is one of the biggest problems of sports clubs, and the lack of volunteers is often even threatening the existence of clubs (Wicker & Breuer, 2013).

The question arises then as to how sports clubs can strengthen their human resources capacity. According to the Competing Values Framework (CVF) (Quinn and Rohrbaugh, 1981), sports clubs need to install effective management processes in order to optimize their human resources capacity. The CVF differentiates between four main management approaches or models: the open system model (external, flexible), rational goal model (external, control), internal process model (internal, control) and the human relations model (internal, flexible). However, installing these processes might not be sufficient. The way by which board members of sports clubs install these processes (i.e. in a motivating way) is assumed to be equally important. To illustrate, the development of a mission, vision and policy requires the creation of an organizational culture in which all the constituent groups (i.e. (board) members, coaches, volunteers ...) are involved in the implementation of these plans so that they are optimally motivated to achieve common goals. The role of board members in creating this motivational climate is quintessential, yet has not received sufficient attention so far (Grabowski et al., 2015). In this study, Self-Determination Theory (SDT) (Deci and Ryan, 2000) is adopted as a valuable framework to address the motivating style of board members can rely on to foster involvement and motivation among constituent groups when installing management processes. This theory differentiates between a need supportive (i.e. autonomy supportive, structuring and warm) and need thwarting motivating (i.e. controlling, chaotic, cold) style.

In order to measure the impact of board processes – i.e. management processes and the motivating style board members rely on – on human resources capacity, we rely on the Competing Values Framework and the Self-Determination Theory respectively. In this study, human resources capacity is divided into two components: (1) the presence of competent board members, coaches and volunteers and (2) group cohesion.

### **Research Design and Data Analysis**

In order to measure the board processes and the human resources capacity, existing measuring instruments are used, except for the assessment of the (de)motivating style of board members, which is based on a recently developed questionnaire, the Situations-At-School survey (Aelterman et. al, 2018, in revision). This survey differentiates between need supportive/motivating (i.e. autonomy supportive, structuring) and need thwarting/demotivating (i.e. controlling, chaotic, cold) styles of teachers. For this study, the questionnaire is adapted to the context of sports clubs' board members in order to be able to measure board members (de)motivating style.

Board processes and human resources capacity are measured using data from at least 3 board members out of a convenient sample of (minimum) 30 Flemish sports club. Data from 80 board members out of 20 sports clubs are currently gathered and data gathering is currently ongoing.

### **Results and Discussion**

The results will be processed and analyzed in June, allowing to present and discuss the conclusions at the EASM Conference 2018.

### **Conclusion and Implications**

This study will provide more insight into the synergetic role of management processes and motivating style in fostering human resources capacity in sports clubs. It will have important implications for the management of nonprofit sports clubs as it allows to identify key (symbiotic) processes that board members can rely on to recruit and retain volunteers in their sports clubs.

### **References**

- Aelterman, N., Vansteenkiste, M., Soenens, B., Fontaine, J., Haerens, L., & Reeve, J. (in revision). Toward an integrative and fine-grained insight in motivating and demotivating teaching: The merits of a circumplex approach. *Journal of Educational Psychology*.
- Deci, E. L., & Ryan, R. M. (2000). The 'what' and 'why' of goal pursuits: human needs and the self-determination of behavior. *Psychological Inquiry*, 11, 227–268.
- Grabowski, L., Neher, C., Crim, T., & Mathiassen, L. (2015). Competing Values Framework Application to Organizational Effectiveness in Voluntary Organizations: A Case Study. *Nonprofit and Voluntary Sector Quarterly*, 44(5), 908-923.
- Hall, M. H., Andrukow, A., Barr, C., Brock, K., de Wit, M., & Embuldeniya, D. (2003). *The capacity to serve: A qualitative study of the challenges facing Canada's nonprofit and voluntary organizations*. Toronto: Canadian Centre for Philanthropy.
- Quinn, R. E., & Rohrbaugh, J. (1981). A competing values approach to organizational effectiveness. *Public Productivity Review*, 5, 122-140.
- Wicker, P., & Breuer, C. (2013). Understanding the importance of organizational resources to explain organizational problems: Evidence from nonprofit sports clubs in Germany. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations* 24, 461–484.