

opción

Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,
Lingüística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, 2019, Especial N°

19

Revista de Ciencias Humanas y Sociales

ISSN 1012-1537/ ISSNe: 2477-9385

Depósito Legal pp 198402ZU45



Universidad del Zulia
Facultad Experimental de Ciencias
Departamento de Ciencias Humanas
Maracaibo - Venezuela

Evaluation of Sport Federation Management Models through Competing Values Approach

Maryam Asadollahi Kheirabadi¹

¹Department of Sport Management, Islamic Azad University Khorasgan Branch, Iran

asadollahi@bskimia.ir

Maryam Esmailmotlagh²

²Department of Social Communication, Islamic Azad University Yazd Branch, Iran

motlagh@bskimia.ir

Solmaz Jokar³

³Department of Psychology, University of Isfahan, Iran

jokar@asia-tajhiz.ir

Fereshteh Alizadeh⁴

⁴Department of Management, Islamic Azad University Science and Research Branch, Iran

alizadeh@agrikavosh.ir

Zeinab Basiri⁵

⁵Department of Law, Faculty of Humanities, University of Shiraz, Iran

basiri@asia-tajhiz.ir

Abstract

The aim of this research is to study and analyze the effectiveness models in selected sports federations. The current research is an exploratory survey that has studied the organizational effectiveness factors of Iran's sports federations with a correlational method. The results showed that volleyball, taekwondo, basketball, weightlifting, wrestling, and handball federations had the highest mean of organizational effectiveness, respectively. In conclusion, supporting and rewarding the athletes mentally and physically, providing adequate training centers, and paving the way for their education are among the activities that lead to the satisfaction of elite athletes.

Keywords: Organizational, Evaluation, Constituency, Competing Values.

Evaluación de modelos de gestión de federaciones deportivas a través del enfoque de valores competitivos

Resumen

El objetivo de esta investigación es estudiar y analizar los modelos de efectividad en federaciones deportivas seleccionadas. La investigación actual es una encuesta exploratoria que ha estudiado los factores de efectividad organizacional de las federaciones deportivas de Irán con un método correlacional. Los resultados mostraron que las federaciones de voleibol, taekwondo, baloncesto, levantamiento de pesas, lucha libre y balonmano tenían la media más alta de efectividad organizativa, respectivamente. En conclusión, apoyar y recompensar a los atletas mental y físicamente, proporcionar centros de capacitación adecuados y allanar el camino para su educación se encuentran entre las actividades que llevan a la satisfacción de los atletas de élite.

Palabras clave: Organizacional, Evaluación, Constituyente, Valores Competentes.

1. INTRODUCTION

Definition and measurement of organizational effectiveness have led to an increase in the tendency to research in this field and in general, the field of organizational theory. Most of the theoretical and practical approaches are in agreement regarding the contradictions that exist among researches considering the determination of indicators for assessing organizational effectiveness. Evaluating the efficiency and success of sports organizations are crucial in strategic decision-making and future

orientations of sports in every country. There are several criteria for successful evaluation and efficiency assessment of organizations, the most important of which are efficiency, effectiveness, and productivity. Most of these terms are used inappropriately or are mistaken for one another. In the literature review, organizational effectiveness is identified and measured through the extent and realization of the goals, while efficiency is a limited concept related to the internal performance of the organization. Efficiency is defined as the proper execution of the tasks, while effectiveness means the execution of proper tasks. At the organizational level, productivity is defined as the measurement of products, number of products, or working hours, while at the national level, the relation between national income and social expenditure is defined as productivity index. On the other hand, in management literature, the concept of productivity includes the two concepts of effectiveness and efficiency. In the field of sports, due to the nonprofit nature of sports organizations, and their distinguished final products, the definition of productivity is different compared to profitable organizations. In other words, the issue of productivity in sports organizations is assessed by satisfying the needs and meeting the expectations of the beneficiaries of sports organizations .

Despite more than 60 years of research in this area, there are still fundamental challenges for the measurement of organizational effectiveness. It is also worth noting that the multidimensional and

complex nature of this construct in sports have made it difficult for measurement. On the other hand, the researchers have confirmed organizational effectiveness multidimensional construct and use the five approaches for measuring the effectiveness of sports organizations. These approaches include Goal Attainment Approach, System Resource Approach, Internal Process Approach, Multiple Constituency Model, and Competing Values Framework. Despite the weaknesses and strengths in the aforementioned approaches toward sports organizations, Competing Values Framework is among the multidimensional approaches towards organizational effectiveness that also involves the approach based on beneficiary groups. According to this approach, there are mutual, different, and multiple values within organizations, and each of these features and dimensions is, to some extent, discernible and measurable in various sections of sports organizations. Therefore, using such an approach in the field of sports is adequate. Studying and reviewing the organizational effectiveness approaches, Eidi et al. (2011) asserted that the two approaches of beneficiaries' satisfaction, and competing values are able to measure effectiveness within sports organizations. Regarding organizational effectiveness in sports, comprehensive researches have been done abroad while domestic researches are few in numbers. Researchers such as Eidi et al. (2011) have studied this issue .

With an exception in the research done by Eidi et al. (2011) in which they attempted at designing a model for effectiveness in selected sports federations, other domestic researches have considered effectiveness construct as a secondary or dependent variable. Researchers such as Mozafari, and Tabaeian (2004), Hamidi (2003), Asadi and Hashemi (2001), Moghimi et al. (2008) have studied the effectiveness of management and leadership styles and ignored organizational effectiveness. However, no comprehensive analysis has been performed in this specific area. On the other hand, Hoseini (2010) studied the viewpoints of sports federations' chairs, and managers of sponsoring companies regarding the aims of financial sponsorship. Shetab et al. (2008) studied and ranked the effective factors on appointing female managers in sports committees and federations in Iran's provinces. Fallah et al. (2006) studied the factors related to the establishment of management information system in IRI's sports federations. Finally, Nasiri et al. (2009) studied and analyzed the coach assessment systems of the handball national teams from different points of view of Iran's sports federations. Although the aforementioned researches have been conducted in sports federations, and each one is focused on a single internal or external aspect of these federations, nevertheless, the issue of effectiveness in sports federations, the challenge of which lies in the degree to which these organizations are responsive to internal or external beneficiaries, demands more scrutiny. Similar to other countries, in

Iran, most of the sports federations are nonprofit organizations, and their survival is highly dependent on the financial resources that are annually provided by the government (paid by Physical Education Organization). On the other hand, a negligible amount of these federations' income is obtained by financial sponsors and public supports (Kunia & Othman, 2019).

Consequently, the numerous sources of input have led to a complex internal environment in these federations. In addition, like other organizations and economic companies, these organizations should be responsive to superior organizations and suppliers. Based on the abovementioned issues, we should emphasize the importance of evaluating the effectiveness of sports federations, as the most significant sports organizations in Iran responsible for the development of specific sports and provision of facilities and equipment for the growth of elite athletes, presence in domestic competitions, and the achievement of success in international fields. Therefore, evaluation of this variable in sports federations is of great importance, and its cruciality has prompted the researchers to study organizational effectiveness in selected sports federations in Iran based on competing values approach. By conducting the current research, the criteria for the assessment of organizational effectiveness in federations are prioritized, and furthermore, their positions in the competing values approach are determined. It is also worth noting that the chairman and managers of federations

can use the results of this research to present effective feedback regarding the effectiveness indicators and awareness of the federation's status within the model's framework.

2. RESEARCH METHODOLOGY

The current research is an exploratory survey. The statistical population of the research includes all the constituencies (board of directors, expert employees, athletes, adult national team's coaches, and referees) of sports federations, and the statistical sample included the beneficiaries of six sports federations of the Islamic Republic of Iran that are selected nonrandomly and purposely. The criteria for selecting sports federations included the existence of regular domestic leagues, and active participation in international competitions, and consequently all of the beneficiaries of three selected federations of team sports (volleyball, basketball, and handball) and three selected federations of individual sports (wrestling, taekwondo, and weightlifting) were included in the statistical sample of the research. Due to the fact that in exploratory factor analysis method, based on the number of exploratory variables, the statistical samples of the research are determined as a minimum of 2 times and a maximum of 10 times greater than the variables and since the number of exploratory variables of this research was 70 items, a total of 362 questionnaires were

distributed, and finally 258 questionnaires (approximately more than 3 times as many) were analyzed. Due to the lack of questionnaires related to the research subject, a researcher-made questionnaire was used. Studying the theoretical basis, including the use of academic texts, numerous scientific articles and related questionnaires, interviewing sports management professors, and semi-structured interviews with the practitioners of sports federations (vice chairman, chairman and secretaries of professional committees) a list of questions was extracted. Some of the questions extracted from the interviews include: the federation is able to attract governmental financial supports, the federation is able to host international competitions in the specific sport, the federation possesses international chair or chairman in the specific sport, the federation has an adequate interaction with all constituent groups (coach, athlete, referee, media, financial sponsors, etc.) .

In order to identify the components of organizational effectiveness, and structural justifiability of the research tools, the exploratory factor analysis with orthogonal rotation was used. Before the exploratory factor analysis, the criterion of Kaiser, Meyer, and Olkin (KMO) was used to ensure the sufficiency of the sample, and Bartlett's test was employed to determine the correlation between the variables. In the current research, the KMO value was 0.748, and the significance level of Bartlett's test was less than 0.001. Therefore, sampling sufficiency and the execution of

factor analysis based on the studied correlation matrix were justifiable. After collecting the questionnaires and executing the exploratory factor analysis, the minimum accepted factor loading for each variable was determined as 0.4. Thus, 8 questions were omitted from the 70 questions of the questionnaires due to a factor loading of less than 0.4, and the remaining 62 questions were categorized into eight components of organizational flexibility (5 questions), resources (10 questions), planning (7 questions), productivity (10 questions), organizational balance (7 questions), fixation (8 questions), workforce cohesion (8 questions), and expert human resources (7 questions) .

LISREL software was used to do a confirmative factor analysis, and also to examine whether the model and its four aspects are designed properly or not. The Chi-Square statistic used for this model was 2.9 that is less than the critical value of Chi-Square with 1 degree of freedom (3.84). The model's aspects are confirmed accordingly. The root values for the estimation of error of the approximation variance of RMSEA, GFI, AGFI, and CFI were 0.77, 0.99, 0.92, and 0.94 respectively that in turn confirmed the aspects of the competing values approach. Descriptive statistical methods were used to study the demographic properties and prioritize the components .

3. RESULTS OF THE RESEARCH

Among the 258 samples participating in the research, 65 % were less than 40 years old, and 35 % were more than 40. This indicates that most of the subjects of the research were young. 65 % of the subjects had a work experience of less than 15 years, and 35 % had a work experience of more than 15 years, which shows that the subjects had a desirable amount of work experience. Regarding the educational background, 53% had a high school degree or associate degree, 46 % had a bachelor or master degree, and 1 % had a PhD. Therefore, it can be said that most of the subjects had been educated at university (table 1).

Table 1. Demographic characteristics of the beneficiaries of selected sports federations

Demographic characteristics		frequency	Frequency percentage
sex	Male	216	84%
	Female	42	16%
age	20-30	74	29%
	31-40	92	36%
	41-50	58	22%
	51-60	25	10%
	61-70	9	3%
Work experience	1-5	53	21%
	6-10	55	21%
	11-15	60	23%
	16-20	50	19%
	21-25	22	9%
	26-30	18	7%
Educational status	High school or lower	64	25%
	Associate degree	72	28%

	Bachelor degree	90	35%
	Master degree	29	11%
	PhD	3	1%

Table 2 shows the prioritization of the eight components related to organizational effectiveness based on the mean and standard deviation. Accordingly, the productivity component ($X \pm SD = 48.35 \pm 6.48$) is the most significant component, while organizational interaction ($X \pm SD = 19.39 \pm 2.20$) is the least important one.

Table 2. Prioritization of the organizational effectiveness factors in sports federations

Rank	Factors	Mean	Standard deviation
1	Productivity	48.35	6.48
2	Organizational resources	34.12	6.41
3	Planning	32.72	4.93
4	Organizational fixation	32.35	5.46
5	Expert human resources	28.83	8.54
6	Workforce cohesion	24.76	4.76
7	Flexibility	20.03	4.72
8	Organizational interaction	19.39	2.20

Figure 1 shows the overall effectiveness of the selected sports federations. It can be seen that the federations of volleyball,

taekwondo, basketball, weightlifting, wrestling, and handball had the highest mean for organizational effectiveness respectively.

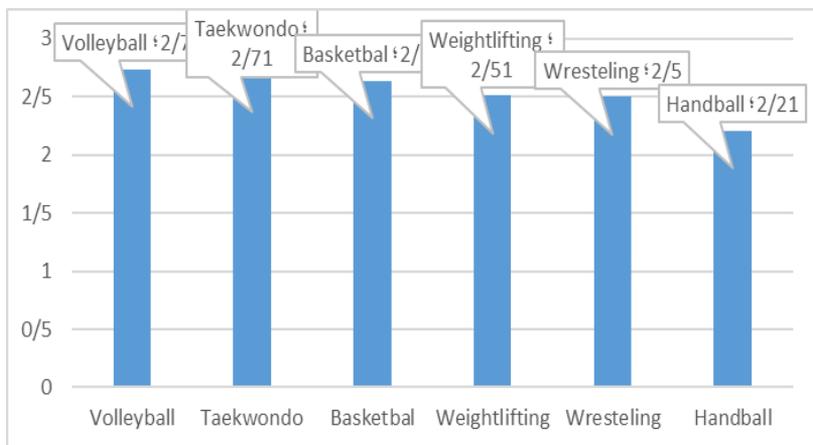


Figure 1. Description of the overall organizational effectiveness in the selected federations. Organizational effectiveness-Mean-handball-wrestling-weightlifting-basketball- taekwondo-volleyball.

Figures 2 to 7 indicate the determination of the status and priority of the organizational effectiveness models through the competing values approach in the 6 selected federations of wrestling, weightlifting, taekwondo, volleyball, basketball, and handball. Studying 4 models of organizational effectiveness in the wrestling federation indicated that the rational goals model ($X \pm SD = 79 \pm 8.62$), internal processes model ($X \pm SD = 71 \pm 10.82$), human relations model ($X \pm SD = 61 \pm 9.90$), and open systems model ($X \pm SD = 52 \pm 7.75$) had the highest mean respectively (figure 2) .

In the weightlifting federation, the rational goals model ($X \pm SD = 70 \pm 8.96$), human relations model ($X \pm SD = 50 \pm 10.92$), open systems model ($X \pm SD = 45 \pm 13.68$), and internal processes model ($X \pm SD = 49 \pm 10.21$) are ranked in order of priority (figure 3) .

In taekwondo federation, the rational goals model ($X \pm SD = 86 \pm 13.45$), open systems model ($X \pm SD = 69 \pm 8.76$), internal processes model ($X \pm SD = 64 \pm 10.21$), and human relations model ($X \pm SD = 56 \pm 6.49$) stand in the ranking respectively (figure 4) .

In the volleyball federation, the rational goals model ($X \pm SD = 85 \pm 10.49$), open systems model ($X \pm SD = 66 \pm 11.17$), human relations model ($X \pm SD = 62 \pm 11.37$), and internal processes model ($X \pm SD = 56 \pm 10.57$) stand in the ranking respectively (figure 5) .

In the basketball federation, the rational goals model ($X \pm SD = 71 \pm 5.81$), human relations model ($X \pm SD = 65 \pm 8.56$), open systems model ($X \pm SD = 60 \pm 3.64$), and internal processes model ($X \pm SD = 55 \pm 4.04$) stand in the ranking respectively (figure 6) .

In the handball federation, the rational goals model ($X \pm SD = 70 \pm 7.07$), human relations model ($X \pm SD = 50 \pm 12.95$), internal processes model ($X \pm SD = 49 \pm 5.60$), and open systems model ($X \pm SD = 45 \pm 4.03$) stand in the ranking respectively (figure 7).

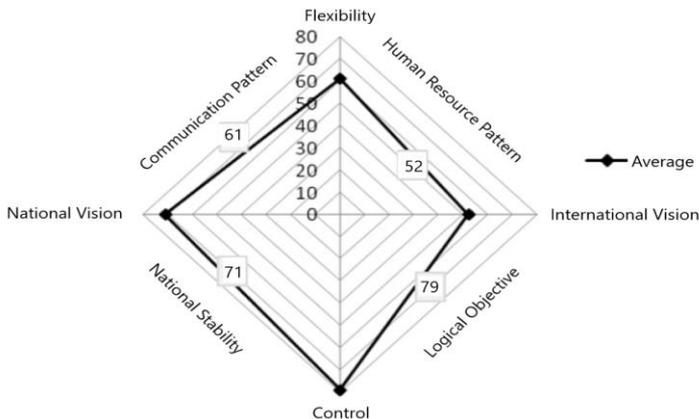


Figure 2. Determining the status of effectiveness models of competing values approach in wrestling federation. Mean-External center of attention-Internal center of attention-flexibility-control-Open systems model (flexibility-resources)- Human relations model (expert workforce-workforce cohesion)-Rational goals model (planning-productivity)-Internal processes model (fixation-information access).

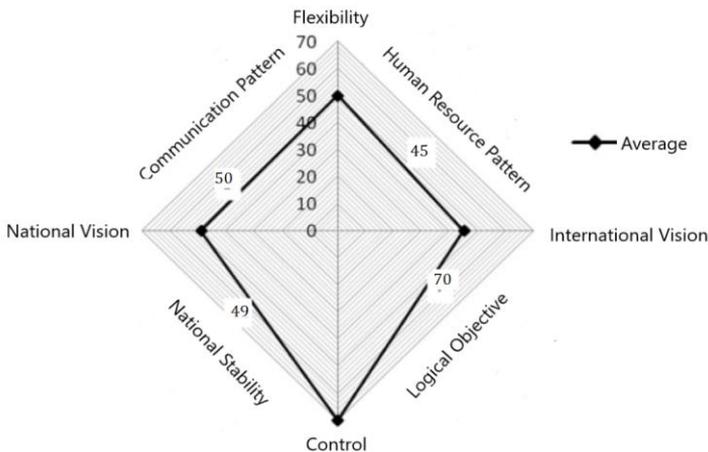


Figure 3. Determining the status of effectiveness models of competing values approach in weightlifting federation. Mean-External center of attention-Internal center of attention-flexibility-control-Open systems model (flexibility-resources)- Human relations model (expert workforce-workforce cohesion)-Rational goals model (planning-productivity)-Internal processes model (fixation-organizational interaction)

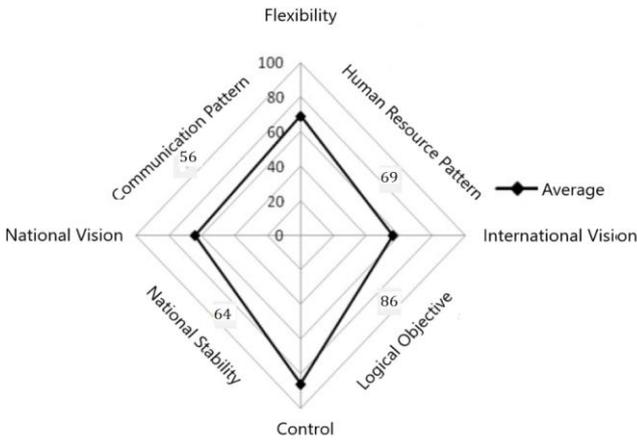


Figure 4. Determining the status of effectiveness models of competing values approach in taekwondo federation. Mean-External center of attention-Internal center of attention-flexibility-control-Open systems model (flexibility-resources)-Human relations model (expert workforce-workforce cohesion)-Internal processes model (fixation-information access).

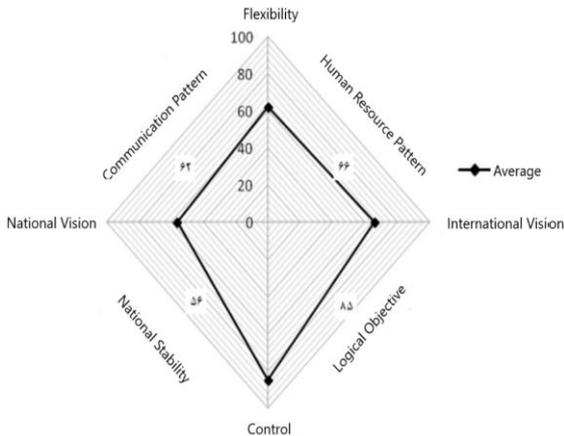


Figure 5. Determining the status of effectiveness models of competing values approach in volleyball federation. Mean-External center of attention-Internal center of attention-flexibility-control-Open systems model (flexibility-resources)-Human relations model (expert workforce-workforce cohesion)-Rational goals model (planning-productivity)-Internal processes model (fixation-information access)

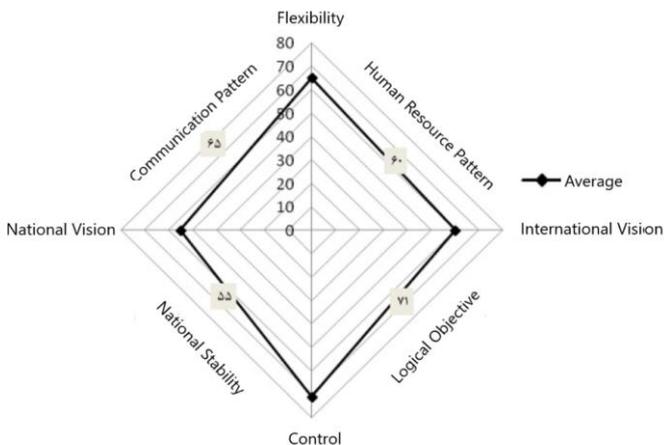


Figure 6. Determining the status of effectiveness models of competing values approach in basketball federation. Mean-External center of attention-Internal center of attention-flexibility-control-Open systems model (flexibility-resources)-Human relations model (expert workforce-workforce cohesion)-Rational goals model (planning-productivity)-Internal processes model (fixation-information access)

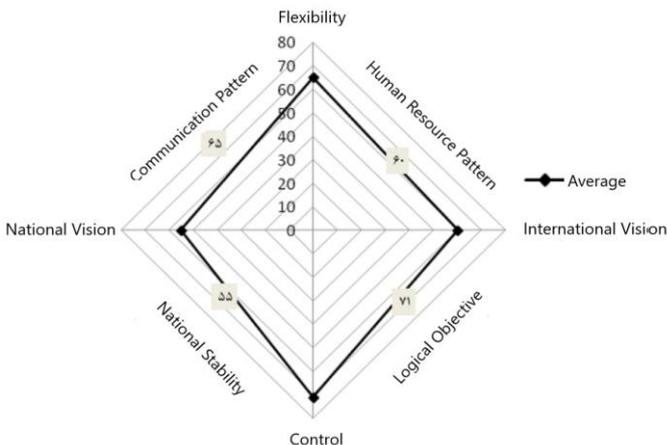


Figure 7. Determining the status of effectiveness models of competing values approach in handball federation. Mean-External center of attention-Internal center of attention-flexibility-control-Open systems model (flexibility-resources)-Human relations model (expert workforce-workforce cohesion)-Rational goals model (planning-productivity)-Internal processes model (fixation-organizational interaction)

4. DISCUSSION AND CONCLUSION

The results of the research showed that based on the judgment of the various beneficiaries of the federations, the federations of volleyball, taekwondo, basketball, weightlifting, wrestling, and handball had the highest organizational effectiveness respectively (figure 1). Analyzing the abovementioned results, it can be said that the federations of volleyball and basketball have made lots of improvements in recent years through establishing a stable, purposeful, and planned management system, investing in different age groups and benefitting from a talent-seeking strategy. For example, in recent years Iran's volleyball team has participated in nineteen Asian and world competitions, and has managed to achieve a medal in fourteen competitions which in turn indicates the growth of volleyball in Iran, particularly in the age groups of youths, and adolescents. Furthermore, it is worth noting that the age group of adults should also try its best to achieve greater successes. The situation is similar in basketball, in a way that a powerful appearance in Asian competitions, and on the other hand, an acceptable performance in Beijing Olympic Games indicated a purposeful planning in basic levels and different age groups, and its result in the adult national team.

As a martial art, the federation of taekwondo also possesses a valuable position in Iran's sport. It has stabilized itself in not only Asian but also world competitions through gaining valuable

medals, and based on this it has managed to satisfy the beneficiaries. Regarding the weightlifting federation, due to the ebbs and flows, and also managerial changes in recent years, it is expected that this federation will flourish again in the near future, gaining support from the physical education organization, and the Olympic national committee, and also through preserving the managerial stability, and a proper talent-seeking strategy. Wrestling, as the first sport in Iran, with a successful background in Olympic and world competitions is the most prestigious sport in Iran. However, it has gone through some difficulties in recent years and the federation's management has not been successful in maintaining the position of this sport, which may be due to contradictions on the beneficiaries' part, and also a lack of attention and flexibility in this federation regarding the concentration in its external environment. Therefore, the managers of this federation should provide further opportunities for the development of this sport, benefitting from experienced and eminent coaches, athletes, and managers, and also gaining support from scientific centers. From the beneficiaries' point of view, handball federation has the lowest amount of effectiveness compared with other federations. This issue can be justified through numerous reasons, the most important of which may be a lack of attention to the needs of major beneficiaries (such as athletes, coaches, referees, and employees), and also their low participation in strategic decision makings. It is also worth mentioning that the subjects of the current research may

have prioritized the intended criteria affected by the function of their sports federation .

Another finding of the research is the models' analysis and the status of federations in the competing values approach. In this respect, considering the fact that the organizations are at different stages of development, each organizational effectiveness model is beneficial for a single federation if it takes advantage of a certain combination of these environmental and organizational perspectives. The four models of competing values approach involve values that are responsible for guiding the organizations' external management, and their internal integrity. These models are present to a certain extent in each federation, however, based on their determined goals and needs, federations place greater emphasis on certain models. Therefore, based on the position of the federation in the organizational life cycle, the determining criterion is the management's emphasis on a particular effectiveness model. To this end, identification and prioritization of the factors that determine effectiveness in sports federations, and also identification of their position in the organizational life cycle are matters of utmost importance. In this respect, the five stages constituent of the federations' life cycle include the stages of entrepreneurship, primary integrity, officiality and control, integrity, and decline, each of which demands various needs and expectations from the management and also the federation. Thus, to reflect the expectations, it is logical that the constituent groups change

themselves as the stages of the federation's life cycle change. In the entrepreneurship stage, the federation emphasizes innovation, creativity, and resource attraction. External support is of great importance in this stage. Furthermore, the federation should be flexible. The model of open systems model emphasizes such criteria .

Consequently, it can be expected that the newly founded federations use this model. When the federation enters the stage of primary integrity, the integrity and unity of employees, technical staff, athletes, and other beneficiaries become more important. In this stage, the management should induce the sense of unity and high commitment in all of the beneficiaries. Based on these criteria, in this stage, the model of human relations model is used. In the stage of officiality and control, issues of efficiency and productivity are highlighted. In this stage, the federation has grown and the beneficiaries (employees, leaders, athletes, technical staff, referees, financial supporters, etc.) evaluate it based on its stability and productivity. In this stage, the two models of rational goals model, and the organization's internal processes are emphasized. In the stage of structure integrity, the emphasis is put on controlling the federation's external environment. At this stage, the beneficiaries emphasize flexibility, resource attraction ability (financial supporters, governmental or nongovernmental resources, eminent athletes and technical staff), and the development of the federation

and the specific sport. In the stage of decline, the beneficiaries pay attention to the issues highlighted in entrepreneurship stage. In other words, they emphasize the organization's ability to innovate, attract resources, and reengineer the structure. It is worth mentioning that, similar to the entrepreneurship stage, the open systems model is used for evaluation of effectiveness .

The results of figures 2 to 7 show the priority and ranking of effectiveness factors in the studied federations. In all of the six team and individual sports federations, the rational goals model (productivity, efficiency, and planning) is the most eminent model which is an indicator of the fact that the selected federations consider the issues of productivity (satisfaction of the needs and expectations of the beneficiaries such as athletes, coaches, referees, employees, etc.) and planning (determining the strategic goals of the federation in short-term, medium-term, and long-term periods) as their top priorities. A review of the results shows that the federations' next priorities are varying, in a way that the open systems model (flexibility, organizational resources) stands in the 2nd, 4th, 3rd, 4th, 4th, and 3rd ranks in the federations of wrestling, weightlifting, taekwondo, volleyball, basketball, and handball respectively. Analyzing this, it should be noted that the organizations that emphasize adjustment with the external environment are more distinguished regarding the open systems aspect (flexibility, resource attraction), and the management of these organizations highlight values such as flexibility,

organizational growth, innovativeness, creativity, and resource attraction. On the other hand, the multidimensional approach of competing values effectiveness that integrates the basic principles of organizational theory, and systems, emphasizes the most fundamental principles of organizational effectiveness, namely, system balance, resource attraction, flexibility, adjustment with the external environment, human resources, and achievement of the goals.

In this respect, based on the theory of open systems that considers the effectiveness in attracting resources from the organization's external environment as a determining criterion of effectiveness, the federations of weightlifting, basketball, and volleyball should not only change the center of attraction from the federation's internal environment to its external environment, but also change the federation's structure from a mechanical mode to an organic one. Regarding the internal processes model, wrestling federation had the 4th priority, weightlifting federation had the 3rd priority, taekwondo federation had the 2nd priority, volleyball federation had the 2nd priority, basketball federation had the 3rd priority, and handball federation had the 4th priority. In general, the organizations that concentrate on internal processes, emphasize workflow, concentration, control, and organizational fixation. The employees are rewarded due observing the rules, and the managers focus on evaluating different aspects of the occupation, and believe

that officiality and workflow lead to organizational fixation, integrity, cohesion, and observation of the rules and regulations. In his research, Papadimitriou regarded the organization's internal processes (stability, and organizational interaction) as a category of organizational effectiveness, and the main functions of sports federations' management. Criteria such as integrity among the goals, transparency of the roles, efficiency and productivity, inter-organizational interaction and coordination, and officiality reflect the values of organizations that benefit from adequate structure and management in confronting the bureaucracy and other repetitive internal processes. These criteria not only approve the duties of the federation's management, but also play a significant role in achieving and assessing effectiveness in non-profit organizations.

Regarding Iran's sports federations, these criteria are the major anxieties, and expectations of the federations' boards of directors, and professional employees (members of specialized committees) situated on top and middle positions in the federations. Members of the board of directors (volunteer members) in sports federations, are among the valuable beneficiaries that play an important part in the federation such as leading and managing the federation, policymaking, and controlling the resources. Considering this, Herman and Renz regard the role of the members of board of directors and their external interactions and relations as valuable in the survival and success of the federations. Therefore, considering the significant role of the members of the board of

directors, and professional employees (members of specialized committees), compared with the structure of federations in Canada, Australia, and other countries with professional management at all levels of the federations, in Iran, the management department and a few specialized committees are run by volunteer managers and members, and the other levels of the federation involve official and salaried employees. In this respect, the manager and volunteer members face numerous difficulties and troubles related to the recognition of the changes in sports development around the world, allocation of resources to different sections, and also responsiveness to the technical and general problems of a specific sport and the federations. Consequently, the existence of these problems in the body of the federations reflects the significant status of management and the top levels of the federation and their effect on organizational effectiveness.

It seems that, similar to other professional sports organizations in most of the countries successful in the field of sports, fulltime professional individuals should be employed at the top levels of Iran's federations so that they spend their energy on the development of the specific sport, perform their duties in the federation, and also feel responsible for the specific sport's performance, and also the federation's function. However, in Iran's sports federations, most of the managers are volunteer managers with multiple jobs, and do not feel responsible for the performance

of the specific sport and the federation's efficiency. Studying the relationship between organizational structure, effectiveness, and organizational commitment in the headquarters of Iran's sports organizations, Hamidi (2003) concluded that benefitting from organic structures in the sports organizations' structures lead to higher organizational effectiveness and the utilization of this structure causes an increase in the loyalty of the employees. Furthermore, a dynamic complex environment, and widespread development in the field of Information Technology, have made changes in organizational structures inevitable. In order to be responsive to environmental needs, and also in order to be responsive to them, new organizational forms have been introduced that not only maintain horizontal coordination and create straightforward and simple organizational processes, but also ensure the satisfaction of domestic and foreign customers.

The most significant features common among these structures are attracting resources outside the organization, and maintaining a horizontal relationship with them. Therefore, wrestling and handball federations should respond to environmental changes, benefitting from organic structures, and also improve their relations with the external environment. In human relations model, (expert human resources, workforce cohesion) the wrestling federation had the 3rd priority, the weightlifting federation had the 2nd priority, the taekwondo federation had the 4th priority, the volleyball federation had the 3rd priority, the basketball federation

had the 2nd priority, and the handball federation had the 2nd priority. In this model, organizational flexibility and the federation's internal environment are emphasized. Therefore, the organizations that concentrate on creating confidence, sense of belonging, and the employees' extra role behaviors (organizational commitment, organizational citizenship behavior, and emotional intelligence) are more eminent in the human relations aspect. The leadership style in these organizations shows teamwork, participation, empowerment of employees, and paying attention to their ideas and opinions. The federations of wrestling, volleyball, and taekwondo should try their best to devote sufficient attention to the development of the organization's internal processes through using the proper strategies such as the employees' extra role behavior and increasing their interaction with the beneficiaries .

Another finding of the research was the prioritization of the components of organizational effectiveness in sports federations. Based on the results of table 2, productivity, resources, planning and organizational fixation are the most important components of effectiveness respectively. On the other hand, besides paying attention to the components of organizational interaction, flexibility, workforce cohesion, and expert employees, the sports federations should concentrate on and emphasize the four components of productivity, resources, planning and organizational fixation. According to the aforementioned results, Iran's sports

federations need to constantly concentrate on the roles and needs of their beneficiaries. On the other hand, they need to identify, and prioritize their important beneficiaries and determine their relationship type in order to achieve organizational goals. Furthermore, they should answer the questions of how each constituent affects a federation's activities, and what criteria should be used to evaluate a federation's effectiveness? In this regard, it should be noted that the appearance of elite athletes, as the most prominent beneficiaries of a federation, in international competitions and their success lead to national and political pride that in turn causes an improvement of the federation's reputation in the media and domestic circles. This can result in not only an increase in the federation's esteem, but also the devotion of more attention on the part of the physical education organization, the national committee of the Olympic Games, and the government. Therefore, supporting and rewarding the athletes mentally and physically, providing adequate training centers, and paving the way for their education are among the activities that lead to the satisfaction of elite athletes. Consequently, if sufficient attention is devoted to the satisfaction of strategic beneficiaries (athletes, coaches, employees, etc.) in the federation's general course of activities, sports federations should try their best to meet and satisfy the expectations and needs of this group of beneficiaries .

REFERENCES

- ASADI, H., & HASHEMI, A. 2001. **Analyzing the Effectiveness of Management Styles and Their Relationship with the Biographical Factors of the Managers of Physical Education Faculties and Departments in Iran's Universities.** Harkat Journal. N° 11. pp. 73-87. Iran.
- EIDI, H., RAMEZANINEJAD, R., YUSEFI, B., SAJJADI, S., MALEKAKHLAGH, E. 2011. **Designing a Model of Organizational Effectiveness of IRI's Sports Federation Based on Competing Values Approach.** Journal of Sports Management and Movement Behavior Sciences. N° 14. pp. 15-30. Italy.
- FALLAH, Z., HAMIDI, M., & KHABIRI, M. 2006. **Studying the Factors Related to the Implementation of Management Information Systems in Sports Federations.** Harkat Journal. N° 29. pp. 99-109. Iran.
- HAMIDI, M. 2003. **The Relationship between Organizational Structures, Effectiveness, and Organizational Commitment in the Headquarters of Iran's Sports Organizations.** Ph.D. dissertation, faculty of physical education. Tehran University. pp.73-76. Iran.
- HOSEINI, S. 2010. **Comparing the Perspectives of the Chairman of Sports Federations, and Managers of Sponsoring Companies Regarding the Aims of Financial Support.** Journal of Sports and Movement Sciences. N° 15, pp. 63-73. Iran.
- KUNIA, S., OTHMAN, S. 2019. **Investigative reporting pattern of tempo weekly news magazine.** Humanities & Social Sciences Reviews. Vol. 7, N° 1: 19-30. India.
- MOGHIMI, S., KHANIFAR, H., & MAHLA, A. 2008. **Studying the Relationship between Personality Style and Management Effectiveness in the Managers of Governmental Organizations.** Journal of Governmental Management. N° 1. pp. 87-104. Germany.

- MOZAFARI, A., & TABAEIAN, S. 2004. **The Relationship between Power Bases and Effectiveness and the Performance of the Chairman of Faculties and Directors of Physical Education Departments from Their Own Standpoint and that of the Faculty.** Journal of Sports Sciences and movement. Vol. 1. N° 4: 123-136. France.
- NASIRI, K., KHABIRI, M., KAZEMNEJAD, A., & SAJJADI, S. 2009. **Analyzing and Modelling the Evaluation System of the Managers of Handball National Teams.** Journal of Sports Management. N° 1. pp. 119-140. Canada.
- SHETAB, B., SAYYEDE, N., KASHKAR, S., & SEIFOORIAN, M. 2008. **Studying and Prioritizing the Factors Effective on the Appointment of Female Manager in Federations and Sports Departments of Iran.** Journal of Harkat. No. 38. pp. 5-26. Iran.
- HERAWAN H, HAYADI B, MAYASARI L, SETYANTO E. 2017. **Effects of Educational Management Quality on Educational Progress.** Journal of Humanities Insights. No. 01(01), pp. 21-3. Iran.
- MUHAMMAD K. 2018. **The Effects of Electronic Human Resource Management on Financial Institutes.** Journal of Humanities Insights. No. 02(01). pp. 01-5. Iran.
- GUMEL F. 2017. **The Effects of European Negotiatory State of Turkey on Local Management.** Journal of Humanities Insights. No. 01(02). pp. 57-62. Iran.
- ZIKAI T. 2018. **An Overview of Economical Corruption in USA and Analysis of its Future.** Journal of Humanities Insights. No. 02 (01) pp. 43-50. Iran.
- VERMA G, SHARMA K. 2017. **The Role of Quantitative Techniques in Business and Management.** Journal of Humanities Insights. No. 01(01). pp. 24-26. Iran.
- FARZADNIA E, HOSSEINI Z, RIAHI A. 2017. **Study of Hospital Quality Management and Improvement Rates in**

the Hospitals. Journal of Humanities Insights. No. 01(01). pp. 7-11. Iran.

AHMADI F, RAHIMI M, REZAEI A. 2018. **Study of Relation between Business Model and Sensemaking Decisions.** Journal of Humanities Insights. No. 02(02). pp. 99-108. Iran.



**UNIVERSIDAD
DEL ZULIA**

opción

Revista de Ciencias Humanas y Sociales

Año 35, Especial N° 19, 2019

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.
Maracaibo - Venezuela

www.luz.edu.ve

www.serbi.luz.edu.ve

produccioncientifica.luz.edu.ve