Original Article

Emotions and the sustainability of community sport organizations

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ABSTRACT

Even when literature about CSOs (community sport organizations) has dealt with some aspects related to its sustainability, little research has been undertaken on the links between participants' emotions and CSOs sustainability. CSOs usually depends on volunteering, so specific issues about its sustainability should be considered. This study follows a qualitative methodology to draw data from interviews with tennis participants (seven players and two coaches) of three CSO located in Madrid, Spain. Anxiety about the match outcome, happiness and joy at wins, and sadness in some defeats appear as their dominant emotions. These results are connected with those obtained by the literature on PSOs' (professional sport organizations) fandom. The proximity of the two sets of emotions points to the relevance of emotionally constructed communities of members for CSOs' sustainability, as it has shown for PSOs. **Key words:** TENNIS PLAYERS, PERFORMANCE, BEHAVIOR, STRATEGY, MANAGEMENT.

INTRODUCTION

The contemporary analysis of community sport organizations (CSOs) has emphasized its differences with professional sport ones (Cuskelly 2004, Gray 2004). Missions, resources, structures, and management systems show clear differences between these organizational types that operate both within the sport realm. Maybe the bigger difference is related to the strong dependence that CSOs has on volunteering. So, CSOs has been frequently ascribed to the voluntary sector (Allison 2001), and are the grassroots, or "foundation stones" of national sport systems (Cuskelly 2004). But amateur and professional sports share some goals. One of them is sustainability. Professional sport organizations (PSOs) look for financial support within a competitive environment where victory is a must to attract a fandom that, directly or indirectly, guarantees a sustained income flow. CSOs have a mission (usually linked to the local community where the organization is rooted) that requires some capacities to be properly fulfilled (see Misener and Doherty 2009 for a revision). These capacities (financial, organizational, etc.) derive from the ability of its members and managerial team to gather enough people. In this case, members provide time, effort, and money (or can draw money from public bodies) to maintain the project.

Therefore, gathering people (supporters or members) has paramount relevance for CSOs and PSOs. For nonprofit and voluntary organizations, some evolved models (Hall et al. 2003) explain why and how people spend their time and resources contributing to the success of the organizational activities. So, volunteering and organizational capacity issues have boosted great best research initiatives dedicated to CSOs analysis (Cuskelly 2004; Hall et al. 2003; Harris, Mori, and Collins 2009; Statistics Canada 2005). But literature is sparse about how sport organizations (community or professional) can maintain the consistence of the people base (members or supporters) needed to attain sustainability. Our research contributes to fill this gap by studying with qualitative tools the emotions present within the members of three CSOs in Madrid, Spain, devoted to tennis and paddle tennis. Doing so, we argument that the dominant emotion found within those tennis players (anxiety about the victory) is not far from the main one present in PSOs fandom (as the literature notes). The consequence, considering the insights of the experience economy, is that when people commitment with their organization is enhanced, increasing the sustainability odds, because their *ingroup identification* is reinforced through that emotion (derived from the victory of their team).

It sounds counterintuitive that the main emotions present in community sport participants show a strong similitude with those present in the professional sport supporters. But the emotional glue represents a need when sport managers must build a sustainable business model based on a firm value proposal within the experience economy. Social psychology has devoted huge effort to explain the emergence and dynamics of people's sets (members, participants, or players in CSOs, supporters in PSOs) that maintain sport organizations alive. But literature has not sufficiently explored what the emotions are when people play sport within a CSOs (for instance, devoted to tennis), and if some of those emotions are connected to the sense of belonging to a specific CSO. We think that the emotions-sense of belonging chain derives in a solid users' community. Then, our research is aimed to show that certain emotions present in the CSOs are very similar to other that the literature has found studying PSOs' fandom. This similarity could support some shared views between CSOs and PSOs facing the sustainability question.

Now we offer a literature review on our research issue (emotions in organizations, and in sport; emotions and CSOs; emotions and PSOs; and the experience economy), before the empirical research section (description; findings). Then, the conclusions section allows for the presentation of the limitations of our study, and the advisable future research. The paper concludes with the references section.

EMOTIONS IN ORGANIZATIONS

Emotions consist of three main elements: physiological changes (concerning the heart, blood, or skin), tendencies to perform particular actions, and subjective personal experiences (Vallerand and Blanchard, 2000). Elfenbein (2007) writes that scholars have offered a wide variety of definitions of "emotion", and offers a comprehensive review of the presence of emotions within organizations through the analysis of the "emotion process." This process has externally visible as well as intrapersonal aspects, and people learn to recognize another person's emotions from their own experience. This learning process is critical for the acceptance and success of the individual within organizations. The decoding of others' emotions helps the individual to cope with the organizational conflicts and pressures. One of main sources of organizational conflict is the competitive setting that dominates the actual landscape.

Competition has become an "endemic issue" for organizations (Day, Gordon, and Fink, 2012). Even organizations apparently remote to market experience different competitive pressures. So, for Gray (2004) there is an increasing trend within American youth sport activities to focus more and more on players' better performance. He concludes that this trend limits people's participation in team sports. The competitive forces that drive the organizational behavior are two-sided: internal and external. Internally, its members try to gain the acceptance of their peers and, simultaneously, fight for differentiation from them (Day, Gordon, and Fink 2012). Externally, the organization as a whole develops a complex network with other ones where competition for scarce resources goes hand in hand with cooperative schemes. This characteristic of present networks allows for the analysis of interactions between the members of the organization (based on cooperation, on competition, or on a certain mixture of both). When persons interact, they feel some emotions that affect their future behavior; accordingly, interesting effects on organizational sustainability will appear, as we discuss in the next section for sport organizations.

Emotions in sport

Crocker and his colleagues (2008) -after stating that in sport studies there is no clear distinction between *emotion, feeling states, affect, stress,* and *moods*- gather the so-called *primary emotional states* that are more quoted in the literature: anger, anxiety, fear, happiness/joy, sadness, and disgust. Dealing with anxiety (the emotion more frequently cited by the interviewees in our research), they found that it is a multidimensional issue has two main sources: intrapersonal (low self-esteem, low confidence, low performance goals, low performance expectancies) and situational (type of sport –individual is associated with higher anxiety than team sport-, game outcome -wins cause less anxiety than losses and ties-, social evaluation, and game importance). Finally, they consider that high anxiety has negative effects on participation, health and performance.

Considering specifically the tennis players, the literature has analyzed aspects as their motivation (Ampofo-Boateng, K., Mohd. Yusof, S., Rahizan Abd. Rahim, M., and Suun, A. 2007), or commitment (Casper 2007, Casper and Andrew 2008, Casper and Stellino 2008, Ebbeck 1994). But these approaches are dominated by a market-oriented perspective with the aim of increasing the number of tennis participants, or their purchasing acts. So, Casper (2007) explicitly considers "market segmentation" and "marketing tactics" among the implications of his study. Therefore, the consideration of emotions as a key of sport organizations sustainability has not sufficiently analyzed by sport scholars. But a growing interest comes from other areas, like strategic management, around the field of *behavioral strategy* (Huy 2012; Powell, Lovallo, and Fox 2011). Taking into account psychological concepts in management is not a new idea, but when strategic management merges with cognitive and social psychology to develop realistic assumptions on the human being (cognitive, emotional) within social frameworks a powerful theoretical device is born. This perspective

allows for a comprehensive analysis of people's interactions at the intra- and inter-organizational levels. An interesting application is the development of business models based on a proper emotional management (Casani, Rodriguez-Pomeda and Sanchez 2012). They consider that emotions contribute to gather people and transform these sets into communities. Communities growth due to the sense of belonging boosted by the *ingroup identification* (Spears, Doosje, and Ellemers 1999), that resumes the strength of peoples' feelings about their ties to a group. In postmodern times, people look for identification with others in tribes (Maffesoli 1988).

Another argument in favor of the view on emotions as lever for group cohesion is provided by Lyons and Dionigi (2007). Studying a sample of 110 participants in the 8th Australian Masters' Games (hold in 2001), they found that leisure-related experiences are not largely episodic, emotional and fleeting. They think about the ephemeral emotional dimension of sport events as a driver for community construction if participants share an emotional repertoire.

Having considered the importance of emotions for the communities' protraction in the sport sphere, we now assess how emotions can shed light on the ongoing debate in the sport management field about organizational capacity as the base for sustainability, and the dependence of CSOs human resources capacity on volunteering.

Emotions and CSOs: Volunteering and organizational capacity
CSOs and volunteering are so intertwined that in his definition Cuskelly (2004: 59-60) affirm that CSOs are membership based not-for-profit organizations established to provide members with opportunities to participate in organized sporting competitions. They are controlled and run by volunteer management committees or boards and include sport clubs and local associations. Sometimes referred to as grass roots sport organizations, CSOs are usually affiliated with regional, state and ultimately national sport organizations and international federations.

As a consequence, volunteering is critical for CSOs sustainability. Other authors have dealt with CSOs' resources shortcuts, and, specifically, with the declining number of volunteers in CSOs. Due to the evolution and growth of this kind of organizations, increasing managerial complexity, financial problems, and interpersonal conflicts, among other factors, have provoked a reduction in the available volunteer group. Therefore, this bottleneck jeopardizes CSOs development, as well as deficiencies with the other resources that build the CSO's capacity. Misener and Doherty (2009) (considering Hall et al. 2003, and other literature on nonprofit and voluntary organizational capacity) study the five dimensions of CSO's capacity: human resources, financial, relationships and networks, infrastructure and processes, and planning and development capacity. In their case study, they found that human resources capacity is critical for the club's aim attainment. So, when nonprofit and voluntary organizations have enough levels of volunteers and staff commitment and dedication, then human resource capacity achieve its greatest strength. Then, it is clear that any relevant factors affecting commitment and dedication would be a positive impact on CSOs capacities. Our research points toward the relevance of members' emotions for organizational cohesion in CSOs. Following the guidelines from the Australian Bureau of Statistics adopted by Cuskelly (2004: 62), we have interviewed clubs' players that are capable of adopt a volunteer role in some sport spheres; this is, for they, player and volunteer are compatible roles.

Research has shown that volunteering is complex phenomenon far from a mere occupational endeavor; Misener, Doherty, and Hamm-Kerwin (2010), referring to the works by Stebbins (1996), and Cuskelly, Harrington, and Stebbins (2002/2003), offer empirical evidence about volunteering as serious leisure. Leisure

(either casual/unserious or serious one) is intertwined with sport in our societies. As it is clear in the crowded stadia dedicated to the big sports, in many times spectators attend the spectacle with an autotelic aspiration, this is, for those spectators the sport spectacle has a value in itself. In the following section we deal with the emotion of that kind of sport fans.

Emotions and PSOs: Supporters

Certain fans attending some professional sports, like soccer, become passionately attached to their club, obtaining so intangible benefits (in the form of emotions) in addition to tangible benefits (in the form of merchandise) (Storm 2009). As the sport experiences show, emotions start with expectations from the subjects, because they are concerned about the extent to which their desires may be satisfied or not by real world events. As a consequence, the "match-mismatch" process produces the sustained mental state, which we call "emotion" (Wollheim 1999). Emotions dye peoples' attitudes towards the world by biasing their perceptions (and subsequent analysis) of events (Griffiths, 2003). In other words, subjects seek the occurrence of certain events in order to obtain the satisfaction of their desires. Lastly, they seek to find a balance between the mental comfort derived from the series of satisfactions concerned, and their own self-concept.

Self-concept is related to the esteem that people perceive in the judgement that others make. As the literature has asserted, being associated in other people's eyes with the success of a sport team generates in the persons concerned the same emotion as if they had obtained the success themselves. This BIRG (*Bask In Reflected Glory*) effect manifests itself despite the fact that the spectators' contribution was clearly irrelevant to the success of their team (Cialdini et al., 1976). As an opposite effect, spectators may feel alienated as club supporters when the team reflects a negative image after defeats (*Cutting Off Reflected Failure, CORF;* Snyder, Lassegard, and Ford, 1986).These patterns of behaviour are however regulated by the supporters' level of identification with their team: higher identification levels promote BIRG behaviour, and reduce the odds of CORFing (Wann and Branscombe, 1990). As a consequence, fan identification with her club is largely dominated by the desire of win.

Therefore, spectators' attachment to their sport club has an effect on their self-esteem. The strength of their feelings about their ties to a group (*ingroup identification,* Spears, Doosje, and Ellemers, 1999) thus has an impact not only on their emotions, but also on their associated action tendencies (Fink, Trail, and Anderson, 2002). When the identification with the club implies the assumption of the social norm of reciprocity, certain behavioural intentions arise (some of them related to economic transactions, such as the acquisition by supporters of shares in the club) (de Ruyter and Wetzels, 2000). Identification with the club, expectations about team performance and previous cognitive schemes affect the spectators' appraisal of their satisfaction through emotions that blur more objective evaluations (based, for instance, on the scores attained previously) (Madrigal, 1995, 2003). As a consequence, people voluntarily abandon any attempt of an objective appraisal of club performance when they give in to certain emotions, derived from their embracing of shared expectations and cognitions. These shared perspectives do not imply, however, that spectators assume a unique view, because they combine the multiplicity of meanings derived from the club's discourse with their own self-image. In other words, spectators use the set of meanings shared throughout the club to develop their own self-concept. Sandvoss (2005) refers to this idea as a "self-reflective meaning construction" common in fan cultures.

In contemporary societies, few experiences are comparable to the emotion derived from affiliation to a sports club (Underwood, Bond, and Baer, 2001), because it generates a specific meaning in a fan's life (Tapp, 2004). Consequently, emotions exercise a magnetic attraction on people by serving as a tool for their

inclusion within the club's business model. Once supporters feel comfortable in the social networks built up by the club, they are prone to behave in a manner that is useful for the club's strategic management. Spectator fervour gives rise to an irrational rather than a rational economic way of consuming sport (Hamil and Chadwick, 2010).

In PSOs nowadays, the supporter has a twofold role encapsulated in the well-known neologism *produser* or *prosumer* (producer and user, or consumer, simultaneously). How do individual supporters contribute to the production of a sports event? By enlarging the group of supporters (both physical and virtual) they allow other supporters to gain access to a large community. The explanation of this interaction derives from the *consuming as play* metaphor, in which the purpose of action is autotelic, with an interpersonal structure of action. The consequence is that the consuming act acquires more dimensions, adding them to the basic personal experience. As a result, consumer actions are transformed into experiences marked by emotions such as entertainment, anger or boredom (Holt 1995).

If individuals have emotional reactions to their reference group's concerns, then group-based emotions emerge from an appraisal of that group's circumstances. Social comparison (comparing oneself to others in order to evaluate, motivate oneself, and enhance one's self-concept) has critical relevance for the development of people's cognitions and emotions. It is as a consequence of such comparisons that individuals may attach themselves to a group (Yzerbyt et al., 2006).

In summary, the social identity adopted by the individual after engaging in the social comparison process is the mechanism that transforms personal emotions into group-based ones (Mackie, Smith, and Ray, 2008). As a consequence, people's interpretations shape individual emotions, and create certain second-round effects. An example of this kind of effect is the power of attraction of new spectators, produced by the vibrant atmosphere which derives from the crowd in a stadium exteriorizing its identification with its team (Koenigstorfer, Groeppel-Klein, and Schmitt, 2010).

As our argumentation last point, we draw now from the so-called *experience economy*, because it underlines how many different businesses today (including sport) have evolved towards a more engaging set of linked activities. The key for its attraction power is emotion.

The experience economy as an emotion based economy
In 1998, Pine II and Gilmore published their reflections on the historical progression of economic value. The transition from an agrarian economy based on commodities towards an *experience economy* centred on experience selling would be the result of the same market forces that, after the agrarian economy, shaped the industrial as well the services economies. Innovation makes affordable to larger sets of consumers goods and services that in the past were privative of richer individuals. Reducing prices implies low margins. If producers want to sustain their competitive advantage, a process is triggered from *extracting commodities,* to *making goods*, then to *delivering services*, and, lastly (for the moment) to *staging experiences* (Pine II and Gilmore 1998). These experiences are intrinsically personal, because they only exist in the mind of the individual that have dealt with them as the external stimulus that starts an emotion. As a consequence, personal emotions (and its connections with the emotions appearing at a group level) must infuse the array of offerings that a sport organization packs for their members, as it emerges from our empirical research.

EMPIRICAL RESEARCH

Description

Empirical data for this research was collected between October 2011 and February, 2013, with updates for complementary aspects in 2014 and 2015. Our interest was on tennis and connected sports because the clubs has to build large facilities, with a relatively few number of players. In Spain, official data for 2010 shows that only 12.8% of people that usually practice sport play tennis or connected sports (Consejo Superior de Deportes, 2012). The consequence is that tennis clubs are strongly compelled to find a stable group of practitioners that can afford the fees required by huge budgets. As a matter of fact, some clubs receive funding from the public bodies; so, we have obtained data from two private clubs and one with public funding. These clubs are located in Northern Madrid, an area with high income and a large number of sport practitioners. They are the *Club de Tenis La Moraleja* (private), *Club de Tenis y Pádel Match Ball Alcobendas* (private), *Club de Tenis y Pádel Fuencarral* (public). The three clubs play in community leagues. Seven players and two coaches were participated in individual interviews, lasting between 30 and 45 minutes each, and focused on the main emotions they experience related to tennis playing. One of the interviewees is a professional player (who has attained a 511 position in the ATP ranking). He has attended the elite training centre of the Spanish Tennis Federation. His comments are useful to contrast the replies of the amateur players. Some general, open questions (what emotions do you feel in the matches? what your emotions are when you offer service in some club's activities?) were offered to them trying to start a personal reflection on their emotions linked to sport practice. As a consequence, the interviewees declare, in their own words, about those emotional states. That recorded declarations contains their insights derived from their tournaments participation, as well as their whole trajectory in the CSO.

Our qualitative methodology was applied to the interviews verbatim, aided by QDA Miner 3.2. So, raw data was catalogued, analysed and coded. After a careful consideration of the documents, certain themes started to take shape. Following on from the research conducted by Miles and Huberman (1994), the themes concerned are derived from words and concepts common to different participants' statements. Themes consist of the specific codes found in these statements. After an explorative analysis of the documents (based on a frequency count of the words contained), a number of keywords were identified. Key-word-in-context (KWIC) analysis allowed us to observe concordances (Ryan and Russell Bernard 2000), and to gain an understanding of the ways the codes are used within the documents. These keywords were then associated to our coding scheme, previously derived from relevant literature (Enjolras and Holmen Waldahl, 2009).

Findings

The main code found is *anxiety*, in connection with *win* and *lost*. Some quotations illustrate this finding. The first one underlines the impact on the player's emotions produced by the match between teams from different clubs:

> When I play within the club's team I have my teammates cheering me on, and when I play independently, only my parents encourage me [Interviewee 1].

> What the emotions are when you play the decisive match for the competition with another club?

> In decisive matches, when you play for your team's victory, loss or tie, if you win you experiences an extremely delightful feeling [Interviewee 1].

> But the same player also knows the bad times:

> A negative moment comes with your team's loss, and as a consequence, it must go to an inferior category; also when there are fights with your opponents because they steal balls and you are not satisfied and discussed. Another negative moment may be when you are injured and you see that you want to win and you can't play tennis and you have to abandon the game [Interviewee 1].

In sum, he thinks that

> When the team wins, all of us are very happy because we have worked well; when the team is defeated we suffer a deception, but the deception is less acute when the winner is better than you (...). The emotion is bigger in the last match [Interviewee 1].

But players are not the only suffering by the match incertitude. One of the coaches says that:

> During the season you feel ups and downs. You are quiet when the results are positive, but you're overwhelmed when the team losses. Then, you increase the pressure over the players, but I feel afraid because the pressure could be self-defeating. You must find a balance, and you must know how to induce that balance into your players. The idea is that the players go the court to make their best effort because the matches are important, but they must not leave shrunken arms. (…). I feel a deep emotion when the team wins; when the team losses fighting against a strong rival I encourage the players for the next match. The coach work must be focused on positive results. [Interviewee 2].

Another player underlines the anxiety provoked by the uncertainty of the match's outcome:

> I feel the privilege of belonging to this club, and to use freely all its premises. (…) When the team wins, you have a good emotion. But when losses come, we have bad emotions. At the beginning of the season we were anxious about the final result. (…). You play for fun (…). In the victories, I feel satisfaction, joy, happiness; in the losses, I feel disappointed and sad [Interviewee 3].

The reasons for adhering to a private club are disclosed by another interviewee:

> Our club has fourteen courts, well distributed; of them, there are five clay courts, four grass courts, and the other with hard surface. Maintenance is excellent because the club has recruited well trained employees. There are also good social premises (restaurants, coffee shop) [Interviewee 5].

Finally, like the remaining respondents, the professional player also states that his emotions are closely related to the results:

> Depending on the level of my game, the emotions are different. If I feel good physically and I make good games, they are positive emotions. If in the course of the season things are not going well, I start to get doubts and feel frustrated, so creating a kind of negative emotions [Interviewee 9].

After this revision, and the analysis of the whole set of interviews verbatim, one emotion clearly emerges: the anxiety related to the uncertainty about match results. The interviewees experience "good" emotions (joy, happiness) with the wins, and "bad" emotions (disappointment, sadness) with the defeats.

CONCLUSIONS

Our research points towards a new view on the links between CSOs and PSOs. Emotions bridge the feelings and behaviors of the CSOs' members and the PSOs' supporters, because in sport organizations competition is a relevant driver for emotions. Anger, anxiety, fear, happiness/joy, sadness, and disgust are "primary

emotional states" (Crocker et al. 2008). In our empirical research anxiety about performance, happiness and sadness are cited by CSOs members when they talk about their emotions. Specifically, they explain that game outcome is a powerful anxiety generator, so illustrating that the win or loss dilemma is a situational source for anxiety.

In contemporary societies, affiliation with a sport club generates strong emotions among the fans. In PSOs, spectators play the role of produser, or prosumer, because –with their behavior- they contribute to attract even more spectators. Large attendance to sport mega-spectacles is a good reason for many people to buy a ticket. It is also clear –from literature review- that in PSOs the team performance is an axis for the emotions experienced by the fans, because they try to be associated with their team success for mental comfort and self-esteem. This is the so-called *BIRG* effect (Cialdini et al. 1976): if in other people's eyes the fan is associated with her club success (without having any real contribution to it), she has the same emotion as if she had attained the win by herself. Fans' attachment to their club also increases self-esteem by the means of "ingroup identification" (Spears, Doosje, and Ellemers 1999).

Then clear emotional parallelisms appear between CSOs members and PSOs fans. In the analysis of CSOs and PSOs sustainability, gathering enough people is a must. For CSOs, human resources capacity is critical for the club's aim attainment (Misener and Doherty 2009), so any factors affecting positively that capacity would impact auspiciously on the club's organizational performance. If those emotions derived from members' attachment to the club increase organizational cohesion in CSOs, then the club could enjoy a better human resources capacity. An empirical illustration of this attachment is provided by some interviewees when they talk about their attendance to the matches (and other club's activities) played by other club members.

Drawing from some contributions to the *behavioral strategy field* (Huy 2012; Powell, Lovallo, and Fox 2011), we consider that organizational business models must be based on a proper emotional management, because organizational sustainability needs a right interaction of people at the intra- as well as at the inter-organizational level. This kind of interaction derives, among other factors, from the peoples' emotions that nurture and enlarge organizational communities. Our contribution also profits from the experience economy concept (Pine II and Gilmore 1998). In a perspective complementary to the marketing field one, pervasive in sport management, we consider that sport organizations can accomplish its goals (as sustainability, that is shared between CSOs and PSOs) would try to stage experiences looking for an enhanced set of emotions in its participants.

LIMITATIONS AND FUTURE RESEARCH

Due to the design of our research, our data comes from a specific and reduced group of CSOs members. From a qualitative approach, this empirical information is, firstly, useful to understand how those members explain their own emotions about their sport activity within a CSO. Once the first understanding is completed, it is the time for construct knowledge related to those CSOs' issues partially neglected by the literature. Gathering data from other contexts (other sports, countries, and CSOs with different sizes) would be interesting in order to complete the construction task. Such a research program should deal with the interviewees' expressions of their emotions. As our recordings show, the CSOs members that have collaborated with us offer superficial discourses, plenty of platitudes. These discourses offer evident connections (words, phrasing, ideas, etc.) with the articles and declarations that can be read, and listened, in the sport press. Then, the expressive repertoire is similar to those employed by PSOs fans. Semiotic analysis possibly would be useful to elucidate it; specifically, to separate the emotions generated by sport

participation in CSOs, and those coming from other sources like smugness connected to the membership with a prestigious club. Maybe some kind of experimental design could clarify this mixture, and offer a deeper vision of the CSOs members' emotions.

Another interesting question that our research does not address is related to what are the interrelationships between the management efforts to drive emotions within its organization, and the members' behaviors dictated by their emotions. This is how the dynamics between managers and members is deployed within the emotional realm of the organization. We anticipate that, far from a strictly managerial view of organizations where organizational sets and behaviors are a direct consequence of managers' acts, the complexity of interactions between organizational members and stakeholders overflows managers' desires. So, a new generation of research efforts in sport management is needed; they would be focused on a careful consideration of the similarities and differences between sport organizations (CSOs and PSOs), and other organizations.

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