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FACULTY OF BUSINESS AND LAW

ORGANISATIONAL EFFECTIVENESS IN SELECTED *GRASS ROOTS* SPORT CLUBS IN WESTERN AUSTRALIA

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BSc (Sports Science First Class Honours)

Edith Cowan University

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To Grandma, I dedicate this thesis to you. I love you.

ABSTRACT

Grass roots sport clubs are the foundation for sport in Australia, they cater for mass participation across all ages and are predominantly managed by volunteers. The benefits of being involved in sport and in particular a sport club, both from a health and social capital perspective are well documented (Houlihan & Green, 2006; Hoye & Nicholson, 2008; Stewart, Nicholson, Smith, & Westerbeek, 2004). Australian governments at every level, provide funding for sport to support these benefits and often directly to sport clubs. Yet there is little published research on what makes a *grass roots* sport club effective (Koski, 1995), particularly in Australia.

Organisational effectiveness is difficult to define, is constantly changing and usually requires the organisation to determine what is to be measured for effectiveness (Cameron, 1986b). Due to the difficulty in defining organisational effectiveness, researchers began to develop models, which are used to measure the effectiveness of an organisation rather than define it. These models can be one-dimensional or multi-dimensional in nature. However, limitations exist with this method of determining organisational effectiveness, because the criteria of effectiveness is predetermined and may not be specific to the organisation/s needs (Kent & Weese, 2000).

Few studies established criteria prior to measuring the organisation's effectiveness using a valid theoretical model (Papadimitriou & Taylor, 2000; Wolfe, Hoeber, & Babiak, 2002). The present study addresses this initial stage of identifying criteria of effectiveness for *grass roots* sport clubs in Australia. These criteria were tentatively matched to a theoretical model, namely the competing values model. The competing values model, developed by Quinn and Rohrbaugh (1981), is a multi-dimensional model used to assess organisational effectiveness. This model, also used in other research (e.g., Ostroff, Shin, & Kinicki, 2005; Panayotopoulou & Papalexandris, 2004; Patterson et al., 2005; Smart, 2003), is valid and appropriate for this study.

Other research has shown that an organisation's culture can have an affect on the organisation's effectiveness and performance (Cameron & Quinn, 2006; Deal &

Kennedy, 1988). Quinn and Spreitzer (1991) adapted the competing values model for organisational effectiveness to produce a quantitative tool for measuring organisational culture for and between organisations. This present study utilised the competing values model for measuring the organisational culture values of a group of *grass roots* sport club administrators. Examining the organisational cultural values held by this group provided an opportunity to investigate the link between organisational culture and organisational effectiveness, and to ascertain whether a positive link occurs, as suggested in other studies (Cameron & Quinn, 2006; Deal & Kennedy, 1988).

The purpose of this study was to determine criteria of effectiveness for *grass roots* sport clubs, as perceived by the selected *grass roots* sport club administrators in Western Australia. A second purpose was to determine whether the suggested link between organisational culture and organisational effectiveness also exists in these selected *grass roots* sport clubs. This study used the Delphi technique over four rounds to gain data from a selected panel of experts. Round three had an additional organisational culture questionnaire added to explore the cultural values of the group. Delphi is an iterative process that allows a panel of experts the opportunity to state and then refine their views on an issue, based on group trends around the issue. Twenty-three *grass roots* sport club administrators (77%) completed the Delphi technique. The quantitative data were analysed using descriptive statistics and qualitative data was included to provide a level of understanding as to how the *grass roots* sport club administrators established the criteria.

Results revealed that people and their role within a *grass roots* sport club are very important to the effectiveness of a club. Committee members, volunteers, coaches and officials have great impact on the effectiveness (or ineffectiveness) of a *grass roots* sport club. The administration and governance aspects of a club were also found to be important in the effectiveness of a *grass roots* sport club. Lastly facilities, competitions and events, were also highly ranked.

Rational and group culture values were emphasised more than development and hierarchical values in these selected sport clubs. Rational culture values represent productivity and efficiency in an organisation, and group culture represents

cohesion, teamwork and morale, which were apparent in other areas of this study. A tentative link between organisational culture and organisational effectiveness was found in this study.

This study revealed perceived criteria of effectiveness and ineffectiveness in *grass roots* sport clubs in Western Australia. A checklist was developed from these findings that may assist *grass roots* sport clubs in identifying areas of effectiveness or ineffectiveness in their club. This checklist may also be utilised by sport agencies such as the Australian Sports Commission and the WA Department of Sport and Recreation to assist *grass roots* sport clubs, as it differs from the current checklists offered by these stakeholders.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER 1

INTRODUCTION

Background

The Australian federal, state and local governments spend millions of dollars every year to support the delivery and administration of sport at the National, State, Regional and Club Level (Australian Sports Commission, 2004b, 2006; Department of Sport and Recreation Government of Western Australia, 2004a). The Western Australian (WA) State Government allocated $56.99 million in the 2006/2007 budget towards sport and recreation initiatives (Department of Sport and Recreation Government of Western Australia, 2007a). The amounts of government funding, combined with corporate/sponsor dollars, have contributed to increased professionalism in sport management and led to sport in Australia becoming a multi-million dollar industry over the last 30 years (Australian Sports Commission, 2004b).

In Australia, professionalisation of elite sport and its management began to accelerate in the 1980s (Westerbeek, Shilbury, & Deane, 1995). To improve professional sport management practices in Australia, the Federal Government increased funding between 1972 and 1991 by $66.5 million (Westerbeek et al., 1995). For the purpose of this present study professionalisation is defined as the management of sport organisations through education and training, using business management practices such as strategic planning, human resource strategies and marketing plans, to the levels expected in corporate business (Robinson, 2003). Sport associations began to adopt corporate management techniques to provide the accountability required by public funding agencies, and at the same time improve the governance of their respective sports. Many full-time employment positions within State Sporting Associations (SSAs) were established by this increased funding. Employment generally within the sport and recreation field increased during this time, with the creation of such positions as sport executive officers and sport development officers (Shilbury, Deane, & Kellett, 2006). These professionals worked alongside or replaced the volunteer managers of the past.

In an effort to improve the professionalism of *grass roots* sport clubs, the State Departments of Sport and Recreation and the Australian Sports Commission produce

documents designed to assist clubs in a number of governance areas, such as: policy development; running effective meetings; constitutions; incorporation; insurance and the management of volunteers in sport (Australian Sports Commission, 2005). There appears to be little evidence to suggest that this support helps *grass roots* sport clubs to be effective, or if they use it. The content of many of these management documents is drawn from the business sector, where full time employees undertake roles within the business world. They are not volunteers providing a club management service in their own time. The pressure to professionalise at the *grass roots* level is evident by trends to meet effectiveness, accountability, and risk management standards required of these volunteers by members of the community and funding agencies. Club management and legislative expectations of sport club volunteers (administrators) are becoming similar to that of the SSA and NSOs employees, however few clubs have paid employees to fulfil these roles.

Between 2000 and 2004, more than 83,000 people throughout Australia were reported to be employed in a sport or physical recreation related occupation (Department of Sport and Recreation Government of Western Australia, 2004b). However, the base of sport and recreation in Australia since its inception was, and remains, with volunteers, present at almost every level. Western Australia had 121,000 sport and recreation volunteers in 2004, who contributed services worth approximately $200 million a year to the Western Australian community (Department of Sport and Recreation Government of Western Australia, 2004b). This pattern is consistent across the country as volunteers can be found in many levels of the Australian sport system, with the largest proportion found in the community or *grass roots* sport club level. It was estimated in April 2003 - 2004 that 9.6 percent of the Australian population or 1.5 million people volunteered in some capacity in a *grass roots* sport club (Department of Sport and Recreation Government of Western Australia, 2004b).

Grass roots sport clubs are also referred to as voluntary sport organisations (vso's), community sport organisations (cso's) or local sport clubs in the literature (Cuskelly, Hoye, & Auld, 2006; Doherty, 2005; Papadimitriou, 2002; Taylor, Darcy, Hoye, & Cuskelly, 2006). For the purpose of this study, a *grass roots* sport club is defined as a "non-profit organisation formally constituted to provide members with the opportunity to participate in organised sport and physical activity within a particular

team or individual sport" (Cuskelly, Hoye et al., 2006, p. 17). This study focussed on this local community level of sport organisation in Western Australia.

Some authors (e.g., Mills, 1994; Shilbury et al., 2006; Westerbeek et al., 1995) argued that there are three or four levels in the Australian sport system depending on the sport. These are ordered from national to local community: National Sporting Organisations (NSOs), State Sporting Associations (SSAs), District/Regional Level (this level exists in some sports, but not in others) and Club/Community (*grass roots*) level (Mills, 1994; Shilbury et al., 2006; Westerbeek et al., 1995). A government funding body aligns with sport at each of these levels, such as Australian Sports Commission (ASC); State Departments of Sport and Recreation (DSR); and local government authorities (LGA) that assist across both district/regional and club community levels (Westerbeek et al., 1995).

It is at the *grass roots* sport club level that Australian sport began and from which it has evolved. This level caters for mass participation throughout Australia. Community sport clubs are the base for sport in Australia, predominantly managed by volunteers, and it is the level of sport where there is the greatest number of participants (Confederation of Australian Sport, 1992; Mills, 1994; Shilbury et al., 2006; Westerbeek et al., 1995). Many studies investigated sections of *grass roots* sport clubs, in particular over the last ten years (Cuskelly, 2008; Cuskelly, Hoye et al., 2006; Cuskelly, Taylor, Hoye, & Darcy, 2006; Doherty, 2005; Doherty & Carron, 2003; Doherty & Misener, 2008; Nichols & James, 2008; Nichols et al., 2004). For example, studies have profiled sport volunteers in Canada (Doherty, 2005), explored the benefits of social capital of sport including sport clubs (Nicholson & Hoye, 2008), investigated the experiences of being involved in a softball club (Sharpe, 2006), and examined organisational commitment in voluntary sport organisations (Cuskelly, Harrington, & Stebbins, 2002/2003). The outcomes of these studies all offer benefit to *grass roots* sport clubs and the volunteers who administer them, however there are few published studies that looked specifically at organisational effectiveness at the community sport level (Koski, 1995).

Organisational effectiveness has been explored in sport, in particular at the NSO level (Chelladurai, Szyszlo, & Haggerty, 1987; Frisby, 1986a; Madella, Bayle, & Tome, 2005; Papadimitriou, 1999; Shilbury & Moore, 2006). A wide variety of

organisational effectiveness studies in sport range from investigating a professional baseball league in Korea (Yoo & Newton Jackson, 2005), to American college athletic programs (Daprano, Pastore, & Costa, 2008; Dixon, Noe, & Pastore, 2008; Smart, 2003) and a basketball federation in Greece (Athanasiou, Tsamourtzis, & Kokolios, 2006). These studies predominantly utilised theoretical frameworks with predetermined criteria, such as the goal attainment model (Frisby, 1986b) and multiple constituency model (Athanasiou et al., 2006) to measure organisational effectiveness.

Organisational effectiveness can be difficult to define, as researchers found it difficult to provide specific criteria to identify organisational effectiveness (Quinn & Rohrbaugh, 1983). In reviewing many effectiveness studies over a 20 year period, Forbes (1998) concluded that researchers shifted their focus away from trying to measure effectiveness to the process of evaluating effectiveness, due to the difficulties of identifying one, conclusively defined measurement method of effectiveness. In broad terms organisational effectiveness can be defined as: "the extent to which an organization achieves its goals" (Slack & Parent, 2006, p. 41) or "the capacity to achieve institutional goals" (Bayle & Madella, 2002, p. 2). For the purposes of this study organisational effectiveness is defined as "the degree to which the goals of the organization are accomplished" (Quarterman, 2003, p. 159). This present study provides a process for the sport club administrators to generate criteria they perceived make a *grass roots* sport club effective and ranked these in order of importance. Organisational effectiveness of the *grass roots* sport clubs involved in this study was not measured.

Research Problem

All stakeholders of *grass roots* sport clubs have expectations of a club's effectiveness across a number of domains (e.g., improved governance, planning, people development, high performance programs and risk management). Yet there appears to be no clear understanding of the criteria that correlate to effectiveness in a *grass roots* sport club. Government agencies, and national and state sporting organisations, in particular, expect certain outcomes from clubs due to the funding they provide to them to fulfil government priorities. For example, a club is given funding to conduct a participation program, however, in order to receive the funding

4

the club must also write and pass (through the committee) a number of club policies such as a safe drinking (alcohol) policy, heat policy, child protection and injury policy.

The problem that arises is that most documents available to assist clubs to be more effective or to work better, appear to be created by funding agencies or sport associations working at a different level in sport, and by personnel often employed by their organisation either part or full-time. These documents are usually based on business practices where employees are again paid for their time and contribution. These scenarios are rare in a community club and therefore the prescriptive documents may not be applicable to the *grass roots* sport club setting. Therefore, guidelines for managing *grass roots* clubs need to be developed at an appropriate level and with those working at that level of sport.

Statement of Purpose

The purpose of this study was to determine criteria of effectiveness for *grass roots* sport clubs, as perceived by the selected *grass roots* sport club administrators in Western Australia. A second purpose was to determine whether the suggested link between organisational effectiveness and organisational culture also exists for these selected *grass roots* sport clubs.

Research Questions

This study sought to answer the following research questions:

1. How is organisational (club) effectiveness defined for *grass roots* sport clubs?
2. What criteria are perceived to make *grass roots* sport clubs effective?
3. What criteria are perceived to make *grass roots* sport clubs ineffective?
4. How do perceptions of organisational (club) effectiveness differ between SSA executives and the *grass roots* sport club administrators?
5. How do *grass roots* sport club administrators perceive organisational (club) culture in their clubs?

Conceptual Framework

Different sectors of the sport industry and organisational effectiveness studies were examined in the literature review and from this analysis a conceptual framework was created. Organisational culture is suggested to be the workplace values and behaviours that guide the organisations performance. The link between organisational culture and an organisations effectiveness is examined to determine if this is also the case for this group of *grass roots* sport clubs (Deal & Kennedy, 1988; Kent & Weese, 2000). Due to a dearth of published research on organisational effectiveness at the *grass roots* sport club level in Australia, the conceptual framework draws on the business techniques recommended to clubs by the ASC and the WA DSR in their checklists (see Figure 1) (Australian Sports Commission, 2004a; Department of Sport and Recreation Government of Western Australia, 2002).

Many of the issues targeted by the government agencies are also prevalent in the business world, such as planning, financial management and human resources. As sport has become more professional, and as financial inputs and outputs have increased, sport management has become more business-oriented. However, *grass roots* sport clubs hold different values from large for-profit businesses, such as a sense of community, ownership of the club, and that irrational passion for the sport (A. Smith & Stewart, 1999). At the elite end of the sport spectrum, business principles may well have some relevance, however, *grass roots* sport clubs are essentially small not-for-profit operations, dependent on a membership base, volunteer management, community sponsorship and possibly small government grants to survive. Thus business criteria may well have less relevance to the "managers" of *grass roots* sport clubs, where other outcomes may have a higher priority, such as competitions, and club or team success. These suggested areas of club management (e.g. planning and leadership) illustrated in the conceptual framework, might become criteria developed through the Delphi technique by the *grass roots* sport club administrators and provide an opportunity for comparison between the varying levels of stakeholders in sport (ASC, DSR, LGA, NSO, SSA and clubs).

```
                    ORGANISATIONAL CULTURE

                             ⬇

                ORGANISATIONAL EFFECTIVENESS

                             ⬇

    ⬭ Funding Agencies ⬭    ⬌    ⬭ Grass Roots ⬭
    ⬭ & Sporting Bodies ⬭           Sport Clubs

           ⬇                              ⬇

    ┌─────────────────────┐      ┌─────────────────────┐
    │  Suggested Areas of │      │                     │
    │  Club Management    │      │                     │
    │  • Leadership       │      │  Effectiveness      │
    │  • Administration   │      │  criteria           │
    │  • Finances         │  ⬌   │  pertinent to       │
    │  • Planning         │      │  Managers of        │
    │  • Policies &       │      │  Grass Roots        │
    │    Guidelines       │      │  Sport Clubs        │
    │  • Insurance        │      │                     │
    │  • Education &      │      │                     │
    │    Training         │      │                     │
    │  • People           │      │                     │
    │  • Member Focus     │      │                     │
    └─────────────────────┘      └─────────────────────┘
                                          ⬇
                  ┌──────────────────────────────────┐
                  │      Findings of the Study:      │
                  │ Grass Roots Sport Club           │
                  │ Effectiveness Criteria           │
                  └──────────────────────────────────┘
```

Figure 1. Conceptual framework of the study

Justification for the Study

A number of studies explored community sport clubs around the world (e.g., Cuskelly, Taylor et al., 2006; Doherty & Carron, 2003; Nichols et al., 2005; Sharpe, 2003). The research areas of these publications differ widely, ranging from volunteer retention and management in Australian rugby union clubs (Cuskelly, Taylor et al., 2006), cohesion in volunteer sport executive committees in Canada (Doherty & Carron, 2003), the pressures on the voluntary sport sector in the United Kingdom (Nichols et al., 2005), to the quality of experience in a softball club in

Canada (Sharpe, 2003). Research into *grass roots* sport clubs will undoubtedly continue to grow as this sector of sport continues to be viewed as important, and this present study will contribute to the body of knowledge on club management for *grass roots* sport clubs in Australia.

Currently one area of research that appears to be limited in the exploration of *grass roots* sport clubs is organisational effectiveness (Koski, 1995). In Finland, the topic of sport club effectiveness was explored in clubs of all sizes and levels of professionalism using the open systems approach (Koski, 1995). Koski (1995) found that club effectiveness related to the size of the membership, ideological orientation and organisational environment. At the NSO level there are a number of studies that have investigated organisational effectiveness both in Australia (Shilbury & Moore, 2006) and overseas (Chelladurai et al., 1987; Madella et al., 2005; Papadimitriou, 1999). However, NSOs are more able to employ staff to complete the day-to-day operations of the organisation in a professional business like approach, unlike the majority of *grass roots* sport clubs, particularly in Australia. Also, all of the noted NSO studies, like Koski (1995), used a theoretical model with predetermined criteria to ascertain the organisation's effectiveness. There appears to be a dearth of studies that explore the criteria of organisational effectiveness for their sample population prior to evaluating organisational effectiveness. The present study goes to this initial stage to determine perceived criteria of effectiveness for *grass roots* sport clubs in Australia.

Studies show that an organisation's cultural values are found to have a relationship with and contribute to an organisation's effectiveness (Cameron & Freeman, 1991; Colyer, 2000; Deal & Kennedy, 1988; Quinn & Spreitzer, 1991). This present study utilised the competing values model adapted for organisational culture by Quinn and Spreitzer (1991) to explore whether there was a link between organisational effectiveness of *grass roots* sport clubs and their organisational culture values. Colyer (2000) explored the cultural values of a group of SSAs and found tensions between volunteers and employees in the SSA structure, and suggested the presence of subcultures within these organisations. This present study did not explore organisational culture to the same level that Colyer (2000) investigated it in SSAs (i.e. to the subculture level), due to the small number of sport club administrators involved in this study. The Delphi study, which explored the effectiveness and

8

ineffectiveness of the *grass roots* sport clubs, was the predominant part of this study. However, due to past research suggesting organisational culture contributes to an organisation's effectiveness, this study also explored the organisational culture values perceived by the *grass roots* sport club administrators in an attempt to identify any generic organisational culture values that may exist in these community level organisations. The outcome was expected to be indicative of the general cultural emphasis, rather than a vigorous analysis of organisational culture values in *grass roots* sport clubs.

There are a variety of reasons as justification for this study, these include: a lack of published research specific to organisational effectiveness of *grass roots* sport clubs, particularly in Australia; a lack of research investigating organisational effectiveness in sport that requires criteria to be determined prior to the utilisation of a theoretical model for the evaluation of effectiveness; millions of dollars in sport funding spent on this target population by the Australian government; increasing the body of knowledge within the research field of sport management; and the opportunity to assist volunteers in the administration of *grass roots* sport clubs. There is also an opportunity to assist government agencies, sport associations, and Australians who will volunteer in sport club administration in the future. This study of 23 sport clubs, across six different sports, may not provide a "blueprint" for club managers/administrators, however, it may provide some understanding of what makes a *grass roots* sport club effective that leads to further research and development of relevant management guidelines and expectations.

Methodology

In order to answer the research questions an appropriate methodology was required that would allow participants to initially determine, then provide consensus of opinion on the criteria of effectiveness and ineffectiveness. The Delphi technique provides this opportunity, as the multiple round questionnaires begin with open ended questions, leading to a refinement of the group opinion over the proceeding rounds through the ranking of criteria and clarification of defining the organisational effectiveness criteria and organisational culture values (Wedley, 1980). This method allowed access to participants (sport administrators) with the greatest knowledge of their club and provided an opportunity for club administrators across Western

Australia to participate. The Delphi technique also gave anonymity between sports administrators, but allowed them to review collective responses to the issues, encouraging feedback and open opinions throughout the study.

Delimitations

The design of the study included only the club administrators' viewpoints, as these people were directly involved in managing club activities and were expected to be aware of their club's goals. This study acknowledges that there are multiple constituent views of effectiveness in a *grass roots* sport club, such as committee/board members, coaches, officials and general members, that could have been explored.

Organisation of the Study

This introduction chapter outlined the background issues of the study and the position of *grass roots* sport clubs in the Australian sport landscape. In addition, the research problem, conceptual framework, justification of the study, methodology and delimitations were discussed. Definitions of a *grass roots* sport club, professionalisation and organisational effectiveness were provided in the background. Acronyms for a number of sport organisations can be found in Appendix A.

Chapter two provides a review of relevant literature relating to the Australian sport system, organisational effectiveness, organisational culture and the nature of *grass roots* sport clubs. Chapter three describes the research design, including the sample population and size, procedures, SSAs involvement and their views of club effectiveness, ethical considerations and data analyses. Chapter four outlines the findings of the study, and chapter five presents the summary, conclusion and recommendations for further research based on the findings.

CHAPTER 2

LITERATURE REVIEW

The following literature review provides a brief overview of the positioning of *grass roots* sport clubs within the Australian sport system and the effect of government policy and funding on sport in Australia. The importance of sport clubs within Australia is established to illustrate the importance of this study to further understanding community sport organisations, and in turn hopefully assist sport administrators in becoming more effective in their roles. Research in *grass roots* sport clubs is varied, so a review of the more relevant aspects is included, for example, volunteer management and social capital.

The strong emphasis of this study is organisational effectiveness. An overview of the importance of investigating organisational effectiveness is discussed and the difficulties researchers found in defining organisational effectiveness. The many approaches to measuring organisational effectiveness and the most commonly used approaches are outlined. The approach used in this study is acknowledged, with its strengths and weaknesses noted, and evidence is presented to justify the approach as appropriate for use in this study. As researchers suggested a link between an organisation's effectiveness and an organisation's culture (Cameron & Freeman, 1991), this review briefly outlines organisational culture within the sport context and how it relates to organisational effectiveness.

Australian Sport System

Grass roots sport clubs are positioned at the entry level of sport in Australia. Sport clubs provide an opportunity for young children to play sport, possibly for the first time. Clubs are the training ground for tomorrow's state, national and international champions, but also provide an avenue for people of any age and ability to compete in sports competition (Doherty & Misener, 2008). *Grass roots* sport clubs provide health and social benefits, such as an "improvement in community health and productivity, a reduction in juvenile crime rates, building of social capital and civic engagement and a fall in medical costs" (Stewart et al., 2004, p. 32). These benefits assist governments, as they cross into community health and crime sectors, and can impact on funding in particular in growing medical costs of an ageing population

11

(Stewart et al., 2004). It is therefore in a government's best interest to assist sport clubs as part of their health expenditure strategy. State and national sport associations, with professional management practices relevant to their stakeholders, can also make a positive and preventative contribution to the country's health management strategy.

The Australian Sports Commission (ASC) and State Departments of Sport and Recreation (DSR) play an important role in the sport industry in Australia, as these agencies provide funding at all three levels of the Australian sport system (Westerbeek et al., 1995). Figure 2 illustrates the relationships between International, National, State, District/Regional levels to the community/*grass roots* sport clubs. Each level communicates with the organisation above and below, with the organisation above providing guidance to the lower level organisations i.e., the NSO gives the SSA direction for the future, and the SSAs assist the regions and community clubs. Aligned at each level is the relevant government body that supports and assists sport organisations.

Sport Organisation Levels	Government Agencies	Geographical Level
IF		International
NSO	ASC	National
SSA	DSR	State
District/Regional Association	Local Government	Regional
Grass Roots Sport Club		***Local/Community***
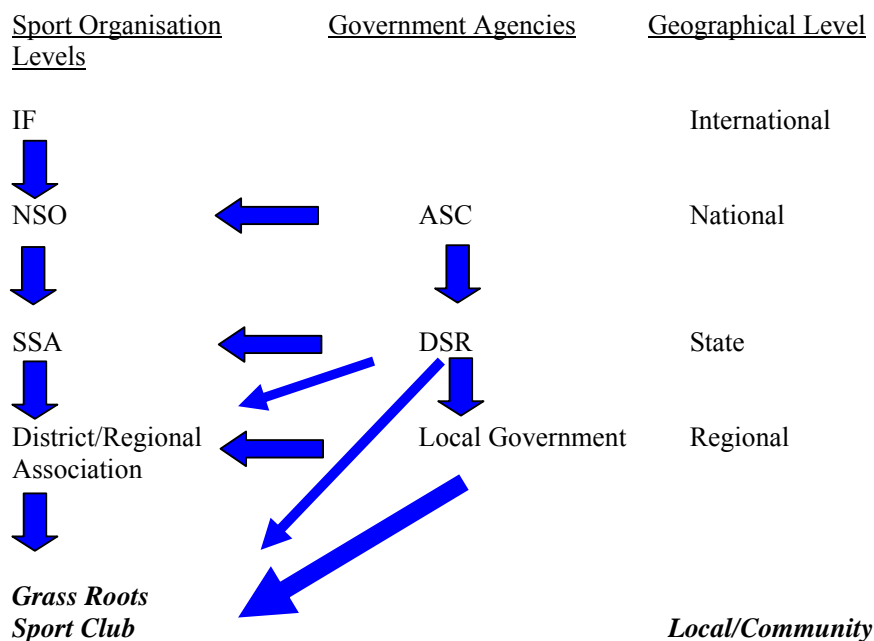
Figure 2. The structure of Australian Sport System (Shilbury et al., 2006)

The ASC predominantly communicates with the NSOs. Each Australian State Government Department of Sport and Recreation has direct communication with its respective SSAs. Local government also has a strong association with *grass roots*

sport clubs, as the respective local government authority owns and maintains most club buildings, playing grounds and courts at the local level, with sport clubs signing leases for a number of years for entitlement to utilise the respective complexes. In 2006, in Western Australia, Local Government and the WA Department of Sport and Recreation initiated the Club Development Officer scheme, through which Local Government Authorities employ a number of Club Development Officers, who work closely with the *grass roots* sport clubs in their constituency. This program is aimed at providing assistance to improve the management practices of sport clubs and improve communication between the LGA and sport clubs in their constituency.

The Effect of Government Policy and Funding

In the late 1960s and early 1970s it became obvious through poor international performances that the Australian sport system was still at the amateur level with volunteers managing sport at almost every level. By contrast sport in America and in Western and Eastern Europe during this time became professionally managed through funding and support from their respective governments (Bloomfield, 2003). The growing distance between the success of countries in these regions compared to Australia's performance, and the structures they had in place and support they were receiving from their respective governments brought about the commissioning of a report on Australian sport. The report focused on the (at that time) current and future developments of sport and recreation in Australia, it was called the Bloomfield Report (Bloomfield, 1973, 2003; Department of Tourism and Recreation, 1975). The collective view of the lowly place of Australian sport of the 1970s and the solution to begin change is emphasised in a quote from Bloomfield (1973, p. 13) … "the kitchen table era of sport should cease and that the government should support the administration of sporting associations as was done in many other countries throughout the world". The Australian sport system in the 1970s included national, state and community (club) level sports, all of which were volunteer based and managed with limited government involvement (Department of Tourism and Recreation, 1975).

There have been many more government reports into sport since the Bloomfield report in the 1970s (Adair & Vamplew, 1997; Booth & Tatz, 2000). These reports investigated different aspects of sport in Australia, such as, high performance/elite,

women's participation, people with a disability, indigenous and multicultural groups, young people with obesity, and the decline of participation levels in Australian sport (Adair & Vamplew, 1997; Australian Government Department of Tourism and Recreation, 1975; Booth & Tatz, 2000; House of Representatives Standing Committee on Expenditure, 1983, 1990; The House of Representatives Standing Committee on Finance and Public Administration, 1989). Initial findings from the Bloomfield (1973) report predominantly recommended an increase in the professionalisation of sport. One outcome was the creation of the Australian Institute of Sport (founded 1981), the Australian Sports Commission (founded 1985), and the State Departments of Sport and Recreation. Changes were also recommended to various program and training developments in coaching, officiating, sports medicine and facility development at all levels of the sport industry (Australian Government Department of Tourism and Recreation, 1975).

Sport delivery in Australia has changed extensively at the National and State levels since the 1970s due to the ensuing policy from these government reports and recommendations to professionalise Australian sport at these levels. The Australian Sports Commission continues to direct and fund NSOs in their structures, programs and governance procedures. The delivery of sport continues to be more professional or business oriented in its approach at national and state levels with a flow on influence at club level. Professionalisation in sport organisations occurs through quality standards, coaching and management qualifications, policies and the employment of staff with tertiary qualifications in sport management (Robinson, 2003).

Australian Sports Commission

The Australian Sports Commission is responsible for coordinating the Government's funding and, future direction of the Australian sport industry (Australian Sports Commission, 2004b). Consequently the Australian Sports Commission (ASC) has a direct effect on elite level sport through the Australian Institute of Sport (AIS) and is also a major funding body for NSOs (Australian Sports Commission, 2006). This flow of funds to the NSOs gives the ASC influence to encourage and promote a business-like approach in NSO daily operations leading to a professional approach across the sport industry (Australian Sports Commission, 2006). Improved

professionalism at the NSO and SSA levels is part of the ASC and States' DSR performance criteria on which funding is based. This "carrot and stick" approach was established to make these sport organisations more accountable, both financially and in terms of sport performance (e.g. professional structures in place for high performance programs, policies and planning at participation and high performance levels).

The ASC (2006) has three main divisions, the AIS, business operations, and sport performance and development. It is through the division of sport performance and development that *grass roots* sport clubs can gain benefits. The ASC has a specific program to assist in the development of *grass roots* sport clubs in Australia. The Club Development Network gives sports access to information on structures, planning, sponsorship, marketing, development and additional areas highlighted by the ASC as important for club development. The ASC claims that for clubs to be successful and well-run their administrators need "a clear understanding of leadership, planning, people and organisational performance while maintaining a strong membership focus" (Australian Sports Commission, 2004a, p. 1).

State Departments of Sport and Recreation

All states and territories in Australia have a State/Territory Government Sport and Recreation Department or unit that provides funding and program structures for sport and recreation. In some states, such as Tasmania, the Sport and Recreation Office is part of the Department of Economic Development and Tourism. This study discusses in detail the Western Australian Department of Sport and Recreation strategies and plans related to *grass roots* sport clubs only, any reference to other state sport and recreation bodies is non-specific.

In Western Australia (WA), the DSR sits alone as the State Government body responsible for the development of sport throughout Western Australia. The WA DSR provides a number of initiatives including funding for infrastructure, organisational development, participation and high performance programs and developing people's skills in the sport industry in both metropolitan and regional WA (Department of Sport and Recreation Government of Western Australia, 2004a). The WA DSR has operated a club development scheme since 2000. It produces a

number of materials to assist *grass roots* sport clubs in their development such as, booklets on running effective meetings and the roles of committee members and, a CD ("The Clubhouse") with information on all areas of *grass roots* sport club management. The club development team at DSR also conducted the inaugural Club Conference in Australia during the 2003/2004 year with over 400 club volunteers attending the Perth conference (Department of Sport and Recreation Government of Western Australia, 2004a, p. 5). The introduction of the club conference suggests the importance of club development and DSR established a more direct, hands on approach to club development. Previously, support was directed to the SSAs for club development on the assumption that it would be difficult to liaise directly with the thousands of clubs across the state and maintain up-to-date contact details on committee members.

Club development initiatives from the ASC and the DSRs are important in the development of *grass roots* sport clubs in Australia. In the past, the ASC and WA DSR did not have direct access to affiliated members or committees from sport clubs, whereas SSAs did, and continue to do so. However, the ASC in 2008 created direct access to clubs through its Club Network program on its website, and the new Club Development Officers in WA Local Government. The "Find a Club" section on the WA DSR website also allowed the WA DSR direct access to club committee members. If clubs contact the WA DSR directly, they can receive assistance at meetings or in other areas that the club deems necessary.

In 2007, the WA DSR created a web page illustrating club information only. Club administrators or volunteers can access the WA DSR website and gain information regarding club development (in booklets), the club house (based on the CD-Rom described above), volunteers, finding a club and important contacts (Department of Sport and Recreation Government of Western Australia, 2007b). The DSR smart clubs checklist is a management tool for sport and recreation groups that outlines the areas of club development emphasised by DSR. Areas of club development included are: planning; administration (governance); policies and guidelines; finance; insurance; safety; facility management; member/client focus; and education and training (Department of Sport and Recreation Government of Western Australia, 2002). Although the smart clubs checklist is still available, a new product developed in 2009 by the WA DSR called the Sports Club Self-Assessment is also available

(both on the WA DSR website). This checklist allows club administrators to check yes or no on: board (committee) requirements; planning; insurance and liability issues; policies; financial; and membership areas of their *grass roots* sport club (Department of Sport and Recreation Government of Western Australia, 2009). Many of these products are similar and all are available to assist in supporting and improving the management of *grass roots* sport clubs.

Local Government in Western Australia

Local Government Authorities in Western Australia in general have access to the majority of *grass roots* sport clubs within their boundaries because many of the clubs lease playing fields, courts and club facilities from them. These facilities may be an open space, turf cricket wickets, swimming pool, tennis courts with lights or a sport hall. At times the lease or fee for use is a low cost to the club, with minimal financial return to the Local Government Authority for facility upkeep. General maintenance, repair and development of sports facilities (e.g. landscaping, mowing, painting etc.) are treated as a public good, as other members of the community also have access to these amenities when sport clubs are not using the facility. The health and social benefits for people exercising are well documented (Stewart et al., 2004) and the Local Government Authorities provide this service for their constituents.

Many Western Australian Local Governments have a Leisure Services Department and most are involved with club development, beach services (where appropriate), business development, cultural services, recreational facilities and recreational activities (City of Stirling, 2006). In 2006-2007 the WA Department of Sport and Recreation provided a number of Local Governments with funding to employ ten full-time and seven part-time Club Development Officers (Kobelke, 2006). These positions were designed to assist clubs with their business development. Business development encompasses accessing funding, planning, sponsorship and policies. Many of the Local Governments involved in the Club Development Officers scheme offer club development packages and checklists on their website to assist sport club administrators. The checklists are developed from the WA DSR smart club checklist or self-assessment checklists (City of Bayswater, City of Swan, & Department of Sport and Recreation Government of Western Australia, 2007).

The Local Government Authorities in Western Australia also provide employees at sport stadia, golf courses, sport centres and swimming pools. These staff assist the members of their local community to pursue their sport and leisure activities. WA Local Government also provides Local Activity Grants, to assist in getting more Western Australians active each day through funded programs (Western Australian Local Government Authority, n.d.). The WA Local Government Authorities work actively in assisting communities to access and participate in sport and leisure activities, and provide their local club volunteers with resources to become more professional in the delivery and processes of running a *grass roots* sport club. For example, the City of Stirling introduced its 'Clubs Forever' program in 2003, which was successful in providing information and seminars on club management for committees and volunteers running clubs in the City of Stirling (City of Stirling, 2006).

Australian Government Agencies' Business Approach to Sport

Many of the programs and documents designed by the ASC, State DSRs and Local Governments to assist *grass roots* sport clubs were initially created from resources originating in a business environment, such as business and strategic planning and policy development (Robinson, 2003). This business approach may be less relevant to local *grass roots* sport clubs due to their particular nature and structure. *Grass roots* sport clubs predominantly operate on a year-to-year basis with little long range or strategic planning, yet such planning is necessary to ensure consistent membership figures and facility development for the future.

There appear to be conflicting views as to whether a business approach or yearly unplanned approach is a successful method for the operations of *grass roots* clubs. Walker (1983) suggested that strategic and business management should not be applied to voluntary groups because it was often inappropriate. Salipante and Golden-Biddle (1995) agreed, and went further to suggest that a business organisation's externally focused approach should not be adopted by *grass roots* associations/clubs as these approaches were often unsuitable due to the voluntary nature of *grass roots* associations. However, Perkins and Poole (1996) pointed out that professionalism increased when *grass roots* clubs/associations moved towards paid-staff who had time to manage their programmes and work load, and as a

consequence more business practices became relevant. Kikulus, Slack, Hinings and Zimmerman (1989) in their study of amateur sport organisations found that there was support for the idea of professionalisation, however most sport organisations were only achieving limited professionalisation. Taylor and McGraw (2006, p. 244) investigated a mix of paid and voluntary SSAs in New South Wales and found "Australian sport organisations lag behind mainstream business organisations" in implementing formal policies and practices in human resource management. They supported Walker (1983), and Salipante and Golden-Biddle (1995) in the notion that complex business practices do not easily transfer to sport organisations (Taylor & McGraw, 2006).

Many *grass roots* sport clubs in Australia are not in the financial position to pay administrative staff, although some clubs with bar facilities (e.g., bowling clubs) have sufficient funds to pay bar and grounds staff only. Another factor to consider when investigating sport versus business is the "social profit" of sport. People from varying backgrounds spend large amounts of their own free time keeping their local *grass roots* sport club viable, to allow their members to compete and enjoy sport each week (Shilbury et al., 2006). This characteristic of community sport cannot be overlooked, as people skills and not business acumen may be the main criterion for the success of a *grass roots* sport club.

Managing Sport

National Sporting Organisations

National Sporting Organisations (NSO) represent their respective sports at the National and International level, and provide direction to the SSAs (Westerbeek et al., 1995). The professionalisation of sport at these levels is most evident over the past twenty years and is visible through exposure in print and television media (Mills, 1994). Money is injected into some sports through television rights and sponsorship giving those sports greater leverage at all levels, such as prize money or salaries for athletes in the premier competition e.g. Australian Rules Football (AFL) and Rugby Union (Shilbury, Quick, & Westerbeek, 2003).

Although, initially it was the players and sport leagues that became professional through competition, professional management was also required to support the players and competitions, especially at the elite/high performance level (Hoye, Smith, Westerbeek, Stewart, & Nicholson, 2006). Money from the professional levels of these sports filters down to become available for the employment of development officers who service clubs and schools on behalf of the sport at the *grass roots* level (Shilbury et al., 2006). Sports like cricket and AFL have the greatest opportunities to pay their athletes and other staff, advertise nationally and provide development officers to expose their sport to the next generation, due to the money available to the sport from television rights and sponsorship endorsements (Shilbury et al., 2006).

Professional sport competitions were not of specific interest to this study. Nevertheless, the role of professional competitions or tournaments such as the AFL, FIFA World Cup or the Australian Open - Tennis, do play a role in enticing juniors to take up these sports. Club administrators need to have the skills to cope with any intake as it occurs at their level. Evidence suggests that clubs receive an influx of interested participants when a particular sport or player receives publicity or has success, e.g., golf associated with the success of Tiger Woods, cricket after the Ashes cricket series, and tennis after the Australian Open - Tennis (Shilbury et al., 2003).

Many studies investigated specific aspects of National Sporting Organisations (NSO) or State Sporting Associations (SSA), including decision making (Auld, 1997; Auld & Godbey, 1998), organisational structure and leadership (Amis & Slack, 1996; Frisby, 1986b; Papadimitriou, 1999; Slack, 1985), roles of the organisation (Inglis, 1997a, 1997b), organisational effectiveness in NSOs in Australia (Shilbury & Moore, 2006) and the changing nature of NSOs (Kikulis, Slack, & Hinings, 1992; Slack & Hinings, 1992). Many of these studies examined the Canadian sports system in particular (Amis, Slack, & Berrett, 1995; Frisby, 1986b; Inglis, 1997a; Slack, 1985). The Canadian system, in the past had similarities to Australia with a strong club structure. However, with increased government funding many sport organisations became professionalised earlier in Canada than Australian (A. Hall, Slack, Smith, & Whitson, 1992). Therefore, those researching Australian sport may benefit from these Canadian studies by comparing the difference in professional and voluntary structures.

Studies of national and state level sport organisations in the 1990s and beyond were important to governments, NSOs and SSAs as sport moved into a more professional age. The research outcomes provide an understanding of sport structures and processes, successes and failures, with suggestions for future policy and direction. In Australia during the 1990s there was a lack of research into "Australian non-profit voluntary sport organizations" (Hoye & Auld, 2001, p. 108). However, from the turn of the 21st century there are many studies published on community sport organisations (Cuskelly, Taylor et al., 2006; Doherty & Carron, 2003; Doherty, Patterson, & Van Bussel, 2004; Nichols & James, 2008; Papadimitriou, 2002) as this level of sport organisation is recognised as an important domain for research. Gaining an understanding of perceptions of effective *grass roots* sport clubs is expected to add to this ever-expanding body of knowledge.

State Sporting Associations

Hoye and Auld (2001, p. 108) described State Sporting Associations (SSAs) as "non-profit service oriented organizations" with the main role "to provide services to its members, whether they be individuals or organizations." Over the last two decades, many SSAs (or equivalent) became professionally managed organisations with paid staff (Bloomfield, 2003; Taylor & McGraw, 2006). However, the boards of management of these associations remain volunteer based and have attracted much research investigation (e.g., Amis et al., 1995; Auld, 1994, 1997; Hoye & Cuskelly, 2003b; Kikulis et al., 1989). Such studies investigated relationships between volunteer boards and paid staff, often finding tensions and conflicts between both parties. Colyer's (1995) study of organisational culture in Western Australian SSAs also found tensions between volunteers (often board members) and paid employees. In particular, tension existed between the goals and direction of the paid staff, and the volunteers not wanting to relinquish the roles they had played in the past (and what they had previously achieved without paid staff).

In Australia, most sport clubs are required to be affiliated with their respective SSA to allow them to compete in organised competition. Each SSA also takes on the role of educating and directing its affiliated sport clubs, as well as planning for the long-term development of the sport. The SSAs provide the link between the aims of both the NSO, the State Government DSRs, and the achievement of these aims at the

grass roots level. Meeting the expectations of all the stakeholders can be a problem for volunteers trying to achieve "professional" standards in what is really a third involvement in their lives after family and work. Many volunteer *grass roots* sport club committee members have some form of paid work each week (be it full or part time), they have a family and play sport for their club. Volunteering can be viewed as an additional leisure activity they choose to have on top of their other commitments (Shilbury et al., 2006).

Grass Roots Sport Clubs

The importance of being involved in a sport club and in particular participating in sport, both from a health and social capital perspective are well documented (A. Hall et al., 1992; Houlihan & Green, 2006; Hoye & Nicholson, 2008; Stewart et al., 2004). People become involved in community sport for different reasons and at different ages. Some parents assist in sport clubs for their children, and they often continue as volunteers after their children finish in the sport (Shilbury et al., 2006). Many children play sport at clubs to be with their friends or because they aspire to play sport at a professional level in the future (Stewart et al., 2004). Whereas veterans participate in clubs to attempt to relive their past achievements and give back to the sport they enjoy (Gray, Ranger, & Tindell, 1985). *Grass roots* sport clubs provide Australians with the opportunity to play sport and to take ownership of the future direction of their club (Mills, 1994). *Grass root* sport clubs in Australia are traditionally managed and financed by their members, with the decision making and administration of the club managed by a committee (board) run by volunteers (Cuskelly, Hoye et al., 2006).

It is the volunteers working in *grass roots* sport clubs who allow sport to occur at this level in Australia. The Australian Bureau of Statistics defined sport volunteers as those participating in "roles undertaken to support, arrange and/or run organized sport and physical activity" (Australian Bureau of Statistics, 2002). This definition included coaches, officials, committee members or administrators, scorers or timekeepers, medical support people and any other roles volunteers may take on to assist in the coordination of a *grass roots* sport club (Australian Bureau of Statistics, 2002). Millions of people in Australia have volunteered in these roles for a sport club during their lifetime (Cuskelly, 2008).

Over 31% (4.3 million) of Australians aged 18 years and over volunteered in some capacity in 2003, and of those 8.2% (1.1 million) volunteered in sport (Cuskelly, 2008). Canada had similar figures for sport volunteers in that 5% (1.1 million) of their population volunteered in sport in 2000, however this included people aged 15 years and over (Doherty, 2005). England almost doubled the Australian sport volunteer rate; in 2002 England had 14.8% (5.8 million) of its total population volunteer in sport participation, which included people aged 16 years and over (Weed et al., 2005). These statistics illustrate the large role volunteers have on the continuity of sport at the *grass roots* level, particularly in Australia, England and Canada.

Some studies investigated the 'sport volunteer' and looked at who is volunteering in order to better understand this demographic (Cuskelly, 2008; Cuskelly, Hoye et al., 2006; Doherty, 2005; Weed et al., 2005). According to Doherty (2005, p. 4) "the typical community sport volunteer is male, 35-44 years of age, a college or university graduate, married with dependents at home, employed full-time, with a household income of $60,000-99,000." She also suggested that this profile is not exclusive to sport volunteers, however it is the most likely profile of a community sport volunteer. Doherty (2005) first suggested that women, younger and older individuals, and those not in the labour force, could be possible candidates to become future sport volunteers (Doherty, 2005). In Australia, this profile differs slightly (see Table 1); men (60.2%) are still more likely to volunteer for sport than women (39.8%), yet the age group most likely to volunteer in community sport in Australia are 45 years and over (34.2%) (Cuskelly, Hoye et al., 2006). The 45 years and over age group had 2.8% more people volunteering (31.4%) than the 35-44 year olds that Doherty noted in her study in Canada (Doherty, 2005). England again had more males (67%) than females (33%) volunteering in community sport, and was similar to Australia in that the 45 years and over age group had the largest volunteer population with 29% (Cuskelly, Hoye et al., 2006). The second highest group to volunteer in sport in England differed from both Australia and Canada. It was found that people aged 24 years and less (28%) were the second highest group to volunteer in community sport in England, whereas this age group was fourth and third for Australia and Canada respectively (Cuskelly, Hoye et al., 2006).

Table 1

Characteristics of Sport Volunteers (%)

	Australia	Canada	England
Gender			
Male	60.2	64.0	67.0
Female	39.8	36.0	33.0
Age group			
Less than 24 years	12.9	19.0	28.0
25-34 years	21.6	13.0	22.0
35-44 years	31.4	41.0	21.0
45 years and over	34.2	27.0	29.0

(Cuskelly, Hoye et al., 2006, p. 23)

There are many benefits involved in volunteering at a *grass roots* sport club and a number involve social capital. Social capital is defined, for the purpose of this study, as the "resources available to and accessed by an individual or community through social networks" (Nicholson & Hoye, 2008, p. 6). Some benefits of social capital in *grass roots* sport clubs include improving sport-specific leadership skills, personal and skill development, increasing levels of confidence and communication skills, and being better organised (Bradbury & Kay, 2008).

However, the behaviour of some people involved in sport clubs can have a negative impact on social capital, with a growing number of disadvantaged groups being excluded, in particular women and lower socio-economic groups (Nicholson & Hoye, 2008; Warde et al., 2003; Weed et al., 2005). Nichols et al., (2004) went so far as to argue that participating in a *grass roots* sport club may emphasise exclusion, rather than promoting integration, due to people in clubs tending to have similar interests and values that excludes those with differing interests, cultures and values. Tonts (2005) agreed, noting that in some parts of rural Australia sport participation was firmly divided by class, ethnicity and status. Taylor and Toohey (2001, p. 212) also stressed that "sport providers need to open their doors to all members of the community and actively encourage inclusive practices, rather than just acting as passive purveyors of sport." It is these negative aspects that can lead to a decline in club membership and also the number of people volunteering in *grass roots* sport clubs (Nichols et al., 2004). It is important for sport volunteers to enjoy their experience of assisting with the management of a *grass roots* sport club, in particular for the long term viability of the club. If social capital is positive the commitment

and longevity of volunteers in a club can occur over long periods of time (Cuskelly et al., 2002/2003; Nichols et al., 2005).

Although many studies explored organisational commitment in complex larger organisations, such as accounting firms (Ketchand & Strawser, 2001) or health organisations (McNeese-Smith, 2001), fewer investigated commitment in voluntary sport organisations (Cuskelly et al., 2002/2003; Cuskelly, McIntyre, & Boag, 1998). Cuskelly, McIntyre and Boag (1998, p. 199) initially completed a longitudinal study of 52 *grass roots* sport clubs and found that volunteers were "more likely to develop a stronger sense of commitment to sport organizations that function in a positive manner, use open decision making processes, resolve rather than suppress conflicts, and welcome the examination of group processes." This finding links to many of the benefits of social capital discussed earlier, such as increasing confidence and using open communications skills.

Cuskelly et al., (2002/2003) also explored the changing levels of organisational commitment amongst sport volunteers. They found that a volunteer's initial reasons for getting involved changed over time and were different to their reasons for continuing to volunteer (Cuskelly et al., 2002/2003). Career volunteers are those who volunteer for extended periods with no expectation at gaining tangible benefits or those who have not been coerced by others to be involved. Career volunteers were found to be more highly committed than short term volunteers who were possibly coerced into the position (Cuskelly et al., 2002/2003). This finding linked to earlier work by Cuskelly and Boag (2001) who discovered that volunteers with higher levels of organisational commitment were significantly less likely to leave their committee than those volunteers who were less committed. Therefore it appears to be more beneficial for a *grass roots* sport club if a volunteer joins a committee because they want to, rather than being coerced or pressured into the position.

Commitment and performance of a volunteer committee or board members were explored more at the SSA level (Hoye, 2004, 2006; Hoye & Auld, 2001; Hoye & Cuskelly, 2003a, 2003b), than club level (Hoye, 2007). Hoye (2006) found that a board's ability to perform was improved when leadership came from the board chair and that chair had a strong working relationship with other board members and the

executive. Trust between the board and executive was also viewed as critical as was the information flowing through to the board and the board taking responsibility for its performance (Hoye & Cuskelly, 2003b). Conversely, when a board or committee was viewed as being ineffective, the lower levels of the committee felt that they were fragmented and powerless (Hoye & Cuskelly, 2003a). These findings are more relevant for SSAs, as they are more inclined to have voluntary boards and paid staff (executive) who work below the board. Whereas in Hoye's (2007) research on Victorian country race clubs he found significant predictors to board performance for these clubs were affective commitment and involvement, tenure, and the number of hours individuals devoted to their board member role. These Victorian race club boards were unlikely to have many paid staff assisting them and therefore were required to manage the activities and performance of their club while holding the board position as a volunteer, hence tenure and the number of hours committed to the role were of great importance (Hoye, 2007). Therefore, it is important that volunteers are aware of their expected role in the club and fully understand the commitment required of them to fulfil the tasks.

Many volunteers feel pressured when becoming involved in a *grass roots* sport club committee due to a number of factors including: the number of hours they may be expected to put into their role; a decrease in volunteers that places more pressure on existing volunteers; an increase in government legislative requirements; and pressure from the state and national sport bodies (Nichols et al., 2005; Nichols et al., 2003). While more people continue to work full or part time as they have children, less time becomes available for either parent to volunteer for various roles in the community (Nichols et al., 2005). When people volunteer for a club they often feel their effort goes unnoticed and that if the club was better organised then the volunteer's skills could be utilised in a more efficient and effective manner, making their time volunteering at the club more enjoyable and rewarding (Nichols et al., 2005). It may be expected then that if volunteers are enjoying their role, feel a sense of fulfilment and that they are making a contribution to the club, they will remain as a volunteer for longer than those not experiencing these feelings. Retaining volunteers in *grass roots* sport clubs is a very important factor in a club's operations and continued development (Cuskelly, 2004). Understanding factors that assist or can be detrimental to the retention of volunteers within a club environment is beneficial and enhances a club's progress for the future.

Cuskelly (2004) explored participation and retention of volunteers within the community sport environment. He also investigated whether government policy aimed at increasing sport participation was achievable or not, due to the current decrease in volunteers in clubs (Cuskelly, 2004). He found that problems occurred because the number of volunteers was decreasing, yet the workload was increasing, and was often distributed unevenly between fewer volunteers (Cuskelly, 2004). Cuskelly (2004) noted that government policies initiated to increase physical activity rates needed to take into account the level of human resource capacity of the system, as it is often unable to cope with the increasing levels of participation. However, clubs that implemented planning practices, and training and support practices, were likely to have fewer problems with overall volunteer retention rates than those clubs that do not have these practices in place, and can therefore cope better should an increase in participation occur (Cuskelly, Taylor et al., 2006). It appears that basic planning, training and management practices are important aspects in the retention of volunteers in *grass roots* sport clubs (Cuskelly, Taylor et al., 2006). Volunteers are the leaders of sport clubs and are predominantly involved at the club committee level. Having a broad understanding of both volunteers and club committees is valuable for the advancement of a *grass roots* sport club.

In order to retain volunteers in a sport club it is important to understand the benefits and strengths of being involved in a committee. Cuskelly, Taylor et al., (2006) suggested that management practices are perceived as important and can assist in the retention of volunteers. Cuskelly (1994) found that volunteers were committed to their sport club if there was cohesion amongst the committee and club members. These volunteers also required recognition of their roles in order to remain satisfied in their position. Doherty and Carron (2003) explored cohesion in voluntary sport committees and found that members of smaller committees perceived less social cohesion than members of medium or larger committees, therefore being involved in larger committees may be of benefit. They also found that a committee member was more likely to remain on the committee, and the committee were more likely to stay together if task aspects were a priority (Doherty & Carron, 2003). Volunteers wanted to feel that they were achieving something (tasks) and therefore making a difference to their club, as well as being social and belonging to the group in a cohesive manner (Doherty & Carron, 2003).

The benefits of formal management practices and the feeling of belonging in a *grass roots* sport club are widely documented (Cuskelly, 2008; Cuskelly, Hoye et al., 2006; Cuskelly, Taylor et al., 2006; Doherty & Carron, 2003; Shilbury et al., 2006; Taylor, Doherty, & McGraw, 2008). However, the impracticalities of formal management in very small clubs (less than 20 people) in particular need to be acknowledged and government agencies pushing these agendas may need to have a back-up plan for these small organisations if they are to survive. For example, England had 3000 netball clubs across the country in 2008, some with membership numbers as small as ten and an average club size of 17 (Nichols & James, 2008). Nichols and James (2008) investigated whether government support of sport clubs in England should be directed only at clubs that use formal management practices or also include smaller sport clubs not using formal management practices. Nichols and James (2008) found that netball clubs could be divided into two groups: those that embrace formal management and those that do not. A weak relationship was found between club success (winning) and the satisfaction of members, as volunteers were found to be more intrinsically motivated by rewards such as increasing membership size of the club than by winning (Nichols & James, 2008).

Directly funding *grass roots* sport clubs may be contentious for governments; the ideal may be to implement professional management practices, but realistically this is not likely to occur in practice in clubs with very small memberships. These small clubs may still be effective, because with small numbers there are fewer lines of communication and less formalised structures in place (Salipante & Golden-Biddle, 1995; D. Smith, 2000). Also when a large sport (e.g. netball) adds the membership numbers for all of their small clubs together, thousands of people become involved in the sport, and they are all gaining the health and social benefits that can save governments money in health budgets in the long term (Stewart et al., 2004). The size of the club may not determine its effectiveness, in particular for the small local community clubs, however the experience club members receive in participating in the club environment may be positive and varied, and far outweigh the debate on whether formal management processes are necessary for every *grass roots* sport club.

A study by Sharpe (2006) uncovered a number of the issues outlined by the various researchers within this section on *grass roots* sport clubs, such as a lack of volunteers

and their retention, and increasing administration requirements. Sharpe (2006) investigated the way in which the quality experience of the Canadian Appleton Minor Softball League (AMSL) was affected by the ability to mobilise financial, human and structural capital to fulfil its mission. The results from the study found a significant shortage of volunteers at both the primary and secondary levels, i.e., primary coaches and officials, and in secondary roles parents assisting with equipment and scoring, etc. In particular, Sharpe (2006) found the large amounts of documentation and "red-tape" administration placed on volunteer managers was making the role demanding and difficult to find new recruits. Sharpe (2006, p. 385) suggested that her findings raised "concerns about potential disenfranchisement of volunteers." There was also a change in the behaviour of some parents and players, shifting away from enjoying the game, to an emphasis on winning each week (Sharpe, 2006). Understanding volunteers and having processes in place to gain, train and retain volunteers is an important aspect to consider for the future viability of *grass roots* sport clubs.

The many benefits of being involved in a *grass roots* sport club are well documented across a number of countries, such as Canada, England and Australia (A. Hall et al., 1992; Houlihan & Green, 2006; Hoye & Nicholson, 2008; Maguire, Jarvie, Mansfield, & Bradley, 2002; Stewart et al., 2004). In order for *grass roots* sport clubs to improve and survive, it is important to understand what makes them effective and to apply the results in a practical manner to assist club administrators/committees in their management roles. A review of organisational effectiveness and the theoretical models used in assessing organisational effectiveness is critical to this study. The following section provides an outline and justification for the theoretical model utilised in the present study.

Organisational Effectiveness

Organisational effectiveness has been examined over the past 75 years with most research in organisational effectiveness occurring over the last 30 years. Forbes (1998) in his review of empirical studies of effectiveness in non-profit organisations from the 1970s to the 1990s found that early researchers tended to draw from one, or parts, of the three major approaches to effectiveness; 1) the goal attainment approach, 2) the system resource approach and 3) the reputational approach. From

the late 1970s, organisational effectiveness was examined extensively by many management researchers (e.g., Cameron & Whetten, 1983; Forbes, 1998; Quinn & Rohrbaugh, 1983). Cameron and Whetten (1983, p. 267) concluded that "it is more worthwhile to develop frameworks for assessing effectiveness than to try to develop theories of effectiveness," because they saw the impossibility of developing a single, all encompassing model of organisational effectiveness. Due to the difficulty in developing theories of effectiveness, researchers began to explore different ways of assessing organisational effectiveness, in sport and other areas, such as education and health.

Defining Organisational Effectiveness

Organisational effectiveness is an important notion for all organisations, including sport clubs. Once effectiveness is defined, evaluation of an organisation's success or lack of success can occur (Quinn & Rohrbaugh, 1983). Many researchers have been troubled by a lack of definition in organisational effectiveness and specific criteria identifying effectiveness (Cameron, 1986a; Cameron & Whetten, 1983; Quinn & Rohrbaugh, 1983). Definitions were constructed according to the view of the research: goal, resources or reputation orientation. For this present study, organisational effectiveness is defined as "the degree to which the goals of the organization are accomplished" (Quarterman, 2003, p. 159).

All organisations set goals to achieve and these goals are specific to the organisation. For example, for a mining company it may be profit; for a charity it may be providing clothing, shelter or food for the homeless; for a *grass roots* sport club it may be winning a competition or increasing the number of club members. To measure different organisations for effectiveness using the same model/framework and the same definition for organisational effectiveness may produce varying results that may not be accurate. If researchers studied organisations from different sectors they are likely to find varying results to the organisational effectiveness of these organisations. Therefore, it is necessary for investigators of organisational effectiveness to determine which model and criteria are most appropriate for the organisation when they evaluate effectiveness (Cameron & Whetten, 1983).

Cameron (1986a) found five common themes appeared in the writings of most investigators of organisational effectiveness. These five themes were:

- Central to organisational effectiveness is understanding the organisation

- Constantly changing model

- No one set of criteria

- Effectiveness model depends on purpose

- Problem driven construct

Each of the themes is described in Table 2 and need to be considered when examining the effectiveness of an organisation.

Table 2

Common Themes of Organisational Effectiveness

Theme	Description
Central to organisational effectiveness is understanding the organisation	All features within an organisation, such as structure, human resources, designs and innovations are used to measure effectiveness and ineffectiveness
Constantly changing model	As the mission and goals of an organisation change so too does the criteria or definition for effectiveness of that organisation
No one set of criteria	Judgments of effectiveness are based on the opinion of the investigator(s) and are ever changing
Effectiveness model depends on purpose	No one model covers all contingencies or applies to every setting, different models are useful for research in different circumstances
Problem driven construct	The problem surrounding effectiveness is not theory based but criteria based. The main focus of any investigator is defining appropriate standards and indicators.

Note. Drawn from Cameron (1986a).

Organisational effectiveness research has raised great debate from researchers over a number of years, with many models used to measure effectiveness rather than

attempting to define effectiveness outright. Due to organisational effectiveness being so difficult to define and measure in one exact form, many models of organisational effectiveness have been produced over the years, viz., the attraction-selection-attrition model, the natural systems model, the goal model, and the competing values model (Cameron & Whetten, 1983). It is due to these varying models that researchers find comparison between organisations difficult, and further determining which organisation is effective and which is not.

There are a number of models of effectiveness. Forbes (1998) found that three major models to effectiveness were used in early research of organisational effectiveness: 1) the goal-attainment model, 2) the system resource model and 3) the reputational model. The goal-attainment model defined effectiveness "as the extent to which organizations succeeded in meeting their goals" (Forbes, 1998, p. 186). He found that an organisation's goals were used to identify corresponding indicators of effectiveness in an organisation (Forbes, 1998). The system-resource model defined effectiveness as "viability or survival" (Forbes, 1998, p. 186). In adopting this model an organisation assessed its effectiveness by its ability to function through economic, political, institutional and environmental means (Forbes, 1998). The system-resource and goal-attainment models to measuring organisational effectiveness usually used quantitative data such as annual and financial reports to indicate levels of effectiveness. The third major model suggested by Forbes (1998) in early research of organisational effectiveness was the reputational model. The reputational model links effectiveness with the point of view of key personnel and stakeholders (Forbes, 1998).

Towards the late 1970s, extensive research into organisational effectiveness led Cameron and Whetten (1983) to two conclusions about organisational effectiveness. First, "there cannot be one universal model of organizational effectiveness" (Cameron & Whetten, 1983, p. 262). Secondly, that "it is more worthwhile to develop frameworks for assessing effectiveness than to try to develop theories of effectiveness" (Cameron & Whetten, 1983, p. 267).

Cameron and Whetten (1983) reasoned that there cannot be one universal model of organisational effectiveness due to each organisation having differing criteria for measuring organisational effectiveness and different goals to achieve. An

organisation built around rational, goal-seeking activities will be inclined to measure organisational effectiveness based on successful goal accomplishment (Cameron & Whetten, 1983). However, within an organisation built on political operation where varying groups within the organisation compete for resources, it seems more appropriate to measure effectiveness based on the satisfaction of the groups in the allocation of resources (Cameron & Whetten, 1983). Therefore, it is dependent on the composition, mission and goals of the organisation as to which measures or criteria of organisational effectiveness are used.

The second conclusion, that it is better to develop frameworks for assessing effectiveness than theories, was deduced from the difficulty to identify appropriate criteria of organisational effectiveness (Cameron & Whetten, 1983). Cameron and Whetten (1983) believed that it was more productive to develop frameworks to assess effectiveness than theorise about effectiveness. They also believed that using multiple models of effectiveness within the one study was more beneficial than exploring the multiple dimensions and approaches of one organisation (Cameron & Whetten, 1983).

The multiple approach model is also useful when there are different sets of stakeholders with varying goals (Herman & Renz, 1997). Another multiple approach model is the Competing Values Model (CVM) that was developed by Quinn and Rohrbaugh (1981) and is widely used by researchers (e.g., Kaarst-Brown, Nicholson, von Dran, & Stanton, 2004; Panayotopoulou & Papalexandris, 2004; Patterson et al., 2005; Shilbury & Moore, 2006). The CVM draws together the different perspectives of organisational effectiveness into one framework: goal; human resources; open systems; and internal processes.

Competing Values Model

The competing values model (CVM) is appropriate for the present study because it allows the stakeholders (sport administrators) the opportunity to develop specific criteria that can be assessed across the four models of effectiveness. According to Ostroff, Shin and Kinicki (2005, p. 596) the competing values model was "empirically validated and represents one of the few theoretically driven approaches to organizational values that covers a variety of diverse facets of organizational

values." Due to the diverse nature and demands of administering a *grass roots* sports club, for example: working and developing volunteers, coaches and referees; legislative requirements of government; and breaking even or making a profit for the club, this practical model suits this study.

The competing values model was derived from a study by Quinn and Rohrbaugh (1981). In the two stage study, Quinn and Rohrbaugh (1981) asked a group of individuals, who had all presented or published papers in the area of organisational effectiveness to evaluate similarities between every possible pair of 30 indices of organisational effectiveness. These indices were derived from the criteria Campbell (1977) used to assess the performance of organisations (Smart, 2003). The results of this analysis produced four competing sets of values organised around three dimensions. These three dimensions are: organisational focus emphasising the well-being and development of the organisation (internal/external); organisational structure emphasising stability/control or flexibility/innovation; and the third dimension: organisational means and ends; emphasising important processes such as planning/goal setting or resource acquisition (Quinn & Rohrbaugh, 1981). The values of organisational effectiveness were grouped to represent the four main theoretical understandings of organisational systems: open systems model; rational goal model; internal process model; and the human relations model (Smart, 2003). These sets of values appear in the model as diagonally opposed e.g. human relations versus rational, internal process versus open systems (see Figure 3).
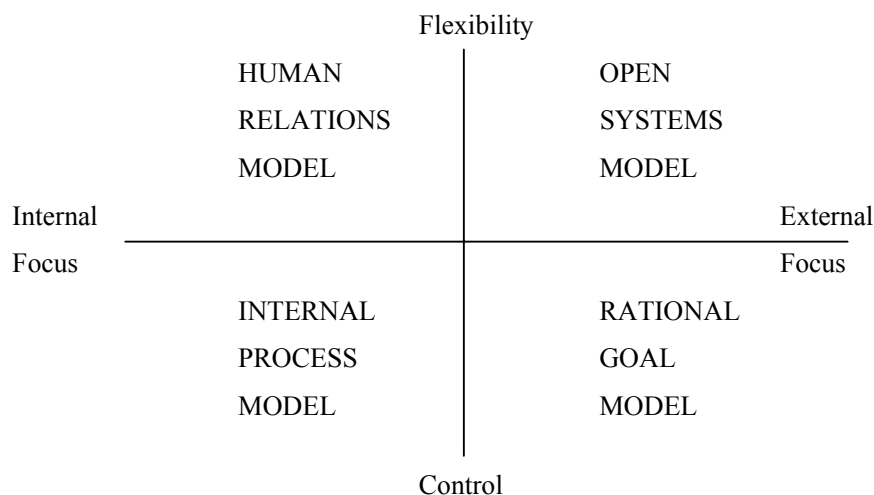
Figure 3. The competing values model of organisational effectiveness (Quinn & Rohrbaugh, 1981)

The competing values model consists of four quadrants created by the intersection of two axes. The horizontal axis relates to the focus of the organisation and ranges from internal to external orientation; the vertical axis relates to the organisation's structure and ranges from flexible to controlled (Tregunno, Baker, Barnsley, & Murray, 2004). The resulting four quadrants contain four different organisational theory models for understanding organisations, the human relations model, open systems model, internal process model and the rational goal model. Table 3 illustrates the characteristics of the means and ends for each model (Ostroff et al., 2005; Patterson et al., 2005; Quinn & Rohrbaugh, 1983).

Table 3

Composition of the Theory Models Comprising the CVM

Organisational Theory Models	Description
Human Relations	Characteristic: employee or team
	Means: cohesion, morale & well-being
	Ends: development of human resources
Open Systems	Characteristic: flexible & focuses externally
	Means: adaptability, readiness
	Ends: resource acquisition & growth
Internal Process	Characteristic: control & internal focus
	Means: communication, information & management
	Ends: stability & control
Rational Goal	Characteristic: organisation goals are clear, consensual, measurable, have a time-line
	Means: planning, evaluation
	Ends: productive & efficient

Note. Drawn from (Cameron, 1981; Campbell, 1977; Patterson et al., 2005; Quinn & Rohrbaugh, 1983; Smart, 2003).

Cameron (1978) observed that the rational goal model was possibly the most widely used model of effectiveness in the 1970s, with a number of researchers using this approach to investigate organisational effectiveness (e.g., Campbell, 1977; Price, 1972; Scott, 1977). Later, Cameron (1984) maintained his view of the rational goal model and found it was useful to organisational effectiveness research when the organisation's goals are clear, consensual, have a time-line and are measurable. The rational goal model approach also has an emphasis on organisational productivity and goal achievement (R. Hall, 1980). An example of the application of this model

in a *grass roots* sport club could be the committee evaluating strategic and business plans, and setting clear measurable objectives and goals (e.g., to increase membership by 10% each year).

The internal process model emphasises control and internal focus (Patterson et al., 2005; Smart, 2003) and was acknowledged by Cameron (1981, p. 26) as an approach "wherein effectiveness is equated with internal organizational health, efficiency or well-oiled internal process and procedures," with an absence of internal problems. This model is usually preferred when a clear connection is shown to exist between the organisation's processes and performance (Cameron, 1984). An example of this model from a *grass roots* sport club would be a low rate of turnover of committee members in comparison to their tenure period and the efficiency of the committee in retaining members through clear lines of communication.

The human relations model emphasises the people in the organisation through employee or team cohesion and morale, and places weight on flexibility and internal focus of an organisation (Quinn & Rohrbaugh, 1983). According to Patterson et al. (2005, p. 384) "the approach emphasizes the well-being, growth and commitment of the community of workers within the organization." Smart (2003, p. 677) also observed that "cohesion and morale are viewed as the primary means by which the ultimate end of human resource development is achieved." Member satisfaction, an increase and retention of members, and strong team spirit in a *grass roots* sport club is an example of the human relations model.

The fourth value set is the open systems model. This model emphasises entrepreneurial flexibility and external focus (Smart, 2003). Important aspects of this model are growth and resource acquisition, and an ability to be ready at any time to capitalise on external opportunities (Patterson et al., 2005; Quinn & Rohrbaugh, 1983; Smart, 2003), especially in an economic, social or political environment (Tregunno et al., 2004). A *grass roots* sport club attracting sponsorship and grant funding as the opportunities arise, as well as working with stakeholders to produce a positive outcome for the club are examples of the open systems model in action for a club.

Each of the four theory models has value sets with means and ends. Figure 4 outlines the three levels of organisational analysis; general orientation (rational and natural systems models), middle range orientation (four theoretical models) and conceptual orientation (Quinn & Rohrbaugh, 1981). The effectiveness criteria are related to each of the models of organisational effectiveness and are divided into means and ends. The means emphasise the processes such as planning and goal setting and are shown above the ends, as the ends emphasise the final outcomes of the organisation (Quinn & Rohrbaugh, 1983).

Organisational Analysis

Natural Systems model		Rational model	
Human relations model	Open systems model	Internal process model	Rational goal model

MEANS

Cohesion Morale Communication	Flexibility Readiness Setting Evaluation	Information Management	Planning Objective

ENDS

Value of human resources	Resource acquisition External support	Stability Control	Productivity Efficiency

Figure 4. Levels of organisational analysis, theoretical models and means and ends (Quinn & Rohrbaugh, 1983)

Cameron (1986a) found the competing values model useful when organisations were unclear of their criteria, or if a change in criteria was to be necessary over a period of time. The competing values model is appropriate for this study as it allowed a variety of dimensions to be utilised to explore organisational effectiveness, and it could be expected that each of the *grass roots* sport club administrators involved in the study may have different views of the criteria that make their sport club effective.

The study only investigated the club administrators' viewpoints as these people are directly involved in managing club activities and therefore are aware of their club's goals.

The competing values model has been used in a number of studies over a variety of domains to investigate organisational effectiveness (Patterson et al., 2005; Shilbury & Moore, 2006; Tregunno et al., 2004). Tregunno et al. (2004) used the model to explore emergency department performance in Canada, and found that evaluating performance perspectives from any one stakeholder group would result in imbalance amongst all stakeholders involved, therefore all stakeholder viewpoints needed to be taken into account for emergency department performance to excel.

Managerial practices, productivity and innovation were investigated by Patterson et al. (2005) to discover a valid measure for organisational climate (perceptions of the work environment) based upon Quinn and Rohrbaugh's (1983) competing values model. The organisational effectiveness measure derived from the study was a valid, comprehensive and flexible approach that can be utilised by other researchers to assess organisational climate (members experiences) (Patterson et al., 2005). Other studies that utilised the competing values model include those investigating the organisational effectiveness of two-year (community) colleges (Smart, 2003), organisational effectiveness in WA Police and Citizen Youth Clubs (Heathcote, 1998), and examining links between human resource management and company performance (Panayotopoulou & Papalexandris, 2004). All of these studies stated that the competing values model is a valid and appropriate tool to assess organisational effectiveness.

Organisational Effectiveness Studies in Sport

Organisational effectiveness has been investigated at various levels (i.e., national, state, college/university and local) of sport organisations using a number of effectiveness models. The effectiveness of national sport organisations was explored by researchers such as Frisby (1986a; 1986b) and Chelladurai, Szyslo and Haggerty (1987) in Canada; Papadimitriou (1999) in Greece; Madella, Bayle and Tome (2005) in Portugal, Greece, Spain and Italy; and Shilbury and Moore (2006) in Australia. Daprano, Pastore and Costa (2008), Dixon, Noe and Pastore (2008) and Smart (2003)

examined the effectiveness of intercollegiate athletic programs in the United States of America, Yoo and Newton Jackson (2005) investigated the effectiveness of the Korean Baseball Organisation, and Athanasiou, Tsamourtzis and Kokolios (2006) explored the organisational effectiveness of the development program of the Hellenic basketball federation in Greece. Table 4 outlines the theoretical model, the sample, results and limitations found in most of the above-mentioned studies that evaluate the organisational effectiveness of the respective sport organisations.

A number of studies investigated organisational effectiveness in sport (Chelladurai et al., 1987; Daprano et al., 2008; Koski, 1995; Madella et al., 2005; Yoo & Newton Jackson, 2005) and almost all of the researchers used theoretical models to measure the effectiveness of the organisation involved. These studies utilised established criteria from effectiveness models or criteria from previous research to measure effectiveness. Using established criteria is beneficial when comparing studies and models of effectiveness, however it is limited in its measurements and leads the sample in a specific direction rather than being open to other possible criteria of effectiveness that may become important for a particular constituent e.g. NSOs, clubs or college athletics in America. Kent and Weese (2000, p. 9) suggested that criteria should be determined rationally and with justification, and that having "distinct sets of effectiveness criteria for different aspects of an organization is a flawed approach." Therefore, ascertaining criteria for a group of organisations (clubs) appears a necessary prerequisite to measuring or aligning criteria to an effectiveness model.

Table 4

Studies and Approaches to the Effectiveness of Sport Organisations

Authors	Model	Sample	Results	Limitations
Frisby (1986a)	Goal attainment model; System resource model	Quantitative study (29 voluntary orgs at the National level)	Study of the relation between structure and effectiveness	Variable performance measurement not taken into account
Chelladurai et al. (1987)	Internal process model	Questionnaire of 30 indicators (150 Directors from 48 NSOs)	Proposition of a model of 6 dimensions. Critical dimensions: throughput process, human resources factor and results of elite programs. Top level results & sport for all not related	Measure of the quality of functioning more than results: specific to Canadian context
Koski (1995)	Open systems approach	Quantitative study by questionnaire, (sample of 835 clubs)	Five dimensions of effectiveness were examined: 1) ability to obtain resources, 2) internal atmosphere, 3) efficiency of the throughput process, 4) realisation of aims, 5) general level of activity	Specificity for clubs, not applicable to NSOs
Papadimitriou (1999)	Multiple perspective approach	Qualitative study (52 semi-structured interviews with a variety of people from NSOs)	Four key areas; 1) human potential and commitment of the board, 2) the decision-making procedures, 3) human resource management and 4) liaisons with critical elements in the environment	Qualitative data is not bias-free and the findings tend to be generalised to the total population of each group
Madella, Bayle and Tome (2005)	Multi-dimensional approach	Data collected through questionnaires, secondary statistical analysis and internal archives, general socio-economic and sport data (4 National swimming federations)	Five basic dimensions: 1) human resources, 2) finances, 3) institutional communication, partnership and inter-organisational relations, 4) volume of services delivered, 5) international competitive results of athletes and teams	Issues between the relationship of stakeholders and the effect on performance, and comparability between countries on certain aspects
Athanasiou et al. (2006)	Multiple constituency model	Quantitative study by questionnaire using 33 indicators (52 board members, 174 basketball coaches and 167 coaches of all National categories)	Statistical difference between five factors: 1) calibre of the board & external liaisons, 2) long-term planning, 3) interest in athletes, 4) internal procedures, 5) sport science support	Limited in scope, unable to explore more thoroughly areas of dispute between constituents
Shilbury and Moore (2006)	Competing values model	Quantitative study by questionnaire (286) constituents from 10 NSOs	Rational goal model comprising productivity and planning was the critical determinant	Specifically operationalised to non-profit organisations

Note. (Adapted from Athanasiou et al., 2006; Bayle & Madella, 2002; Chelladurai et al., 1987; Madella et al., 2005; Papadimitriou, 1999; Shilbury et al., 2006)

Few published studies appear to have determined criteria of effectiveness prior to assessing against a theoretical model of organisational effectiveness (Papadimitriou & Taylor, 2000; Wolfe et al., 2002). Papadimitriou and Taylor (2000) developed criteria of effectiveness and then applied these criteria to the multiple constituency model of organisational effectiveness in a sample of Hellenic NSOs. Of the 33-items (criteria) created from six constituent groups, five composite effectiveness variables were developed. These were: 1) calibre of the board and external liaisons; 2) interest in athletes; 3) internal procedures; 4) long-term planning; and 5) sport science support (Papadimitriou & Taylor, 2000). Papadimitriou and Taylor (2000) noted that there was a problem with the choosing of criteria and that it has remained largely unaddressed within effectiveness research. Wolfe, Hoeber and Babiak (2002) completed a case study to establish the factors (criteria) that were the most important determinants of effectiveness in intercollegiate athletic programs in America. Six factors were found: 1) athletic performance on the field; 2) student-athlete education; 3) program ethics, and the effects of programs on a University's 4) image; 5) resources; and 6) institutional enthusiasm. The present study differs from most published organisational effectiveness studies because most have not explored criteria identified by their sample group prior to assessing effectiveness. This study initially ascertained criteria of effectiveness and ineffectiveness and then ranked in order of importance. Unlike Papadimitriou and Taylor (2000) and Wolfe et al. (2002) the present study focuses on *grass roots* sport club effectiveness, which very few other studies do.

Grass roots sport club effectiveness was explored by Koski (1995) in Finland (see Table 4), however there appear to be few other studies with the main emphasis on *grass roots* sport club effectiveness, in particular in Australia. In Canada, Doherty and Carron (2003) examined committee effectiveness as part of their volunteer cohesion study. Their method of obtaining criteria for committee effectiveness was similar to this present study as they used an open-ended format, unfortunately Doherty and Carron (2003) did not list the criteria that were provided by 117 committee members. They did note however, that it was a committee as a whole that made the club effective rather than individuals on the committee (Doherty & Carron, 2003).

Other studies investigated dimensions of sport clubs and effectiveness. For example, Papadimitriou (2002) investigated the structure and context of voluntary sport clubs in Greece, and relationships between a clubs' contextual and structural development and its effect on performance. A trend towards loosely structured, less bureaucratic operations with a dependence on external resources and moderate performance was found. Taylor et al., (2006) used psychological contract theory to explore issues in effective volunteer management of 148 rugby union committee members across a two phase study. They found that club administrators (paid) had large expectations of volunteers, in particular when adhering to legal and regulatory standards, whereas the volunteers' main concern was completing rewarding work in a positive social environment (Taylor et al., 2006). These studies (Doherty & Carron, 2003; Papadimitriou, 2002; Taylor et al., 2006) provide information to the specific area of research intended (committee effectiveness; contextual and structural development and its effect on performance; and effective volunteer management) and add to the body of knowledge regarding *grass roots* sport clubs. However, they are not specifically focused on a club's effectiveness, although the issues they reveal could have an effect on club effectiveness. The present study contributes to furthering the body of knowledge by developing criteria that are perceived to make a *grass roots* sport club effective.

If the conclusions of the present study are to benefit *grass roots* sport club administrators and assist them in administrating their club, this review needs to make the transition from the conceptual analysis of organisational effectiveness into the operational level of organisational performance. This next section considers the necessary competencies of a sport administrator and reviews Katz's (1974) set of management skills as one model applicable to sport clubs.

Competencies of a Sport Administrator

The management of a *grass roots* sport club is diverse and requires great flexibility across a number of key areas. Many administrators moved away from the role of coaching or officiating to specific administrative and business tasks that require expertise in communicative and social aspects (Horch & Schutte, 2003). Horch and Schutte (2003) in their study of 192 paid German sport managers identified seven groups of competencies for the role of sport manager. In ranked order these were: 1)

resource management; 2) information technology; 3) marketing for professional sport; 4) accounting, finance and law; 5) service offers; 6) facility management; and 7) sport science. De Knop, Van Hoecke and De Bosscher (2004) developed a checklist to assist Flemish private, not for profit clubs in evaluating the quality of management of their sport club. Organisational culture and atmosphere were found to be strengths of these Flemish sport clubs, whereas, strategic planning and marketing management were weaknesses (De Knop et al., 2004). Some of these findings may not be relevant in the present study due to the differences in professional sport clubs in Germany and the assistance Flemish (Dutch) clubs receive from their government compared to voluntary sport club administration in Australia. Nevertheless it was expected that some of the competencies would emerge within the results, and perhaps the weaknesses too.

Management Skills

Katz (1974) proposed that three types of skills are essential for management in an organisation; technical skills, human skills and conceptual skills. These three skill domains were refined, initially by Donnelly, Gibson and Ivancevich (1992) to add computer skills, later referred to as; technological skills, as this skill area encompasses more than solely computer skills (Shilbury et al., 2006). Figure 5 illustrates the three skills types and their contribution at various management levels. The *grass roots* sport clubs in the present study are viewed in the non-supervisory and supervisory levels (shaded area).
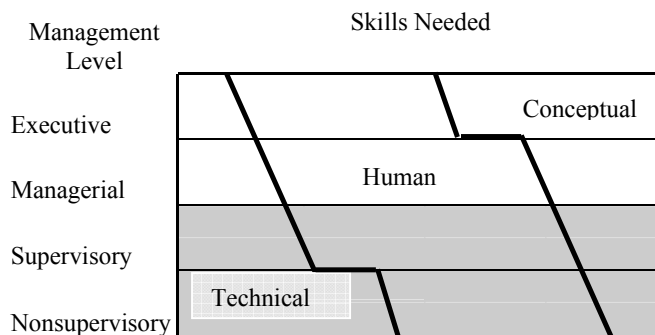
Figure 5. Management skills required in an organisation (Hersey, Blanchard, & Johnson, 1996)

Technical skills are most important at the operational level of management (Hersey et al., 1996). Specific tasks requiring knowledge, methods and techniques are known by personnel at this level, and it is important for managers above this level to also know how to achieve these tasks (Donnelly, Gibson, & Ivancevich, 1995). *Grass roots* sport club administrators should have the technical skills required in their role. For example writing minutes from committee meetings, producing fixtures for competitions or newsletters for club members.

Human skills are the second skill group required of managers. Human skills require the manager to have an ability and judgement to work and communicate with, and to understand the people they are working alongside on a daily basis (Shilbury et al., 2006). Human skills are the most important of the four management skills as managers produce most of their work through others (Donnelly et al., 1995). It would be expected that human skills would be prominent in this study. *Grass roots* sport club administrators are expected to work with, and through, many people such as committee members, coaches, officials and volunteers, and may need to empathise, communicate, listen or counsel as examples of these human skills.

Conceptual skills are most prominent in upper level management, where the complexities of the overall organisation and how each division is integrated into the organisation needs to be known (Hersey et al., 1996). The importance of conceptual skills increases the higher the manager rises within the organisation and includes thinking strategically and visioning for the future. Conceptual skills are not expected to dominate or be viewed as important as human and technical skills for effectiveness in *grass roots* sport clubs, as clubs generally have a flat organisational structure and administrators have limited time to complete all of their tasks for the club. However, it could be expected that club committees are more likely to demonstrate conceptual skills in the management of their respective clubs.

The fourth management skill that was added recently was technological skills (Shilbury et al., 2006). These skills require an ability to understand and utilise technologies in order to create efficient and effective work practices. In a club, these skills could include the treasurer's work that comprises invoicing for membership fees, account keeping and preparing tax statements. The club secretary may create a computer template for the monthly agendas and minutes to assist in hastening this

process, and a fax or computer may be necessary for inputting results to the SSA or local club competitions, or emailing members.

These four skills of management: technical; human; conceptual; and technological, are evident in differing management levels across many organisations. Human skills are found across all levels of management due to the importance of people in any organisation. *Grass roots* sport clubs tend to have fewer management levels than larger organisations with a number of employees, and due to this, it is expected that more technical skills and human skills will be emphasised in the criteria making a sport club effective. It is important to note that managers (or administrators) of any club or organisation need to understand the skills required and the values of an organisation to determine its effectiveness. As De Knop, et al. (2004) found in their study of quality management of Flemish sport clubs, organisational culture and values were strengths, and were important to the administration of sport clubs. An organisation's culture can have an influence on the organisation's effectiveness.

Organisational Culture

Organisational culture can provide insight into the feelings and behaviours of an organisation's constituents including members, the committee, spectators, and also to the success of the organisation (Colyer, 2000). For the purpose of this study organisational culture is defined as "workplace values, norms and behaviours that produce patterns of behaviour unique to an organization" (Parks & Quarterman, 2003, p. 14). Studies show that organisational culture can have an affect on the performance and effectiveness of an organisation (Cameron & Freeman, 1991). Results from Kent and Weese (2000, p. 15) investigating Canadian Provincial Sport Organisations indicated a "significant difference exists between the effective and ineffective organizations so far as concerns organisational culture." Deal and Kennedy (1988) also believed that high (effective) performance in an organisation is linked to strong organisational culture.

A number of organisational culture studies in sport investigated different foci in sport organisations since the mid 1990s across a variety of sport sectors (e.g., Colyer, 1995, 2000; Hoye & Kappelides, 2004; Kent & Weese, 2000; A. Smith & Stewart, 1995). Hoye and Kappelides (2004) investigated organisational culture in leisure

service programs in Australia that were dependent on volunteers. They found each leisure program had a separate culture dimension (sub culture) from the overall culture of the organisation, yet these differences enhanced the organisation and benefited the volunteers and employees involved (Hoye & Kappelides, 2004). Other Australian studies of organisational culture explored single professional clubs (A. Smith & Stewart, 1995), SSAs (Colyer, 1995, 2000) and NSOs, SSAs and professional clubs competing in a national league competition (A. Smith & Shilbury, 2004).

A. Smith and Stewart (1995) explored an elite Australian football club using in-depth interviews, observation, and the systematic analysis of club documentation. They did not assess the cultural values against a theoretical model of culture, but tentatively found that the club's success was attributed to cultural values such as: masculinity; being achievement oriented; disciplined; and a club environment that rewards collective identity over self interest (A. Smith & Stewart, 1995). Little emphasis was placed on long-term planning, and the club preferred the "familiar over the new and uncertain," these two traits were unusual as they did not align with the rapidly changing sporting environment of professional football (A. Smith & Stewart, 1995, p. 31).

A. Smith and Shilbury (2004) investigated NSOs, SSAs and clubs competing in a national league competition to identify dimensions that could describe the cultural values of Australian sport organisations. Twelve dimensions and 68 sub-dimensions of culture were revealed, and it was found that the majority of dimensions were similar to those identified in non-sport studies. However, there were four dimensions unique to sport, these were: rituals; symbols; size; and history and tradition (A. Smith & Shilbury, 2004). Due to the large number of dimensions and sub-dimensions revealed in the study, no single existing theoretical model of culture could be used to capture all of the elements (A. Smith & Shilbury, 2004). A. Smith and Shilbury (2004, p. 161) suggested if existing tools for mapping culture are utilised for sport, they initially require adjustment to provide a sub-dimensional level where "the unique aspects of sporting culture are manifested."

Weese (1995) investigated leadership and organisational culture within the administrative levels of the Big Ten and Mid American Conference university

recreation programs using cultural strength assessment and culture-building activities instruments. He found that "high transformational leaders direct programs that (a) possess stronger organizational cultures and (b) carry out culture building activities" more than other leaders do (Weese, 1995, p. 119). Transformational leaders provide confidence in staff and influence a culture that encourages a philosophy of excellence and continual improvement (Weese, 1995).

Various methods of exploring sport culture were used in the above studies, (e.g., questionnaires, interviews, observation) and similar to investigating organisational effectiveness, no one theoretical model applies to all cultural studies. Table 5 outlines the methods, sample and results for the above studies and a number of other sport culture studies from Canada (Kent & Weese, 2000), America (Weese, 1995; Zammuto & Krakower, 1991) and Europe (Girginov, Papadimitriou, & Lopez De D'Amico, 2006).

Although there are a number of organisational culture studies in sport and Australian sport, as illustrated in Table 5, there appears to be a dearth of research on cultural values of *grass roots* sport clubs. The published cultural studies of sport clubs in Australia focused on professional sports competing in professional leagues (A. Smith & Shilbury, 2004; A. Smith & Stewart, 1995). A. Smith and Shilbury (2004) determined from their study of NSOs, SSAs and professional clubs competing in national leagues, that a number of cultural dimensions were similar to those found in cultural studies of profit-oriented business. They further suggested that the instruments developed to ascertain cultural values in these business organisations should not be dismissed by sport researchers, but they proposed that additional areas related to the unique aspects of sports (i.e. rituals, symbols, size, history and tradition) also be included (A. Smith & Shilbury, 2004). The present study did not include these additional aspects due to utilising the competing values tool for measuring organisational culture.

Table 5

Measurement Methods and Approaches to Organisational Culture

Authors	Sample	Method	Results
Zammuto & Krakower (1991)	Competing values model (CVM), 332 four-year colleges and universities completed surveys and 8 universities interviewed, site visits etc for case studies	Quantitative research using the Institutional Performance Survey (IPS), one section operationalised the CVM, comparing organisational culture measured by qualitative method 8 case studies used	It is possible to develop a valid survey instrument to study organisational culture
Smith & Stewart (1995)	Document analysis, participant observation and in-depth interviews of 30 staff and 42 players	Qualitative research of an Australian football club, 240 hours of participant observation, analysis of annual reports, club history books, newsletters and memos	Tentatively concluded that the club's success was attributed in part to the club's culture (found to be masculine, achievement oriented & disciplined, & rewarded collective identity over individual self-interest).
Weese (1995)	Cultural strength assessment (CSA) and cultural building activities (CBA) instruments, 8 programs, 112 completed cultural assessments and 120 interviews	Quantitative and qualitative research using campus recreation administrations staff from the Big Ten and Mid-American conference universities	High transformational leaders direct programs that possess stronger organisational culture
Colyer (2000)	Competing values model, 5 SSAs, 31 employees and 17 volunteers	Quantitative research using CVM with 16 value statements, three open ended questions	There is benefit in using the CVM in conjunction with qualitative methods to measure organisational culture
Kent & Weese (2000)	Quantitative data from employees within the Ontario Sport & Recreation Centre: 46 participated	Organisational culture assessment questionnaire (OCAQ), five scales measuring cultural strength and four culture building activities	Findings support the belief that organisational culture is positively linked to organisational effectiveness
Hoye & Kappelides (2004)	Three separate leisure programs under the auspice of one charitable organisation	Qualitative research using in depth interviews and content analysis of a charitable organisation dependent predominantly on volunteers	Program managers consciously managed a particular culture within their program that differed to the culture of the overall organisation, and that each culture was beneficial to the program
Smith & Shilbury (2004)	Eight sports, including 24 NSOs, SSAs and clubs participating in national league competitions	Qualitative research using in-depth interviews	Revealed 12 dimensions and 68 sub-dimensions of culture
Girginov, Papadimitriou & D'Amico (2006)	15 sport managers from the Games of the Small States of Europe, 7 countries participated	Quantitative & qualitative research, multiple dimension model using questionnaires and ethnography	Sport managers need to have an understanding of the cultural meaning of sport management in a particular country

The competing values model was developed by Quinn and Rohrbaugh (1981) to measure organisational effectiveness, and this tool has been used in a number of studies over the past three decades (McGraw, 1993; Quinn & Cameron, 1983; Quinn & Rohrbaugh, 1983; Shilbury & Moore, 2006; Smart, 2003). A decade after the competing values model for organisational effectiveness was developed Quinn and Spreitzer (1991) adapted it to produce a quantitative research tool for measuring organisational culture within and between organisations. Cameron and Freeman (1991) also found that the identified culture of an organisation had an influence on an organisation's effectiveness as the cultural types aligned with each of the four quadrants. They found that clan, team or group culture was effective in the human relations model quadrant, and that adhocracy or development culture was more effective than other cultures in relating to the external environment in the open systems model quadrant (Cameron & Freeman, 1991). Similar findings occurred for market (rational) culture linking to the rational goal model, and hierarchical associated with the internal process model (Cameron & Freeman, 1991).

The characteristics found in an organisation with a strong emphasis on group culture are: participation focused; employees are empowered to perform; teamwork; and cohesion (Quinn & Spreitzer, 1991). Development culture emphasises flexibility, expansion, innovation and change in an organisation, whereas an organisation showing characteristics of rational culture are goal orientated, efficient and emphasise productivity and profitability (Quinn & Spreitzer, 1991). Characteristics found in the hierarchical culture quadrant are structure and formalisation, stability and order and an organisation having predictable performance outcomes (Cameron & Freeman, 1991). Figure 6 aligns the cultural items in the competing values model.

Zammuto and Krakower (1991) explored 334 universities and colleges in America. They found results similar to Cameron and Freeman (1991) in that cultural emphasis was a predictor of organisational characteristics, climate and strategic orientation. For example, group and developmental cultural characteristics (trust and high morale) were more likely to be associated with independent or religious institutions. Whereas, hierarchical and rational cultural characteristics (formalisation and long term planning) were expected from large, public universities (Zammuto & Krakower, 1991).

Flexibility

GROUP CULTURE	DEVELOPMENT CULTURE

Empowerment of employees to act

Assessing employee concerns

Human relations, teamwork

and cohesion

Expansion, growth and

   development

Innovation and change

Creative problem solving

Internal ——————————————————— External

Control, centralisation

Formalisation and structure

Stability, continuity, order

Predictable performance outcomes

Task force, accomplishment

   goal achievement

Direction, objective setting,

   goal clarity

Efficiency, productivity,

   profitability

Outcome excellence, quality

HIERARCHICAL CULTURE	RATIONAL CULTURE

Control

Figure 6. Organisational culture items in the competing values model (adapted from Cameron & Freeman, 1991; Colyer, 2000; Quinn & Spreitzer, 1991).

Colyer (2000) investigated organisational culture in selected Western Australian State Sporting Associations and found evidence of tensions between volunteers and employees (human relations quadrant) that suggested possible subcultures existed within each State Sporting Association. Colyer (2000) concluded there were benefits in using the competing values model to explore organisational culture when used in conjunction with qualitative methods.

The present study explored the organisational culture perceptions of the group of sport club administrators. Although investigating the group as a whole was not ideal compared to utilising ten or more recipients from each club, this small section of the study allows the organisational effectiveness criteria and organisational culture data to be compared. If new constituents had been included (e.g., 10 members per club) for the organisational culture section a direct comparison between the organisational

effectiveness and organisational culture results of this sample may have produced different outcomes.

Organisational culture explores the overarching values and behaviours of an organisation and it was important for the present study to investigate the link between sport clubs' culture and their effectiveness. As suggested earlier, there is a positive link between strong organisational culture and effective organisations, which was explored again in this study (Cameron & Freeman, 1991; Cameron & Quinn, 2006; Deal & Kennedy, 1988). The competing values model for measuring organisational culture is a valid and reliable tool (Kalliath, Bluedorn, & Gillespie, 1999) and was included in the present study to illustrate the cultural strengths and weaknesses of this group of *grass roots* sport club administrators.

Summary

Chapter 2 reviewed the positioning of *grass roots* sport clubs within the Australian sport system and the impact of funding and government policy on sport in Australia over the last forty years. Characteristics of a volunteer, the pressures they face, their commitment and the role they play on committees/boards were all discussed. The impact of social capital on sport and the experiences of sport club volunteers were outlined, providing evidence of the importance of this group in Australian society.

National and State Sporting Associations and the role of the government agencies in sport became increasingly more professionalised in Australia over the last three decades, yet many *grass roots* sport clubs continue to be managed by volunteers, and as such have different issues to deal with compared to the other levels of management in sport. Due to their unique nature, specific research is required to explore *grass roots* sport clubs. There is currently a dearth of published research investigating organisational effectiveness in *grass roots* sport clubs in Australia and this present study provides an insight to this level of Australian sport.

A summary of organisational effectiveness and the difficulties researchers have had in defining it was noted. Due to the difficulties in defining organisational effectiveness a number of theoretical models were developed and the most prominent discussed. The competing values model was utilised in this study and an explanation

for choosing this model, and its multi-dimensional nature, in preference to others was established. There are a number of organisational effectiveness studies in sport (Athanasiou et al., 2006; Chelladurai et al., 1987; Frisby, 1986b; Hoye & Auld, 2001) at various levels of the system (NSO, SSA and club), although there are few that specifically assess organisational effectiveness of *grass roots* sport clubs (Koski, 1995). It is due to this lack of research that this present study will build on our understanding of organisational effectiveness in *grass roots* sport clubs in Australia.

Most studies exploring organisational effectiveness use a theoretical model to measure organisational effectiveness (Athanasiou et al., 2006; Chelladurai et al., 1987; Frisby, 1986b; Madella et al., 2005), yet few of these studies developed criteria prior to assessment (Kent & Weese, 2000; Wolfe et al., 2002). The lack of criteria developed specifically for the organisations explored, was noted as a weakness by Kent and Weese (2000), and often meant one aspect of an organisation, such as the financial side, was investigated rather than the entire organisation. The present study completed the initial step of developing criteria perceived by the *grass roots* sport club administrators to make their clubs effective: this study did not measure organisational effectiveness. A study of this nature was not found that establishes perceived criteria of club effectiveness and ineffectiveness of *grass roots* sport clubs in Australia. Therefore this study builds on the body of knowledge of research into community sport clubs in Australia.

To assist sport administrators in a practical manner the competencies and skills required of a sport administrator were highlighted and may be utilised when making recommendations to club administrators in later chapters. A link between organisational effectiveness and organisational culture was suggested by researchers (Deal & Kennedy, 1988; Kent & Weese, 2000) and will be assessed in the present study. A brief background, definition and summary of sport studies exploring organisational culture were provided. The competing values model of organisational effectiveness was adapted to assess organisational culture (Quinn & Spreitzer, 1991) and a summary of the four quadrants and the reasons for using this model in the present research was provided. The following methodology chapter outlines the design, population and administration of this research in order to draw findings and conclusions to the study.

CHAPTER 3

METHODOLOGY

The purpose of this study was to identify perceptions of organisational effectiveness in *grass roots* sport clubs. The study also explored perceptions of organisational effectiveness held by SSA executives of the sport clubs they nominated to participate in the study. In addition organisational culture of the group of club administrators was also assessed. This chapter outlines the methodological approach and research design of the study, the study population and procedure, data collection and analysis, and discusses limitations and ethical considerations.

Methodological Approach

The Delphi method was used for this study as it is interactive and open, giving opportunity for all participants to contribute equally to the process without pressure from peers (Okoli & Pawlowski, 2004). Two assets of the Delphi technique are its ability to "systematically refine group opinion" (Wedley, 1980, p. 1) and its anonymity, without the negative effects of peer group pressure. It was also noted by Cochran (1983) that the Delphi technique allows for quantitative and qualitative feedback that is appropriate for consensus research. Riddick and Russell (1999, p. 132) observed that the traditional Delphi survey method "is one of the most common kinds of non-experimental research used in leisure services," making it appropriate for this study.

Quade (1967) acknowledged that the Delphi technique had been used in research since 1948. It was further developed and refined by the Rand Corporation in the early 1950s for military predictions (Quade, 1967) and has been used in a number of different fields since, including nursing (Edwards, 2002), sports medicine (Thompson, MacAuley, McNally, & O'Neill, 2004), parks and recreation (Hurd, 2004), teaching (Cicek & Demirhan, 2001), sports science/management (Weidner & Henning, 2004) and leisure studies (Colyer, 1993a). The Delphi method is a valid research tool that allows the researcher to identify a topic, prioritise the issues identified (in this case criteria of organisational effectiveness), and have those issues/criteria validated over a number of rounds (Okoli & Pawlowski, 2004). Therefore, this method is appropriate for this study.

Over the last 60 years of application of the Delphi technique, mailed questionnaires were used to systematically and sequentially gather and refine anonymous group opinion, with each additional questionnaire building upon the responses of the previous one (Colyer, 1993a). The present study used a different form of communication. All communication to the sport administrators was by email, which was ideal given the number of regional clubs involved in the study and the busy lifestyles of the participants. In the past decade research studies have increasingly used electronic means to deliver the questionnaires for research (Lopopolo, Schafer, & Nosse, 2004; Weidner & Henning, 2004).

Western Australia is the largest state in Australia covering over 2.5 million square kilometres and totalling 33 percent of Australia's land mass with a distance of 3000 kilometres from the southern-most town to the northern-most major town (Australian Government Geoscience Australia, 2005). There are many *grass roots* sport clubs in regional Western Australia and it was expected that there would be a number of regional clubs involved in this study. In order for all selected *grass roots* sport clubs to be given the opportunity to participate in the study the Delphi method was chosen. The opportunity to use email to distribute the four rounds of Delphi questionnaires allowed administrators from across Western Australia to participate in the study providing another benefit in using the Delphi method.

Research Design

The Delphi technique provided the opportunity for the research questions to be answered using a method that began with open-ended questions and moved towards consensus over a number of questionnaires. Beginning with a questionnaire constructed of open-ended questions, as it was important not to lead the participants in a particular direction, e.g. is business planning important to your sport club? Over the four rounds of questionnaires, there was a trend towards consensus of opinion and in ranking the criteria. This methodology was particularly important for two reasons. First, criteria were determined solely by the participants and progressively refined through feedback to be certain the definition of criteria was the view of the panellists and not the researcher. Secondly, the criteria were ranked in terms of importance, providing further evidence of their relative importance in the

management of these clubs. The research design encompassed three phases. Phase one was a preliminary investigation to identify the State Sporting Associations to be involved in the study. Phase two established the Delphi panel from the ranked list of *grass roots* sport club administrators provided by the SSA executives, and phase three was the Delphi survey of the club administrators.

Other possible methodologies that were considered for this study were a survey/questionnaire (traditional single round only) and interviews. A traditional survey would not have provided the *grass roots* sport club administrators with an opportunity to include additional information, provide feedback or clarify the refinement of the initial answers of the first survey (Raine, 2006). Applying the Delphi, instead of a traditional (single round) survey, also allowed progress towards consensus of opinion in the population sample. Interviewing all the *grass roots* sport club administrators would have provided rich data. However, with limited time and access (including regional clubs), this method was not a viable option and therefore was discounted. The Delphi survey allowed access to a larger geographical area, provided rich data across a number of rounds, granted anonymity and allowed consensus to be reached by the sample in answering the survey questions. This was the most appropriate methodology option for this exploratory study.

Selection of the Sports

The WA DSR funded 90 State Sporting Associations in 2004-2005 (Department of Sport and Recreation Government of Western Australia, 2005). These funds assisted the SSAs with the administration and development of the sport across Western Australia and ranged from small amounts of funding such as BMX Sports WA Inc who received $15,400 to the WA Football Commission that received $16,409,300 in the 2004-2005 financial year (Department of Sport and Recreation Government of Western Australia, 2005). The 20 highest funded SSAs (according to DSRs 2004-2005 Annual Report) were identified, and from these 20 sports, ten were selected at random, i.e., the 20 sports were placed in a hat and ten were selected by the researcher's supervisor to maintain integrity of the process. The ten sports randomly selected were noted down in order of selection. The first five selected SSAs were invited to be involved in the study, if any declined the researcher invited number six, seven, eight and so on until five sports had agreed to participate. Ten sports were

randomly selected to provide sufficient reserves for the study, as it was expected that not all of the initial five SSAs selected would want to, or be able to, participate in the study.

The funded ranking of the SSAs was a means of identifying the associations, (and by default their clubs) that displayed the characteristics of effective clubs and association management. The WA DSR used an assessment tool and "other unidentified processes" to provide funding to each SSA (Department of Sport and Recreation Government of Western Australia, 2004a, p. 21). The assessment tool encompassed the characteristics of organisational development (planning, governance), athlete, coach and officials' development, financial management, people management (including staff and volunteer development), high performance and participation and evaluated the level of each SSA for each category. It was surmised that from these processes the 20 highest funded sports would most likely have better policies, structures and pathways in place than the SSAs given funding below them and would therefore be more appropriate for the study evaluating organisational effectiveness.

The Study Populations

Two distinct groups were approached for this study. Initially five State Sporting Associations (SSAs) were randomly selected (from the 20 highest funded sports by DSR 2004-2005) to be involved in the study. The CEO (or equivalent) of these SSAs was approached and if they agreed to be involved they were asked to identify the top ten most effective sport clubs in their association. The second group of study participants were the sports administrators from the clubs nominated by the SSA executives.

The study required the "most effective" clubs from the perspective of the SSA executives to participate, rather than "least effective" or "moderately effective" because the study's main focus was to determine what criteria were perceived to make a sport club effective. The Delphi technique is based on a series of questionnaires being answered by a panel of experts, it was deemed that the "experts" in this study needed to be the administrators of the "most effective" clubs, in order to receive results of high quality. It was expected that the club

administrators from the nominated effective clubs would have an understanding of the processes and activities of an effective club, as well as those aspects of club management that lead to ineffectiveness. These club administrators were accepted as experts in their field of club management, and as a "… virtual panel of experts gathered to arrive at an answer to a difficult question" (Okoli & Pawlowski, 2004, p. 19).

Once identified the administrators of the top five clubs (from the 10 nominated) for each sport were invited to participate. If any declined then administrators from club number six, seven, eight and so on were invited. The SSA executives were asked for ten clubs as it was expected that a proportion of the top five clubs may decline, and having the five reserve clubs would save time and workload for the SSA executive. Twenty-five *grass roots* sport club administrators representing the five different sports were invited to participate and explore issues of organisational effectiveness, ineffectiveness and organisational culture in *grass roots* sport clubs in Western Australia.

<div align="center">Research Procedure: Establishing the Delphi Panel</div>

The following phases were undertaken in order to identify and select the 25 *grass roots* sport club administrators who were invited to participate in the study as Delphi panellists.

<div align="center">*Phase 1 – Preliminary Investigation to Source SSAs*</div>

Information from the WA DSR's Annual Report (2004-2005) was used to identify the initial five SSAs to be approached for the research. Five SSAs from the 20 highest funded sports from the July 1, 2004 to June 30, 2005 were randomly selected (out of a hat) as the sports to approach for involvement in the study.

Inclusion criteria for SSA involvement in the study were:
- A DSR funded SSA: grouped amongst the 20 highest funded sports
- An incorporated SSA
- SSA was established longer than 20 years
- A minimum of 12 *grass roots* sport clubs affiliated to the SSA

- A strategic and business plan: required for funding assessment
- Two or more paid employees.

The intention of the inclusion criteria for SSA involvement was to select a group of sports that were funded adequately to enable the SSA to achieve certain expectations in their sport, as discussed in the literature review. Having paid employees was noted as important in the professionalisation of sport over the last thirty years (Shilbury et al., 2006), larger SSAs and NSOs tend to be more business-like in their approach and require business and strategic plans to map their future direction. Therefore, it was important for the SSAs involved in this study to have a business and strategic plan. Legal aspects of business are important and appear to be increasing, and being incorporated provided evidence that the SSAs involved had the most basic legal requirement in place. Being established for longer than 20 years was viewed as important because the SSA would have most likely moved (at least in part) from the era of amateur to professionalisation at the SSA level.

The Chief Executive Officer (or equivalent) of each of the five selected SSAs was approached, in person, and offered the opportunity to be involved in the study. One SSA CEO (or equivalent) did not return the consent forms in the allotted time; therefore another sport (number 6) was invited (see Appendix B for consent form). Sport Five eventually responded and agreed to participate, so all six sports were included in the study, as a buffer against any withdrawals.

The six sports selected were:

Sport 1:   A team court sport (S1)

Sport 2:   An individual sport (S2)

Sport 3:   A water sport (S3)

Sport 4:   A team court sport (S4)

Sport 5:   A team court sport (S5)

Sport 6:   A team field sport (S6)

The sports are classified in the above manner to maintain the anonymity of the SSAs involved. All sports involved in the study have participation from community through to the international level, and all involved men and women, although both genders may not be represented to international level in all sports.

Some of the SSAs selected had differing structures for their sport. Some had three or four levels in their overall structure from NSO to club (see Figure 2). Some sports involved in the study had an Association level (or Regional level) with subordinate clubs, while others went directly from SSA to club level. The regional Associations, however, conduct themselves in a very similar manner to clubs, in that they have a constitution, are incorporated, and require a committee to assist in the coordination of the association/club. Therefore, either clubs or associations running on a similar structure to a traditional *grass roots* club could be involved in this study. From the 10 nominated clubs the top five-ranked (in order) *grass roots* sport clubs/associations from each State Sport Association were invited to participate. The term "club" is used for all respondent clubs, even if one was a regional association.

On agreeing to be involved in the study, each SSA Chief Executive Officer was requested to complete an open-ended questionnaire (see Appendix C). The questionnaire required each CEO to:

- Rank in order, their top ten most effective affiliated *grass roots* sport clubs and identify the administrator involved at the club; and
- State up to five reasons why they selected these clubs, and indicate specifically what they believed made these clubs effective in the eyes of the SSA.

By answering these two questions the SSA executives provided the study with experts from each club and an opportunity to compare perceptions at two levels of sport in WA (SSA and club level). SSAs work closely with their affiliated clubs and know the effectiveness of the administrators across their clubs, possibly better than DSR, the NSO and ASC. Therefore it was determined that this process would provide the study with the best method in finding the Delphi panellists, and provide a comparison of opinion between the two groups (SSA versus club).

SSA Views on Club Effectiveness

Each SSA executive selected their top ten most effective clubs and provided reasons for effectiveness, most only gave two or three reasons for a club's effectiveness overall, rather than utilising the five opportunities allowed. There were a total of 187 responses for effectiveness stated out of a possible 300 response opportunities from the SSA executives. All six SSA executives' reasons for *grass roots* sport club

effectiveness are shown in Table 6. The reasons were ranked according to the frequency they were mentioned by SSA executives and a percentage was illustrated compared to other reasons.

Table 6

Club Effectiveness Reasons as Identified by SSA Executives

Number	Reasons for Effectiveness	No. Responses	Percentage of Responses
1	Strong administrator/committee members	25	13.4
2	Large number of registered members in WA	20	10.7
3	Club network/structure	13	7.0
4	Good communication/relationship with LG/stakeholders/schools	12	6.4
5	Organised	11	5.9
6	Strong volunteer culture	11	5.9
7	Participation focused	9	4.8
8	Quality facility & manages the facility	8	4.3
9	Quality coaching programs	8	4.3
10	Junior/senior development	8	4.3
11	Large country based Association	7	3.7
12	Success in competition/athletes	7	3.7
13	Opportunities players/officials	7	3.7
14	Inclusive	6	3.2
15	Run events well	5	2.7
16	Quality coaches	4	2.1
17	Commitment to policy & procedure	4	2.1
18	Strong club spirit/links between junior & senior teams/family focused	4	2.1
19	Long established club	3	1.6
20	Female involvement	3	1.6
21	Sponsor/fundraising strong	3	1.6
22	Diverse in activity	2	1.1
23	One discipline only	2	1.1
24	Friendly/healthy Club	2	1.1
25	Good athletes	2	1.1
26	New club	1	0.5
	TOTAL	187	100

Note. LG is an abbreviation for Local Government Authority

The top two reasons for club effectiveness as perceived by the SSA executives were about people (reasons are provided in italics). *Strong administrator/committee members* (13.4%) was clearly mentioned most frequently of all 26 reasons for effectiveness. *Large number of registered members in WA* ranked high at two, with 20 mentions (10.7%). These two reasons for effectiveness were ranked well above all other reasons provided by the SSA executives. From an SSA executive's perspective, people involved in running a *grass roots* sport club were identified as

having the greatest influence on the effectiveness of a club. People involved in the club such as administrators, volunteers, coaches, players and officials were mentioned in 14 of the 26 reasons for effectiveness (see Table 6).

Beyond identifying people within a club contributing to its effectiveness, the SSA executives identified a need for sound governance in the effectiveness of *grass roots* sport clubs. This point was illustrated by the following examples: *club network/structure, commitment to policy and procedure, sponsor/fundraising strong*, and a *friendly/healthy club*. The latter reasons align with the policy of the WA funding body Healthway. Any WA *grass roots* sport club can apply for funding for a specific project if it can provide evidence the project will make the club a more friendly/healthy social and physical environment.

Quality facility & manages the facility ranked eighth and was also important to the effectiveness of a *grass roots* sport club, because without a facility the sport would not exist and cannot be played. Events were mentioned three times (*run events well, diverse in activity* and *one discipline only*) by the six SSA executives as another reason for a *grass roots* sport club to be effective. The SSA executives recognised that events should run well, and either be diverse (multiple disciplines e.g. lifesaving has nippers, competition, beach patrol), or specific (one discipline e.g. game of rugby league), for effectiveness to occur. History of a club, although ranked low at 19 (*long established club*) and 26 (*new club*), suggests that clubs at differing stages of their history (long history or newly founded) have the opportunity to be effective.

Having *good communication/relationship with LG/stakeholders/schools* and being *organised* were two stand-alone reasons mentioned for a club's effectiveness. These two reasons were ranked fourth and fifth respectively in their importance to *grass roots* sport clubs' effectiveness. Local government (LG) in Western Australia is the major provider of sport facilities, along with some schools. Therefore the relationship with local governments and local schools is vital for the continued existence of any *grass roots* sport club utilising one of these facilities. On the basis of these justifications by SSA executives, the selection of clubs occurred and then administrators could be approached to participate in the Delphi study.

The main club administrator from each of the top five identified clubs from respective SSA lists was invited to be involved in the study. The SSA executive was asked for assistance in contacting the nominated administrator of the sport clubs selected. Most SSA executives emailed clubs in advance to explain their involvement in the study. Privacy issues between the SSA and the sport clubs were anticipated to make this initial approach difficult. However, there were no difficulties as all clubs and SSA executives were very open to the study. The administrators identified were contacted by phone, with a follow-up by email. If any of these five club administrators of a sport declined the opportunity to participate, the next ranked sport club was approached and so on until five club administrators per sport had accepted. The study population was a total of 30 *grass roots* sport club administrators, representing five clubs from each of the six State Sporting Associations.

Inclusion and Exclusion Criteria

Inclusion criteria for club administrators in the study were: extensive background knowledge on all areas of the club's operations; five years or more as a club member; three years or more in a club administrator or similar role; and a willingness to participate in the study over a number of questionnaires. Exclusion criteria for the study was: less than five years as a club member; less than three years in the role of a club administrator with a knowledge of the club's operations; an inability to speak or write English or communicate with the researcher; and an inability to participate throughout a minimum of two rounds.

It was essential that the study participants had sound knowledge of both the club and its administration over a number of years. Five years as a club member was chosen, as it was felt the five year time period allowed the member time to assimilate to the club environment and the members. As noted in the literature review, clubs can exclude certain populations and if the person remains a member after five years it is more than likely they are and feel accepted at the club. Most club committee positions run for two years. Therefore, having the inclusion criteria requiring three or more years in a club administration role provided evidence that the person had

been involved for a minimum of one term as a committee member, and by this time should have a good understanding of the organisation of the club (or at least have a greater understanding than a committee member in their first year). It takes time to build knowledge and understanding of a club's administration, which were essential to this study. The inclusion and exclusion criteria provided a benchmark, to allow the most suitable and appropriate administrators to be involved in this study. All 30 sport club administrators met the inclusion criteria.

Phase 3 – The Delphi Survey

The Delphi technique did not require a pilot study, therefore the study commenced as soon as the selected administrators had agreed to be involved as panellists, and after ethics approval was granted by Edith Cowan University's Human Ethics Committee.

Once the 30 *grass roots* sport club administrators were selected, the demographics summary and consent form was sent by email or fax (one sport club administrator requested this) to all involved. The majority of respondents emailed or faxed the demographics survey and consent form back (see Appendix D and E for information letter and consent form respectively). Once all forms were returned, the first questionnaire was emailed out to all panellists simultaneously (see Appendix F for round one questionnaire). Two panellists continued to fax in their questionnaire answers throughout the study. The email method shortened the turn around time between panellists completing the questionnaire and producing the next round of questionnaires. Panellists were not identified to other panellists. However, they may well have known each other professionally. Participating panellists were requested not to discuss the project with others to avoid any "contamination" of the responses.

The Delphi technique in this study allowed the participants to be interactive and to develop the answers without being led by the research instrument in a particular direction such as towards leadership, financial or member issues that were outlined in the conceptual framework. The Delphi method also allowed for feedback on a number of occasions (rounds two to four), this provided the researcher with an opportunity to clarify any previous answers, refine the views of the group and achieve group consensus. The Delphi method also provided anonymity between the respondents.

Delphi Panel

Increasing the number of sport administrators from 25 to 30 did not appear to have a detrimental affect on the study. It was expected that some of the sport administrators might not complete two of the four rounds needed for the study, therefore, the six sports and 30 sport administrators were included at the beginning of Delphi round one, and allowed a buffering effect should some survey rounds be incomplete.

Researchers investigating Delphi studies have examined the number of panellists involved and deduced that anywhere between 10 and 30 on a panel is a reliable sample size (Delbecqu, Van de Ven, & Gustafson, 1986; Parente & Anderson-Parente, 1987). For example, Colyer (1993b) had 21 in her study on effectiveness in local government recreation services. Brooks (1979) suggested that little improvement or change occurred once the participant size reached 25. Therefore, allowing for possible withdrawals of panel members, 30 panel members were deemed adequate for the study.

Instruments and Data Collection

The first round Delphi questionnaire was composed of three open ended questions:
1. What does organisational effectiveness in a *grass roots* sport club/association mean to your sport club?
2. What makes your *grass roots* sport club/association effective?
3. What makes your *grass roots* sport club/association ineffective?

The *grass roots* sport club administrators were asked to complete each round of questionnaire within a two-week period. After the completion of each questionnaire, themes and statements were analysed and categorised into general themes/statements based on responses. These composite themes/statements formed the basis for the second round questionnaire. The subsequent questionnaire within the process was delivered to the study participants within three weeks. An example of raw data developed into a criterion is *assistance with affiliation fees*, this was developed from the following answers by club administrators: "support from National/State level. X (sport) receives no sponsorship from the State or National bodies i.e. even our state representatives are required to pay for their trip, their accommodation and even their

state uniforms" (Sport 1 administrator); "excessive fees from parent bodies – this puts pressure on keeping costs affordable, particularly when you have to compete with other sports" (Sport 3 administrator); and "financially: the senior comp members pay $95 for affiliation – more than half these fees ($59) goes to federal, state and regional X (sport)" (Sport 5 administrator).

The second round questionnaire presented themed statements and asked respondents their opinions (agree/disagree) on the criterion statements derived from the first round results (see Appendix G for round two questionnaire). Respondents also had the opportunity to correct or add to the statements. The second round responses to the questionnaire were again analysed. Any suggested amendments from the panellists were made to reflect a more accurate statement of their views. Responses to opinions were tallied and any additional comments were analysed.

The round three questionnaire asked respondents to rank in order responses from the first two questionnaires, on effectiveness and ineffectiveness criteria. Round three, question one asked the panellists to rank in order of importance from one to fifteen the meaning of organisational effectiveness in a *grass roots* sport club to them. In question two and three of this questionnaire respondents were asked to indicate if criteria were essential to the effectiveness of *grass roots* sport clubs and rank the importance of each criteria on a Likert-type scale from one (not important) up to five (extremely important). Responses to additional questions in round three also required panellists to rank the level of importance of each theme, using the same Likert-type ratings scale used in earlier questions (see Appendix H for round three questionnaire). An additional set of questions was added in round three, these asked panellist to assess their sport against the Competing Values Model (CVM) for organisational culture characteristics using a Likert-type scale of one (strongly disagree) to seven (strongly agree) (see Appendix H Question 5 for CVM questions).

The fourth round questionnaire asked panellists to confirm and validate the scores they gave for questionnaire three; this did not include the question assessing their sport against the Competing Values Model as the initial scores were all that were required in response to this question. The four rounds of questionnaires took a total of six months to complete.

The results from the round three and four questionnaires were calculated using descriptive statistics (rankings, mean, standard deviation). Question one results are presented as rankings and were calculated by adding the total number of responses to each criteria and then ranking them in order from the greatest number of responses to the least as determined by the *grass roots* administrators. Question two and three responses were calculated as rankings, means and standard deviations for rounds three and four of the Delphi study. Rankings were based on the (highest to lowest) round four mean score for each criterion. To determine the mean for each statement a weighted total was calculated from the responses to the Likert-type scale. Standard deviation was then calculated for each criterion. Appendix I provides an example of these calculations.

Presenting rankings, means and standard deviations for round three and four for questions two and three (criteria of effectiveness and ineffectiveness) allowed movement in the rankings, means and standard deviation to be displayed as the panellists affirmed or amended their opinions to each question.

Additional criteria about the effectiveness of *grass roots* sport clubs gathered during the round two questionnaire and answered in questionnaire four, question four, were also analysed and displayed using rank, mean and standard deviation in rounds three and four. The percentage of administrators who classified these additional criteria to be effective or ineffective was also calculated.

Comparison was made between criteria that make *grass roots* sport clubs effective and ineffective. The criteria were divided into three categories. The first category being criteria that are specific to making a *grass roots* sport club effective only, secondly, criteria that make a *grass roots* sport club ineffective only or thirdly criteria that may be found to make a club effective or ineffective depending on how it is performed (i.e., strong or poor "leadership").

In questionnaire three, panellists were asked to complete the club culture questionnaire (16 questions) in assessing their perceptions of club culture against the Competing Values Model, as well as the third round (effectiveness) Delphi. The

culture questionnaire encompassed four questions on each of the four CVM culture quadrants i.e., questions 1, 3, 5, and 10 related to the Group culture quadrant, questions 2, 11, 15 and 16 to the Rational quadrant, questions 6, 8, 9, and 12 to the Development quadrant and questions 4, 7, 13 and 14 to the Hierarchical culture quadrant. Scores were calculated for the sixteen questions, producing standard (z) scores to reveal a composite organisational culture profile for *grass roots* sport clubs. An example of the formula used to calculate the standard (z) scores is found in Appendix I.

Qualitative data could be generated from any round of questionnaires of the Delphi, as each round provided sections for comment, either for each statement or at the end of the questionnaire.

A comparison between the SSA effectiveness reasons and the *grass roots* sport club criteria was also made. However, it was not possible to statistically compare SSA effectiveness reasons and the club administrator's criteria because SSA executives' reasons were provided on one occasion, with no consensus and no ranking provided, unlike the club administrators who had ranked and provided clarification and consensus through the four round Delphi process. The SSA executives' responses were analysed by content for comparison with the Delphi criteria.

Limitations

A limitation of the study was the small sample size, therefore the findings may not be representative of the entire Western Australian sport club population. This sample size was chosen based on research suggesting the number involved was a reliable sample size for a Delphi study and that results would not differ with a larger sample (Delbecqu et al., 1986). The study also investigated the view of each club administrator, and this cannot be assumed to be the opinion of his/her *grass roots* sport club as an entity. The club administrators were chosen as the Delphi panellist because they were deemed to have extensive knowledge of the administration of their club at the time of the study. Another limitation was the initial selection of the six sports from the DSR financial listings. The selected SSAs may not be representative of the whole population of SSAs found in WA. The six randomly selected SSAs were chosen from a group of 20 highest funded (by the WA DSR)

SSAs. The aim of selecting the initial 20 SSAs was to choose SSAs with strong administration and the WA DSR used an assessment tool (based on management of the sport) to rank SSAs and fund them accordingly. Therefore, the six randomly selected SSAs were deemed appropriate for this study. The SSA executives who selected the most effective clubs within their association may be seen as a limitation as other staff within the SSA may have had differing views on which clubs were the most effective. The SSA executive was given time to complete this task and may have asked fellow staff members' opinions before finalising the list. However, it is assumed that the SSA executive was representing the SSA as an organisation. The present study used a purposive selection by the SSA executives of their top 10 most effective clubs. Administrators with vast knowledge of their organisation represented the clubs as this was not an experimental study.

Using the Delphi method allowed the researcher to probe and clarify data through the rounds of the Delphi method and provided rich data, which was an advantage in using this method with a small sample size. However, there are limitations of the Delphi method and these include:

- Anonymity – low compliance and lack of responsibility for outcomes (Woudenberg, 1991)

- Administration errors – sloppy execution, deception by manipulation of the responses (Linstone & Turoff, 1975), and multiple iterations may lead to boredom (Woudenberg, 1991)

- Interpretation errors – consensus interpreted as accuracy (in forecasts), reliability is person and situation specific (Woudenberg, 1991)

- Response errors – feedback, which results in change induced conformity (Woudenberg, 1991), bias due to overly favourable personal interest in the topic (Jones, 1975).

To reduce the interpretation and response errors of the researcher, panellists in round two were asked for their agreement or disagreement, as well as for their comments on the responses they gave in round one. Administrative and interpretative errors were reduced through the use of an auditor (study supervisor) overseeing the work of the researcher after the analyses of each round. By randomly selecting the sports this reduced the potential for bias in the study.

The researcher was employed at a State Sporting Association at the time of the study, but that sport was not randomly selected removing the possibility of a conflict of interest. Another possible limiting factor was the timing of each sport season. Some sports were into their season while others started their seasons during the study. This timing may have had an effect on the response rate, but the timing of this study could not be avoided given other time constraints associated with the study (e.g. University requirements). It was also determined that to invite sports in the same season would limit the study e.g., winter sports may vary in opinion to summer sports, possibly based on the weather and time of year for competitions or finances. Therefore, it was deemed more important that the "most effective" SSAs, as determined by the WA DSR process, would be randomly selected and provide their "effective" clubs rather than considering sport seasons within the inclusion criteria. Also to choose a season (summer, winter) and to only have clubs that were in competition during the present study may have limited sports clubs from northern Western Australia, as they play their sports in opposing seasons i.e. AFL in the wet season November to March and tennis from May to September. The seasons the selected sports compete in are illustrated in Table 8.

<center>Validity and Reliability</center>

In a study of this nature, internal validity cannot be as high as it would be in a laboratory or wholly quantitative study testing a cause against an effect (Veal, 2005). However, substantial internal validity was maintained due to the Delphi study being executed over four rounds. Initial open questions were given in questionnaire one but as the process (surveys) progressed the respondents were able to clarify, amend and add responses. This provided opportunities for further validation. The Delphi surveys took six months in duration and due to this lag in time a number of things may have affected the internal validity such as the club administrators completing the surveys in season or out of season, issues occurring in their club or personal life and the attrition rate of Delphi panellists over the survey period. The rate of attrition for this Delphi process was relatively low, in and out of season issues were addressed earlier and issues in people's personal lives were unavoidable in this type of study. If a panellist required an additional day or two before returning the questionnaire this was allowed, as long as the timing of the last return had no effect on the next outgoing questionnaire.

External validity of a study refers to how well the findings of a study can be reapplied to another study at a later date in a different location (Veal, 2005). Goodman (1987) suggested that if the panellists participating in the study are representative of the area of knowledge, then content validity can be assumed. However, Williams and Webb (1994) indicated there were few Delphi studies which specified the criteria on which the panel was selected. Therefore, it was felt the sport club administrators in the present study were representative of Western Australian *grass roots* sport club administrators that know and understand their club, as they all met the selection (inclusion) criteria, which required administration knowledge of their club over a number of years.

The Delphi technique has been criticised in relation to validity and reliability, however, Keeney, Hasson and McKenna (2001, p. 198) noted that this criticism "can be levelled at any qualitative research method." They also suggested that the Delphi could be judged on other aspects such as transferability, credibility, or applicability of the results (Keeney et al., 2001). Test-retest reliability was not relevant, since the researcher expected the panellists to revise their responses (Okoli & Pawlowski, 2004). The Delphi method offered additional construct validation compared to a more traditional survey by asking experts to validate the researcher's interpretation and categorisation of the criteria (Okoli & Pawlowski, 2004). The Delphi technique was a valid method to use in this research design.

The organisational culture assessment instrument used to assess organisational culture in the group of *grass roots* sport clubs has been tested in a number of studies across a variety of organisations and is deemed both valid and reliable for the present study (Cameron & Quinn, 2006; Quinn & Spreitzer, 1991; Zammuto & Krakower, 1991). However, it was noted that Colyer (1995) did not confirm the cultural values groupings developed by Quinn and Spreitzer (1991), noting that these may be due to national culture differences but she did identify high reliabilities for the culture instrument during analysis.

Ethical Considerations

Prior to conducting the study, ethics approval was gained from the Human Research Ethics Committee of Edith Cowan University, and the Research and Higher Degrees Committee of the Faculty of Business and Law at Edith Cowan University. A cover letter informed the subjects of the study and its aims. The letter assured all participants of complete confidentiality and that their participation was voluntary. All data will be stored in a locked filing cabinet in the researcher's office at home and retained for a minimum period of five years.

Due to the study being non-invasive to the subjects, minimal chance of physical harm to the participants was expected from this research. The reputation of each individual and the clubs (and Associations) involved in the study was upheld and confidentiality for all parties was maintained at all times. Member Protection Officers or CEOs from each SSA were contacted by telephone and approval was sought for the SSA and affiliated sport clubs to be involved in the study. All SSA executives involved in the study assisted in the initial contact with the *grass roots* sport club administrators as privacy laws may have made contact difficult. At any stage in the study and for any reason, participants had the right to withdraw or discontinue, and any data that they provided were not used in the study. If the SSA nominated administrator from a selected club changed prior to the start of the study, the replacement administrator completed all of the necessary forms and questionnaires: this occurred on four occasions and inclusion criteria was observed.

Another ethical consideration was the employment of the researcher within a WA SSA at the time of the study. This situation was explained to all participants prior to signing their agreement to participate in the study. As noted previously, this particular SSA was not randomly selected from the 20 highest funded DSR sports. However, the knowledge of the researcher about the WA sport industry, expectations of government and funding agencies, and communicating on a daily basis with club administrators and members brings a richness and understanding to the study not otherwise available had this employment not existed.

Summary

This chapter outlined the research design and gave an explanation to the selection of the *grass roots* sport clubs involved in the study. A Delphi technique was used to explore the effectiveness criteria of *grass roots* sport clubs in Western Australia. A Delphi panel of 30 *grass roots* sport club administrators was invited to participate in the four round questionnaires over a six-month period. Reasons for effectiveness for each club nominated by the State Sporting Association executives was noted and data collection and analysis explained. Chapter 4 outlines the results of the study including organisational effectiveness, ineffectiveness and organisational culture results.

CHAPTER 4

RESULTS

Introduction

This chapter presents the perceptions held by *grass roots* sport club administrators of the organisational effectiveness in *grass roots* sport clubs. The response rate of the sport club administrators and their characteristics are presented, followed by their definitions of organisational effectiveness in a *grass roots* sport club. Criteria that make a *grass roots* sport club effective or ineffective are supported with qualitative findings, and a comparison between these criteria is also examined. A comparison of the characteristics of organisational effectiveness of a *grass roots* sport club as identified by the SSA executives and the club administrators is presented, and finally the *grass roots* sport club culture responses to the CVM are presented.

Grass Roots Sport Clubs Involved in the Study

Response Rate

At the commencement of the study, 30 club administrators agreed to be involved. However, due to work and family commitments some club administrators were unable to complete the study. Twenty-three (77%) *grass roots* sports club administrators completed at least three rounds of the Delphi study. Table 7 illustrates which club administrators completed the Delphi study (and the number of rounds) and who did not complete or withdrew during the questionnaire phase. The coding of each sport club is represented by the sport (i.e. S1 is Sport One), and the letters A through E represent a club's ranking (i.e. A is equivalent to the highest ranked sport club by the SSA executive). For example, S5D represents the fourth ranked club in Sport 5 from the list of clubs provided by the respective SSA executive.

Table 7

Completion Rates of the Grass Roots Sport Club Administrators Involved in the

Delphi Study

Sport	Club	Rounds Completed	Not Completed	Completed
S1	A	1	No	
	B	3		Yes
	C	1	No	
	D	4		Yes
	E	4		Yes
S2	A	4		Yes
	B	0	No	
	C	4		Yes
	D	3		Yes
	E	0	No	
S3	A	3		Yes
	B	4		Yes
	C	4		Yes
	D	4		Yes
	E	3		Yes
S4	A	0	No	
	B	4		Yes
	C	4		Yes
	D	3		Yes
	E	4		Yes
S5	A	0	No	
	B	3		Yes
	C	4		Yes
	D	3		Yes
	E	3		Yes
S6	A	4		Yes
	B	4		Yes
	C	3		Yes
	D	4		Yes
	E	1	No	
TOTAL	30		7	23

Characteristics of the Clubs

The club administrators who completed the study were located predominantly in the metropolitan area; 15 were from metropolitan Perth clubs (65%) and eight were from regional Western Australia (35%). The regional breakdown for clubs was three from the Peel region, two from the South West and one each from the Mid West, Lower Great Southern and Great Southern areas (see Figure 7).
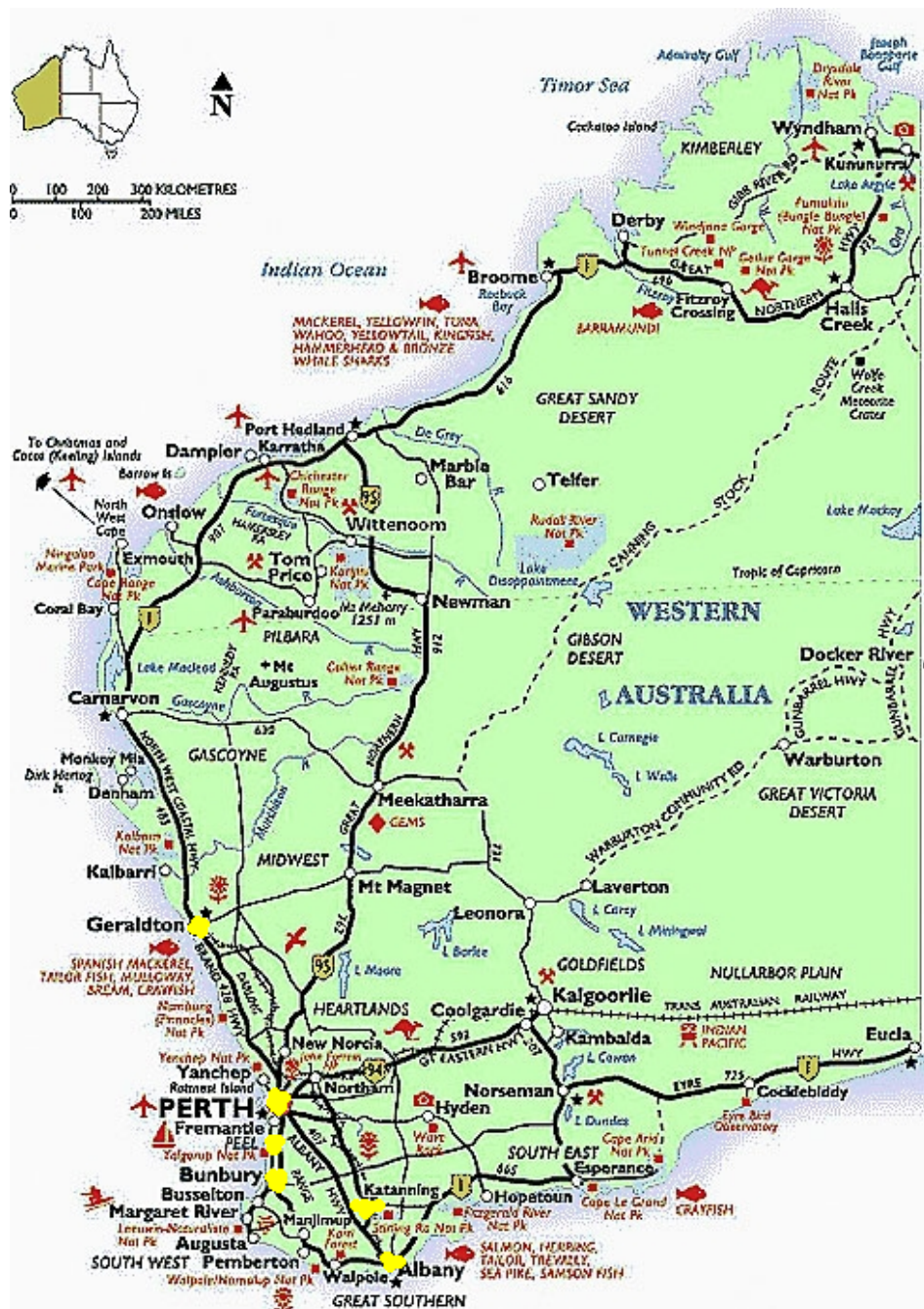
Figure 7. Map of Western Australia highlighting (in yellow) the regional towns and metropolitan Perth in which the participating *grass roots* sport clubs reside (AussieMaps.com.au, 2007).

Two of the clubs from Sport 2 were privately owned, with the owners working full-time within the club. These two privately owned clubs held the same characteristics as the other clubs involved i.e., incorporation, members paid a fee for service, and involved in same competitions as other clubs, therefore it was felt the information gathered from these clubs would add to the body of knowledge and not detract from it. Eleven sport clubs (48%) called themselves associations rather than clubs,

however their structure was similar to a club, and they are referred to as clubs for the purposes of this study. The details of the clubs from the different sports are provided in Table 8. The membership details of each club and the type of administration (i.e. volunteer or paid) are also included. This information was gathered from the sport administrators prior to commencement of the Delphi round one. His or her position in the club (i.e. president, secretary, etc) at the time of the study was not deemed as important due to all administrators meeting the inclusion criteria and needing a strong emphasis on administration to be invited to participate in the study. Membership numbers refer to the 2006 summer or winter seasons.

Table 8

Details of Clubs from Club Administrators who completed the Delphi Questionnaire

Clubs	Senior Members	Junior Members	Total Members	Administration	Sport Season Played
S1B	600	1550	2150	Full-time paid	Winter
S1D	800	1525	2325	Full-time paid	Winter
S1E	478	705	1183	Full-time paid	Winter
S2A	30	800	830	Full-time paid*	Winter**
S2C	40	60	100	Volunteer	Winter**
S2D	37	585	622	Full-time paid*	Winter**
S3A	128	258	386	Part-time paid	Summer
S3B	116	296	412	Volunteer	Summer
S3C	139	138	277	Volunteer	Summer
S3D	104	N/A	104	Volunteer	Summer
S3E	40	20	60	Volunteer	Summer
S4B	47	12	59	Volunteer	Winter
S4C	160	20	180	Volunteer	Winter
S4D	63	27	90	Volunteer	Winter
S4E	100	150	250	Volunteer	Winter
S5B	217	880	1097	Part-time paid	Winter
S5C	54	755	809	Part-time paid	Winter
S5D	33	1111	1144	Part-time paid	Winter
S5E	95	144	239	Volunteer	Winter
S6A	50	90	140	Volunteer	Summer
S6B	NA	657	657	Volunteer	Summer
S6C	310	720	1030	Volunteer	Summer
S6D	52	74	126	Volunteer	Summer

Note. * Denotes these clubs as being privately owned, ** season runs April to November (predominantly winter)

The administration of the 23 clubs followed different structures (see Table 8) with five administrators being full time paid employees (21.7%), four part-time paid staff (17.4%), and 14 volunteer unpaid administrators (60.9%). A number of the community-based clubs had paid administrators, and on closer examination it is

found that most of the paid employees (either full or part-time) came from three particular sports (Sport 1, 2 & 5). Sport 3 had one part-time employee, which is expected given that this sport club coordinated an international event each year. An unexpected result was from Sport 6, whose four clubs were administered by volunteers yet the sport may be described as one of the premier sports in Australia that is highly professional at the state, national and international level. However, generally it appears that the size of clubs may have a bearing on employment of paid staff, with a membership of around 1000 being able to afford a paid administrator, although there are some exceptions in these examples. Further research is needed to explore the relationship between the number of members and ability to employ staff in various sports.

Results: Defining Organisational Effectiveness Criteria

The first question of the round one questionnaire was very general to elicit the sport administrators' perceptions of "organisational effectiveness" for a sport club. To answer this question club administrators listed a number of criteria either in point or sentence form. For example, a Sport 3 administrator provided five points, these were (verbatim); 1) having a strategic plan to ensure both short and long term success/viability, 2) having an annual budget plus long term financial plan, 3) having a well organised and dedicated committee with specific roles and responsibilities for each committee member, 4) sound internal communication to allow information to be disseminated to all members, and 5) positive working relationship with other clubs and the sporting association. Each questionnaire was completed in a similar manner and criteria were developed from these responses.

The round two questionnaire required the administrators to agree or disagree with the criteria developed from the round one questionnaire responses (see Appendix G). Round three asked the administrators to rank the criteria in order of importance, from one being most important to five being the least important (see Appendix H), therefore the lower the number of ranked responses (see Table 9) the higher the overall ranking, and round four, requested verification of those rankings. Criteria presented in Table 9 were abbreviated from the full responses provided to the club administrators to clarify, rank and verify through the four rounds of Delphi questionnaires. Appendix J provides a complete statement from which each

abbreviated criteria were derived. Results in Table 9 show 15 criteria offered to define organisational effectiveness, and between rounds three and four there were five changes in rankings (criteria from this study will be presented in italics to assist the reader). Two criteria increased their importance ranking: *successful competitions/events* and *consistent coaches*, and three shifted down a rank*: strong leadership, extensive communication* and *maintaining facility/ies*. The two most highly ranked criteria, *cohesive committees* and *committed volunteers*, remained the same through both rounds.

Table 9

Criteria for Defining Organisational Effectiveness

| CRITERIA | ROUND 4 | | ROUND 3 | |
	Rank	No. of Ranked Responses	Rank	No. of Ranked Responses
Cohesive Committees	1	88	1	98
Committed Volunteers	2	89	2	110
Successful Competition/Events	3	112	4	128
Strong Leadership	4	118	3	120
Consistent Coaches	5	131	7	153
Extensive Communication	6	132	5	135
Maintaining Facility/ies	7	145	6	146
Financial Budgeting	8	165	8	158
Clear Vision & Goals	9	169	9	159
Implementing Policies	10	193	10	178
Positive Experience	11	196	11	186
Sense of Community	12	239	12	237
Marketing to Increase Members	13	255	13	246
Relationship with SSA	14	260	14	259
Technology Time & Information	15	282	15	272

Note. Full statements from which these criteria were derived are shown in Appendix J

"People" related criteria appear to dominate the criteria for club effectiveness. Of the 15 criteria defining organisational effectiveness, six related directly to "people" involved with the club (*cohesive committee, committed volunteers, strong leadership, positive experience, sense of community* and *relationship with SSA*). One Sport 6 club administrator described (in round two) how its club continued to find and attempted to retain volunteers:

> "*Volunteers come in waves. You really do need to canvas all*
> *through the season to recruit volunteers. We have tried a number*
> *of things to get people involved, e.g., each team has to nominate*

one person to assist with a fundraising event per season. By doing

this we hope to expose people to the benefits of working together

and that being part of a committee can be fun."

Committed volunteers was ranked second for defining organisational effectiveness. It is clear that the club administrators identified the importance of volunteers within the club, and each role "people" undertake in a *grass roots* sport club to assist in its effectiveness.

Relationships within the club and those external to the club such as with the respective SSAs, key stakeholders and the wider community cannot be underestimated. As suggested by a Sport 6 administrator in round two, who commented, "*close affiliation with the SSA is important and this is usually through their development officer who will not only attend meetings they will also assist coaches at training sessions throughout the season.*" A Sport 1 administrator in round two looked at the relationship from their own perspective, and also from that of the SSA in commenting, *"not a bad relationship exists. Communication is good. Would like to see State body in a better situation so that it could actually flow through to grass roots."* This comment suggests that this administrator has an understanding of the economic situation of their SSA and therefore empathy as to why more is not being done to improve the *grass roots* level of their sport.

The other criteria found to be important for defining organisational effectiveness in *grass roots* sport clubs, that do not directly relate to people, but related more to club operations were: *successful competitions/events; extensive communication; maintaining facility/ies; financial budgeting; clear vision and goals; implementing policies; marketing to increase members;* and *technology time & information*. These criteria can be grouped into two other categories "facilities/competitions/events" (round four rank 3 & 7) and "administration/governance" (rank 6, 8, 9, 10, 13, 15). To play sport, access to a facility of some kind is required, therefore it was expected that facilities and playing the sport in a form of competition/event would be criteria found in defining organisational effectiveness of a *grass roots* sport club. The quality of the facility is also important in particular if a club wants to conduct major tournaments or events, as described by a Sport 5 administrator in round one,

"our sport club is in dire need of an upgrade. At this stage toilets

are our main priority, which is affecting our decisions on whether

or not we can put on a major competition inviting clubs for a weekend of (our sport) next year (celebrating 40 years of (our sport) in XX next year). We have approached councillors, members of state parliament, Department of Sport and Recreation along with the recreational services for city council but they seem more concerned with football (our neighbours) their facilities and contractual obligations with the WAFL."

Also, for a sport club or any business to be viable, governance/administration processes need to exist. Therefore, it is reasonable to expect that processes such as being able to budget correctly, clearly articulate the club's vision and goals, and having the ability to implement policies rank in the top 10 criteria.

The 15 effectiveness criteria ranked by the *grass roots* sport club administrators fell logically into three categories; "people", "facilities/competition/events" and "administration/governance". The emphasis was on people and their importance in providing leadership and management, supported by competent administration and governance and followed by successful competition and managing facilities. The next Delphi question asked the *grass roots* sport club administrators to identify criteria that made their *grass roots* sport club effective.

Results: Criteria that Make a *Grass Roots* Sport Club Effective

When the sport administrators were asked to identify specific criteria that made their clubs effective, their responses differed slightly from their original definitions of organisational effectiveness for "a" club. The club administrators followed the same process as question one and answers were provided in a similar format (point form or sentence). Some examples of raw data responses include: "the main reason is that we have a few very good people who do a lot of work plus a lot of other good people who contribute" (Sport 6 administrator) and "regular executive/committee meetings, it's important to discuss problems, plan, implement policies, deal with correspondence and submit reports" (Sport 5 administrator). Many of the answers from the club administrators were of a similar nature, such as the Sport 5 administrator above noting the importance of regular committee meetings for effectiveness in their club. These meetings were also suggested as important by a Sport 4 administrator when she stated "regular monthly meetings with a copy of the

minutes and agenda" and a Sport 2 administrator noted as their first point "regular committee meetings to discuss and resolve problems" assisted in effectiveness of their club. From answers such as these a criterion was developed, in this case, *committee attends meeting*s the full definition being "the committee members attend regular meetings." A list of full definitions for abbreviated (titled) criteria is found in Appendix K.

The *grass roots* sport club administrators identified 22 criteria that they believed made their *grass roots* sport club effective. The top six ranked criteria selected by the *grass roots* sport club administrators were all strongly valued having a mean of 4.5 or above (out of five). Of these top six criteria, two involved "people" (*quality volunteers* and *dedicated committee*), one involved "facilities" (*high standard facility*) and three involved "administration/governance" (*financial accountability, open communication* and *up to date governance*). The strongest agreement in these rankings was for *quality volunteers* (SD 0.55), closely followed by *financial accountability* (SD 0.57) and *open communication* (SD 0.58).

The top 12 ranked criteria for organisational effectiveness in a *grass roots* sport club did not change between rounds three and four. However, there was a shift in mean and standard deviation for *financial accountability* (ranked second) and *open communication* (ranked third) with both increasing their mean and decreasing standard deviations respectively, suggesting greater importance and consensus with the subsequent round (see Table 10).

Of the 22 criteria, 12 criteria involved "people" in the club, three related to "facility/competition/events" and seven were about "administration/governance". The criteria ranked 7 (*committee attends meetings*) through to 12 (*membership enjoyable*) all involved "people" and the role they play in a *grass roots* sport club. *Strong leadership*, an active and *approachable committee*, with the capability of *developing coaches and officials*, *club/association ownership & pride*, and providing an *enjoyable* sport experience were seen to be strong contributors to club effectiveness. These criteria relate to four key operational roles within the *grass roots* sport club (i.e. committees, coaching, officials, volunteers in general).

Table 10

Criteria that Make Grass Roots Sport Clubs Effective

CRITERIA	RANK		MEAN		STANDARD DEVIATION	
	Round 4	Round 3	Round 4	Round 3	Round 4	Round 3
Quality Volunteers	1	1	4.73	4.73	0.55	0.55
Financial Accountability	2	2	4.68	4.64	0.57	0.66
Open Communication	3	3	4.64	4.59	0.58	0.59
Dedicated Committee	4	4	4.57	4.57	0.92	0.92
High Standard Facilities	5*	5*	4.50	4.50	0.67	0.67
Up to Date Governance	5*	5*	4.50	4.50	0.60	0.60
Committee Attends Meetings	7	7	4.48	4.48	0.93	0.93
Strong Leadership	8	8	4.45	4.45	0.59	0.59
Developing Coach & Officials	9	9	4.32	4.32	0.94	0.94
Approachable Committee	10	10	4.24	4.24	0.99	0.99
Club Ownership & Pride	11	11	4.23	4.18	0.53	0.59
Membership Enjoyable	12	12*	4.14	4.14	0.65	0.65
Clear Goals & Vision	13	12*	4.09	4.14	0.75	0.71
Competition Opportunities	14*	15	3.95	3.95	0.99	0.99
Relationships with Stakeholders	14*	14	3.95	4.00	0.78	0.75
Technology for Administration	16*	16*	3.86	3.86	0.83	0.83
Responding to New Ideas	16*	16*	3.86	3.86	0.65	0.65
Satisfaction at Club	18	18	3.77	3.77	0.81	0.81
Marketing Promotion of Club	19*	19	3.68	3.68	0.99	1.04
Gaining & Retaining Sponsorship	19*	20	3.68	3.64	0.94	0.95
Working with The Community	21	21	3.50	3.50	0.91	0.91
Hosting Social Events	22	22	3.27	3.32	1.03	1.04

Note. *Shows tied rankings. See Appendix K for a full explanation of criteria.

Another key group of people involved in any organisation are its stakeholders. *Relationship with stakeholders* ranked (joint) 14. Although ranked below half way there were a number of comments made in particular regarding the SSA and LGAs involved with certain clubs, and often these comments were negative. One club administrator from Sport 5 questioned the value of their affiliation apart from insurance when stating in round one, the

> "*State Body – puts out an affiliation guide for each club*
> *(association) – unfortunately our planning meeting for the year*
> *happens before the club gets this information. Our registration*
> *fees are organized before we have the state and federal costs! We*
> *give a substantial amount annually to this body and feel we do not*
> *receive much in return except insurance.*"

Another administrator from Sport 3 (round two) felt her club had a "*good relationship with the facility but not so good with the State and Australian Association.*" It appears that SSAs are not the only external organisation that clubs

find difficult to work with at times. Although this club understood the importance of the relationship between club and LGA they appeared frustrated by the current situation. A Sport 6 administrator commented in round two that they:

> "*Agree that this relationship is very desirable, mainly in respect to Local Government as they provide most of the facilities. However we are often at loggerheads with them because they don't do enough – this gets back to a lack of funding and the quality of Council staff.*"

Not all club administrators were negative towards their respective SSA or LGA. Some club administrators applauded the role of the SSA in assisting *grass roots* sport clubs to improve their systems. One administrator from Sport 2 felt that a program developed by their NSO had assisted their club in becoming more effective when they explained in round one, "*the National Body developed a program to help clubs in their organisation and structure. The implementation of many of these practices in the club helps us to be a more effective club.*"

Working with the community ranked 21 in the list of effectiveness in *grass roots* sport clubs and a comment by a Sport 6 administrator in round two illustrates why it was ranked that low, because it is "*too hard as we are volunteers with jobs and family commitments.*" After completing the day-to-day requirements of administering a *grass roots* sport club additional roles such as working with the community do not take priority.

Although only three criteria focused on "facility/competition/events", *high standard facilities* ranked equal fifth and had a strong mean (4.5) and moderate standard deviation (0.67). The other two criteria to fall into this category were *competition opportunities* and *hosting social events*, ranked 14 and 22 respectively. *Hosting social events* was the least important criteria and does not appear to be important in club effectiveness.

The third category to arise from the results on what makes a club effective was "administration/governance". Three of the top six ranked criteria involved administrative issues including: *financial accountability; open communication;* and *up to date governance*. The means for all three criteria were high (means above 4.5)

and there was relatively strong agreement on this ranking (standard deviation ranging 0.57 to 0.60), with *financial accountability* and *open communication* strengthening from round three to round four, even though there was no change in the rankings. Other "administration/governance" criteria were lower down the rankings with *clear goals and vision* ranked 13 and *technology for administration* tied at 16 (with *responding to new ideas*). Marketing and sponsorship were both ranked at the lower end of the organisational effectiveness criteria, they tied in ranking at 19 out of 22, showing they were important but perhaps not as important as other "administration/governance" criteria.

The criteria that make *grass roots* sport clubs effective (Table 10) differed slightly from the defining organisational effectiveness results (Table 9). Twenty-two club effectiveness criteria were found, compared to 15 criteria for defining organisational effectiveness. The only dissimilar criteria, and found only in club effectiveness, were: *developing coach and officials*; *club ownership and pride; membership enjoyable; satisfaction at club; gaining and retaining sponsorship;* and *responding to new ideas, (up to date governance* was assumed to be similar to *implementing policies)*. Criteria involving *communication* and *facilities* were ranked relatively high in defining and contributing to club effectiveness (ranked six and seven in Table 9, and three and five in Table 10), suggesting a more immediate influence on a club's effectiveness level.

In summary, the criteria identified as contributing to effectiveness in a *grass roots* sport club appear to fall into three categories; "people", "facilities/competition/events" and "administration/governance". "People" were identified as very important to *grass roots* sport clubs with 12 criteria relating to people in some capacity. "Administration/governance" was also important with seven criteria in total, three of which were in the top six rankings. "Facilities/competitions/events", although limited to only three criteria, were important, as these are the very nature of sport (competition and a place to compete). It is a combination of criteria from these three categories that makes a *grass roots* sport club function effectively as perceived by the *grass roots* sport club administrators in this study.

Grass roots sport club administrators were also asked to identify criteria that they believed contributed to ineffectiveness in their *grass roots* sport club (at times). They followed the same process as previously described for questions one and two and provided answers in the same format. Criteria were developed in the same manner from data provided in round one of the Delphi process. The higher the ranking, according to the mean score, the more these criteria were perceived to contribute to ineffectiveness in a sport club. The *grass roots* sport club administrators identified 28 ineffectiveness criteria (see Table 11). *Apathy among membership* was ranked as the strongest contributor to ineffectiveness (mean 4.0, SD 1.02). A full list of definitions for club ineffectiveness is found in Appendix L.

The top seven criteria for club ineffectiveness were: *apathy among members; managing finances; difficult retaining committees; assistance with affiliation fees; lack of volunteers; training officials;* and *ineffective to write grants*. All of these criteria were found to contribute strongly to ineffectiveness (mean ranged between 3.64 and 4.0) but with some ambivalence in agreement of their importance (0.99 to 1.29 standard deviation). A number of clubs were finding it difficult to retain committee members and a Sport 4 club administrator provided one reason for this in round one, "*certain members complain about things when the committee has done everything it can to accommodate everyone. This brings the committee down and makes them reluctant to organise the same thing again.*"

A *lack of volunteers* was ranked fifth with a small shift down in mean (3.73 to 3.68) between rounds three and four, and a Sport 6 administrator in round two felt one reason for this shortage was "*we are running out of volunteers time and legal restraints are a cause.*" The additional legal requirements and general paperwork expected of governments at each level was reported a number of times by the club administrators. One Sport 1 administrator in round two appeared to understand the importance of their relationship with their LGA, however they also experienced frustration when they remarked "*communication can always be improved upon, however dealing with Local Government etc is very cumbersome and time consuming.*"

Table 11

Criteria that Make Grass Roots Sport Clubs Ineffective

CRITERIA	RANK		MEAN		STANDARD DEVIATION	
	Round 4	Round 3	Round 4	Round 3	Round 4	Round 3
Apathy among members	1	1	4.00	4.00	1.02	1.02
Managing finances	2	2	3.95	3.95	1.29	1.29
Difficult retaining committees	3	3	3.82	3.82	1.26	1.26
Assistance with affiliation fees	4	4*	3.73	3.73	1.28	1.28
Lack of volunteers	5*	4*	3.68	3.73	0.99	0.98
Training officials	5*	6*	3.68	3.64	0.99	1.05
Ineffective to write grants	7	6*	3.64	3.64	1.13	1.13
Lack of facilities	8	8*	3.59	3.59	1.18	1.18
Facilities issues with LG	9	10*	3.54	3.50	1.26	1.30
Marketing low profile sport	10*	10*	3.50	3.50	1.34	1.34
Abuse of officials	10*	8*	3.50	3.59	1.30	1.37
Cost of rising membership	12	13*	3.43	3.38	0.98	1.02
Training coaches	13	15*	3.36	3.36	0.95	1.00
Uneven competition	14*	17*	3.32	3.32	1.13	1.13
Lack of professional approach	14*	15*	3.32	3.36	1.09	1.09
Ugly parent behaviour	14*	12	3.32	3.41	1.21	1.30
Winning is priority	17	13*	3.28	3.38	1.27	1.32
Membership fees & running a club	18*	19	3.27	3.27	1.12	1.12
Lack of staff	18*	17*	3.27	3.32	1.08	1.09
Poor communication	20	20	3.14	3.18	0.94	0.96
Negatives of technology	21	21	3.04	3.09	1.04	1.06
Poor leadership	22	22	2.95	3.04	1.25	1.29
Splinter groups within membership	23*	24	2.91	2.91	1.11	1.11
No new ideas	23*	23	2.91	2.95	1.27	1.29
Governance in place	25	26*	2.72	2.73	0.88	0.88
Unachievable goals & vision	26	25	2.68	2.77	1.17	1.19
Planning & organisation inadequate	27	26*	2.54	2.73	1.06	1.20
Limited social events	28	28	2.50	2.50	1.01	1.01

Note. *Shows tied rankings. LG is defined as Local Government. See Appendix L for all definitions.

Ineffective to write grants dropped one ranked place to seven, even though it had no change in mean or standard deviation. Two club administrators provided comments on how they felt it was ineffective to write grants. A Sport 5 country administrator in round one stated *"the time and process involved in applying for government grants is also ineffective short term,"* these thoughts were also reiterated by a Sport 1 administrator in round two when they declared *"Grants – MASSIVE COST AND TIME INVOLVED – And not always for a great result."* However, another Sport 5 administrator provided a different point of view in round two when they suggested, *"yes applying for grants is time consuming but as with sponsorship there is a need to*

show the Government organisation or sponsor what has been done with the grant money – to be accountable."

Training of officials improved its ranked position marginally to fifth, due to a change in mean of 3.64 to 3.68 between the rounds. *Training of officials, ineffective to write grants* and a *lack of volunteers* were the only three shifts in the top seven ranked criteria, suggesting that the *grass roots* sport club administrators generally agreed on the importance of these seven criteria contributing to club ineffectiveness.

Between the eighth ranked criteria of club (organisational) ineffectiveness, *lack of facilities,* to the twenty-first ranked criteria of *negatives of technology* there were some changes to rankings, means and standard deviation. These criteria all had a mean score above three and were therefore interpreted by the administrators as contributing to ineffectiveness in a *grass roots* sport club. *Lack of facilities* was described in a number of ways including the need for new facilities in particular locations of Western Australia and the desire of some clubs to upgrade their current facilities. A Sport 6 administrator described their situation as a *"lack of local support from Councils. It appears that they begrudge spending money on sporting facilities. As a result, ground and facility maintenance is going backwards and we find ourselves continually hassling Council staff."* Another Sport 6 country administrator in round one stated:

> *"there is a general shortage of and many of the existing facilities are in poor condition. The game is growing quickly in our area due to increased popularity of the game and increased population. Of note is that there have been lots of new developments (subdivisions) in the area over the last ten years but none of them has created a public oval – this is unfortunately left to the schools to provide.*"

The two criteria showing the largest changes in ranking were; *winning is priority* and *uneven competition*. *Winning is priority* moved down from a ranking of 13 to 17 and *uneven competition* increased from a rank of 17 to 14 between rounds three and four. There were also other minor shifts in ranking between criteria ranked eight to 21. Parent expectations of their children when participating in sport can be unrealistic and not conducive of a fun and enjoyable experience. A Sport 2 administrator

described one parent's expectation in round one as, "*I want my child to be able to compete at the Olympics,*" and another administrator from Sport 1 felt that winning for some people within the club became more important than issues such as financial stability, the workload of volunteers and the development of players.

The two largest changes in mean between rounds three and four were the criteria *planning & organisation inadequate* (decrease of 0.19) and *winning is priority* (decrease of 0.10). *Ugly parent behaviour* and *abuse of officials* had moderate changes in mean. However, these two criteria had the next largest shifts in standard deviation between rounds three and four (SD decrease 0.09 and SD decrease 0.07 respectively). These two criteria involved poor parent behaviour, often referred to as "ugly parent syndrome". In particular the *abuse of officials* definition noted that 'the younger officials are abused by "ugly" parents on the sideline.' Discussion of "ugly parent syndrome" will be elaborated on in Chapter 5.

Criteria that make a *grass roots* sport club ineffective could also be grouped into the three categories that were used to synthesise club effectiveness: "people", "administration/governance" and "facilities/competitions/events". There were 12 ineffectiveness criteria that fell into the category of "people", with some of the higher ranked criteria being: *apathy among members; difficult retaining committees; lack of volunteers;* and *training officials* (four of the top seven ranked criteria). "Administration/governance" also had 12 criteria, including: *managing finances; assistance with affiliation fees;* and *ineffective to write grants* (three of the top seven ranked criteria). "Facilities/competitions/events" had only four ineffectiveness criteria, these ranked eight (*lack of facilities*), nine (*facilities issues with LG*), 14 (*uneven competition*) and 28 (*limited social events*). The two criteria specific to facilities were ranked highly (eight and nine respectively), and minimal shuffling of place and ranking occurred between rounds.

In summary, the criteria that were perceived to make *grass roots* sport clubs ineffective highlighted a variety of different issues that were also classified as "people", "administration/governance", or "facilities/competition/events" categories. These criteria suggest that if a *grass roots* sport club does not have the right people with the right attitudes, and if the club's administration is conducted or coordinated

poorly, and they do not have adequate facilities or competition opportunities the club will function less effectively.

Results: Differences between Criteria that Make a *Grass Roots* Sport Club Effective and Ineffective

This section outlines the differences between the effectiveness and ineffectiveness criteria that were identified by the sport club administrators of the selected Western Australian *grass roots* sport clubs. The administrators identified 22 criteria associated with club effectiveness, and 28 associated with club ineffectiveness. Many of these criteria related to the same aspects of club management.

Fifteen criteria related to both club effectiveness and ineffectiveness (see Table 12). However, some of these criteria were divided into two or three definitions, for example, criteria defining committees. There were three criteria defining effective committees: *dedicated committees* (the committee is dedicated and committed, and has specific roles for committee members); *committee attends meetings* (the committee attends regular meetings); and *approachable committees* (the committee is open and approachable, easily identifiable and accessible at events), and one definition for ineffective committees: *difficult retaining committees* (there is a very high workload for a diminishing number of committee members, when they are criticised it makes it difficult to retain them and find new members to join the committee). To allow for comparison, a collective criteria label was created for criteria found in both domains (e.g. committee). For full definitions of criteria see Appendix K and L.

Four of the 15 collective criteria were found to have multiple criteria for either effectiveness or ineffectiveness i.e., facilities, committees, coaches and officials, and membership (see Table 12), as illustrated by the committees example above. It was felt that multiple criteria (of the same domain, e.g., committees) required different definitions because a number of sport club administrators had noted the particular definition in their answers in round one. For example, *committee attends meetings* was mentioned six times, *approachable committees* was mentioned five times and *dedicated committees* was mentioned nine times by separate administrators. The multiple reporting of specific criteria provided evidence of the importance of each of

these criteria and therefore sufficient justification to be treated separately. The other circumstance that required criterion to be split was when the definitions of criteria were so dissimilar that they could not be joined together, such as *apathy amongst members* (there is a degree of apathy among the members, and often the same people doing all the work) and *splinter groups within the membership* (splinter groups within the membership can cause difficulties especially when making a decision against a close friend). These two issues were too dissimilar to be combined, and the rankings of the two criteria, one and 23 respectively further justified this decision. Table 12 provides a full list of the effectiveness and ineffectiveness criteria. Each criterion is also identified with a letter – "people" (P), "facilities/competitions/events" (F) and "administration/governance" (A) to reflect those categories discussed earlier.

Financial and *volunteers* ranked highest amongst both the effectiveness and ineffectiveness criteria, which is consistent through all the Delphi results. As noted above, when identifying the criteria found in both the effectiveness and ineffectiveness areas, often the definition would oppose each other (with criteria being strong and present when effective, or poorly performed or absent when ineffective i.e. strong leadership or poor leadership). Leadership, for example, if executed well would contribute to club effectiveness, but if performed badly may make the club ineffective.

When comparing the identified categories of "people", "administration/governance", and "facilities/competition/events", it was found that these criteria contributed to both effectiveness and ineffectiveness. The categories of "people" and "administration/governance" each had six criteria (in the "both" column), and "facilities/competition/events" had three criteria (in the "both" column). "People" and "administration/governance" issues were identified more frequently having either a positive or negative affect on a *grass roots* sport club. "Facilities/competition/events" only had criteria found in the column outlining "both" effectiveness and ineffectiveness criteria.

Table 12

Differences between Effectiveness and Ineffectiveness Criteria in Grass Roots Sport Clubs

Effectiveness Criteria Only	Both	Ineffectiveness Criteria Only
Club Ownership & Pride (P)	FINANCIAL: (A) *Accountability* Managing	Assistance with Affiliation Fees (A)
Relationships with Stakeholders (P)	VOLUNTEERS: (P) *Quality* Lack of	Ineffective to Write Grants (A)
Satisfaction at Club (P)	COMMUNICATION: (A) *Open* Poor	Cost of Rising Membership (A)
Gaining & Retaining Sponsorship (A)	FACILITIES: (F) *High Standard* Lack of Issues with LGA	Lack of Professional Approach (P)
Working with the Community (P)	LEADERSHIP: (P) *Strong* Poor	Ugly Parent Behaviour (P)
	GOVERNANCE: (A) *Up to date* In Place	Winning is Priority (P)
	COMMITTEES: (P) *Dedicated* *Attends Meetings* *Approachable* Retaining	Membership Fees & Running a Club (A)
	COACHES & OFFICIALS: (P) *Developing* Training Abuse of	Lack of Staff (P)
	GOALS & VISION: (A) *Clear* Unachievable	Planning & Organisation Inadequate (A)
	COMPETITION: (F) *Opportunities* Uneven	
	MEMBERSHIP: (P) *Enjoyable* Apathy among Splinter groups within	
	TECHNOLOGY: (A) *For Administration* Negatives of	
	IDEAS: (P) *Responding to New* No New	
	MARKETING: (A) *Promotion of Club* Low Profile Sport	
	EVENTS: (F) *Hosting Social* Limited Social	

Note. See Appendices K and L for all definitions. All criteria are in ranked order. For Both criteria the first word in capitals is the label, the italics statement is the effectiveness criteria and the non-italics is the ineffectiveness criteria. (P) denotes people category, (A) denotes administration and governance category and (F) denotes facilities, competitions and events.

Only five criteria were found to be solely associated with club effectiveness (see Table 12). Of the five criteria four were in the "people" category: *club ownership & pride*; *relationships with stakeholders*; *satisfaction at club*; and *working with the community*. These four "people" related criteria were ranked from 11 through to 21

respectively in Table 10. These rankings suggest that although important, they were not the most pressing issues in club effectiveness. The fifth criteria solely associated with club effectiveness was *gaining and retaining sponsorship.* This was ranked joint 19 (in Table 10) of effectiveness criteria, suggesting that clubs are aware of sponsorship but give it a lower ranking of importance. Although positioned in the "administration/governance" category, *gaining and retaining sponsorship* may also be associated to some degree with "people" as relationships are often formed during the sponsorship process. It should be noted that success in competition did not appear to be a criterion for effectiveness for the *grass roots* sport club administrators. These club effectiveness only criteria appear to relate predominantly to personal feelings about the club and good relationships between the club and community.

Nine criteria were found to be specific to club ineffectiveness criteria only. Five of these ineffectiveness criteria were in the "administration/governance" category, and four of these were associated with money. These four criteria were: *assistance with affiliation fees; cost of rising membership; ineffective to write grants;* and *membership fees & running a club* (see Table 12).

Other ineffectiveness only criteria were associated with "people" and included: *lack of professional approach; ugly parent behaviour; winning is priority;* and *lack of staff*. These four criteria had mid range rankings of importance (see Table 11) and ranked in the lower half of the 28 ineffectiveness criteria. All of these ineffectiveness criteria also suggest that without adequate planning, an appropriate philosophical base and adequate resources, a *grass roots* sport club might struggle to survive and be successful.

This comparison found that the majority of criteria identified in *grass roots* sport clubs contribute to effectiveness and ineffectiveness depending on their presence or absence from club management. Evidence suggests that a club administrator needs to manage all the criteria generally to maintain those criteria that keep the club effective and to reduce or eliminate those that make it ineffective. *Grass roots* sport club administrators added other criteria during the course of the Delphi surveys and these are discussed in the following section.

Results: Additional Criteria Associated with the Effectiveness of *Grass Roots* Sport Clubs

At the completion of questionnaire round two, the Delphi panel was asked to add additional criteria that they felt might affect the effectiveness of their *grass roots* sport club. This opportunity was provided because the club administrators had time to think about the issues of effectiveness during the course of the Delphi and may have more information to add. Only six administrators provided an answer to this additional question, of which two were very similar and developed into one criterion (*rising costs of equipment, uniforms, travel, petrol*). In all, five additional criteria were developed from the round two questionnaire and added separately in rounds three, ranked in round four as effectiveness or ineffectiveness criteria, and rated on importance on the five point scale. All five criteria were associated more with ineffectiveness than effectiveness, and to some extent expand on criteria already identified (e.g., coaching).

A *lack of referees* and *coaches* ranked one and two and these two criteria (*officials* and *coaches*) were also shown in both effectiveness and ineffectiveness criteria (Table 12), however for different reasons. In the main body of effectiveness and ineffectiveness criteria it was the *training* and *quality* of *officials* and *coaches* while it was a *lack of experienced coaches* and *referees* that was the concern in the additional criteria (see Table 13).

An *increase in administrative responsibility and accountability for volunteers* was also noted in these additional responses, reflecting the increase in additional administrative work that is required of volunteers and committee members. The possibility of *relocating facilities and the associated costs* involved, as well as the *rising costs of equipment, travel and uniforms* on *grass roots* sport clubs adds to the requirements already outlined in previous criteria of effectiveness and ineffectiveness.

Table 13

Additional Criteria Affecting the Effectiveness of Grass Roots Sport Clubs

CRITERIA	RANK		MEAN		STANDARD DEVIATION		% Effective	% Ineffective
	Round 4	Round 3	Round 4	Round 3	Round 4	Round 3	Round 4	Round 4
Lack of referee/umpire availability	1	1	4.28	4.28	1.5	1.5	47.6	52.4
Lack of experienced coaches	2	2*	4	3.95	1.09	1.11	40	60
Increase admin responsibility and accountability for club volunteers	3	2*	3.9	3.95	1.12	1.11	45	55
Possibility of facility closing in the future, & relocation increasing costs dramatically	4	3	3.6	3.6	1.22	1.22	30	70
Rising costs of equipment, uniforms, travel, petrol	5	4	3.45	3.4	0.8	0.85	40	60

Note. *Shows tied rankings

Results: Comparison between State Sporting Association Criteria of Effectiveness
and *Grass Roots* Sport Clubs Criteria of Effectiveness

This section compares the perceptions of club (organisational) effectiveness held by State Sporting Association executives and *grass roots* sport club administrators. State Sporting Association executives listed their top ten ranked affiliated clubs and gave up to five reasons why each of these clubs was nominated as an effective club. The *grass roots* sport club administrators provided criteria that they perceived made their *grass roots* sport club effective. The results between these two groups are illustrated in Table 14.   These two results cannot be statistically tested for differences, as explained in the methodology section, the SSA executives provided up to five reasons for each club being effective, they did not clarify, verify or rank any of these reasons. Whereas, the sport club administrators did provide criteria and then clarify, verify and rank the criteria over four rounds using the Delphi technique.

Many of the criteria provided by these two different levels of sport administrators were similar. There were only four criteria of effectiveness in the *grass roots* sport clubs domain that the SSA executives did not note, these were; *financial accountability, technology for administration, responding to new ideas* and *marketing promotion of club*. Of these four criteria, three were "administration/governance" based and one "people" based (*responding to new ideas*). *Financial accountability* was not mentioned by the SSA executives, although *sponsor/fundraising strong* was the closest criteria mentioning money or finances.

There were 13 different reasons reported by the SSA executives that were not stated by the *grass roots* sport club administrators (see Table 14). A *large number of registered members in WA, participation focused* and *success in competition/athletes* were reasons perceived by the SSA executives as making a *grass roots* sport club effective. Unlike the SSA executives, the sport club administrators did not report club success in competition as a criterion of effectiveness. Apart from *competition opportunities* there were no clear indicators as to the competitive emphasis of the *grass roots* sport clubs, suggesting participation, player development or even winning were not at the forefront of a sport club administrators' view of club effectiveness. The comparison between SSA reasons for effectiveness and *grass roots* sport club criteria of effectiveness are illustrated in Table 14, where the differences are highlighted.

The focus of the SSA and the *grass roots* sport club administrators was different. The amount of time a club had been in existence was important to the SSA executives, but not mentioned by the *grass roots* sport club administrators. Therefore, being a *long established club*, or a *new club* did not seem important for effectiveness to these *grass roots* sport club administrators. Being *diverse in activity* and having *one discipline only* were related to the history of a club as it provides insight into the nature of the sport and its history. A club conducts its day-to-day duties focussed on the current season and may not look at expanding its current activities, possibly due to a lack of time and/or resources. However, State Sporting Associations view their clubs from an outside perspective and compare clubs to all of their other affiliates. Therefore, the SSA views being *diverse in activity* or having *one discipline only* as a strength, which assists the club in being effective.

Table 14

Comparison between State Sporting Association Effectiveness Criteria and Grass Roots Sport Club Criteria

Number	SSA Reasons for Effectiveness	Rank	Sport Club Effectiveness Criteria
1	*Strong administrator/committee members* (P)	1	*Quality volunteers* (P)
2	**Large number of registered members in WA** (P)	2	**Financial accountability** (A)
3	*Club network/structure* (A)	3	*Open communication* (P)
4	*Good communication/relationship with LG/stakeholders/schools* (P)	4	*Dedicated committee* (P)
5	**Organised** (A)	5*	*High standard facilities* (F)
6	*Strong volunteer culture* (P)	5*	*Up to date governance* (A)
7	**Participation focused** (P)	7	*Committee attends meetings* (P)
8	*Quality facility & manages the facility* (F)	8	*Strong leadership* (P)
9	*Quality coaching programs* (P)	9	*Developing coach & officials* (P)
10	*Junior/senior development* (P)	10	*Approachable committee* (P)
11	**Large country based Association** (P)	11	*Club ownership & pride* (P)
12	**Success in competition/athletes** (F)	12	*Membership enjoyable* (P)
13	*Opportunities players/officials* (P)	13	*Clear goals & vision* (A)
14	**Inclusive** (P)	14*	*Competition opportunities* (F)
15	*Run events well* (F)	14*	*Relationships with stakeholders* (P)
16	*Quality coaches* (P)	16*	**Technology for administration** (A)
17	*Commitment to policy & procedure* (A)	16*	**Responding to new ideas** (P)
18	*Strong club spirit/links between junior & senior teams/family focused* (P)	18	*Satisfaction at club* (P)
19	**Long established club** (A)	19*	**Marketing promotion of club** (A)
20	**Female involvement** (P)	19*	*Gaining & retaining sponsorship* (A)
21	*Sponsor/fundraising strong* (A)	21	*Working with the community* (P)
22	**Diverse in activity** (F)	22	*Hosting social events* (F)
23	**One discipline only** (F)		
24	**Friendly/healthy Club** (A)		
25	**Good athletes** (P)		
26	**New club** (A)		

Note. Criteria and reasons in italics and grey colour are common to both parties. Criteria and reasons in bold differ between the parties. (P) denotes people category, (A) denotes administration and governance category and (F) denotes facilities, competitions and events, * denotes a tied ranking.

The SSA executives also gave *female involvement, friendly/healthy club* and being *inclusive* as three reasons that contributed to club effectiveness. The *grass roots* sport club administrators did not mention these reasons as contributing to effectiveness in their club. SSAs are driven by policy from external bodies such as Healthway and the WA DSR. The *grass roots* sport club administrators did not find these reasons for effectiveness important.

Three categories of effectiveness criteria; "people", "administration/governance" and "facilities/competitions/events", can also be used to group the reasons cited by the SSA executives. Of the criteria that were similar between the SSA executives and the *grass roots* sport club administrators, the SSA executives' list had eight reasons related to "people" and the *grass roots* sport club administrators had 12 criteria. Both *grass roots* sport club administrators and SSA executives, more frequently identified reasons or criteria involving the "people" category, than the other two categories. Committees, volunteers, and members are the backbone of *grass roots* sport clubs in Western Australia and these stakeholders were clearly identified by both the SSA executives and the *grass roots* sport club administrators.

Both the SSA executives and the *grass roots* sport club administrators identified criteria in the "administration/governance" category, these were: *network structures; policy; sponsorship; governance;* and *goals & vision*. The "facilities/competitions/events" category had two reasons from the SSA executives; *quality facility & manages facility* and *runs events well* for being effective. The *grass roots* sport club administrators identified three criteria, which were: *high standard facilities; competition opportunities;* and *hosting social events*. The quality of the facility was important for all sports. SSA executives and *grass roots* sport club administrators were both aware of the importance of having a high quality facility and the need to continue to monitor the quality of their facilities in the future, especially if current facilities require upgrading or there is a need for a complete change in venue, as was suggested by one club (Sport 3 administrator).

This section discussed a comparison of the reasons for club effectiveness given by SSA executives and criteria of effectiveness provided by the *grass roots* sport club administrators. There were more similarities between both sets of responses than differences. For both, the "people" category of *grass roots* sport clubs was found to be strongly emphasised. The differences that were evident were due to the different perspectives of SSA executives and club level administrators. The following section reports on the results of the organisational culture values for this group of *grass roots* sport club administrators. Researchers have found a relationship between organisational effectiveness and the culture of an organisation, and some even believe that high organisational effectiveness is linked to strong organisational

culture (Cameron & Freeman, 1991; Deal & Kennedy, 1988; Quinn & Spreitzer, 1991).

Results: Organisational Culture in the 23 *Grass Roots* Sport Clubs

This section outlines the responses to the organisational culture section of the Delphi questionnaire in round 3, and reveals the composite characteristics of organisational culture of the selected *grass roots* sport clubs that are represented in this study. Organisational culture is recognised as having a strong relationship with organisational effectiveness in all organisations (Cameron & Freeman, 1991). This study provided an ideal opportunity to explore these constructs at the community level of sport in Western Australia.

The sport club administrators provided their perceptions of organisational culture in their respective *grass roots* sport clubs. Due to the small sample size of the *grass roots* sport club administrators (23 in total) the results were calculated as a whole group rather than by separate sports. It was not possible to generate individual sport organisational culture profiles, as there was not the requisite minimum number of ten respondents per sport or club. Therefore volunteers and paid employees were grouped together to identify the organisational values they experience in their respective clubs and associations. The results are accepted as indicative of the emphasis of organisational culture values in *grass roots* sport clubs (see Table 15).

Table 15

Organisational Culture Profile for Grass Roots Sport Clubs

Culture Quadrants	Z Scores
Group (Human Relations)	0.46
Development (Open Systems)	-0.34
Rational (Rational Goal)	0.53
Hierarchical (Internal Process)	-0.65

Group (0.46) and rational (0.53) cultural values were emphasised more than the development (-0.34) and hierarchical (-0.65) values in the clubs (Table 15). The moderate strength in the group (human relations) culture suggests that the values of cohesion, teamwork and morale were emphasised in the clubs and they were focused on developing human resources. This finding is clearly expressed throughout all of the results that identified criteria relating to "people" in *grass roots* sport clubs.

Rational culture, which values productivity or efficiency in an organisation, received a higher response on these culture traits than the other three quadrants. Strength in the rational goal model relates to planning, competitiveness and goal achievement, with leaders (administrators) who are decisive, production and achievement oriented and who are looking to be the best within their market or domain.

Figure 8 provides a diagrammatical representation of the standardised (z) scores on an arbitrary scale (-1.5 to +1.5) to provide a snap shot of club cultural values as perceived by the club administrators. The standardised (z) scores for each cultural type were plotted along a diagonal axis into the four quadrants of the competing values (cultural) model to create a kite-like figure. Cultural strength is indicated by the relative size of the organisational cultural profile.

Figure 8 illustrates the tension between the group and rational cultural quadrants. The tension is evident between these sport club administrators to use teamwork and be cohesive (internally focused), yet having a desire to be decisive and achievement orientated (externally focused). Rational culture emphasises planning, goals and governance yet these criteria were found in the middle to lower rankings of both effectiveness and ineffectiveness criteria, such as *clear goals & vision* ranked 13 for organisational effectiveness, and *planning & organisation inadequate* ranked 27 for organisational ineffectiveness criteria. These differences could be due to the study prompting the *grass roots* sport club administrators to identify the values emphasised in their club. Whereas for organisational (club) effectiveness the administrators were asked to identify criteria related to behaviours and actions they perceived made their club effective.

The hierarchical and developmental cultural values both received a negative standard (z) score suggesting that these values were not as clearly recognised or evident compared to the group and rational models. This could be due to a number of reasons; clubs have a simple structure centralised around a committee, and with relatively simple policies and processes in place.
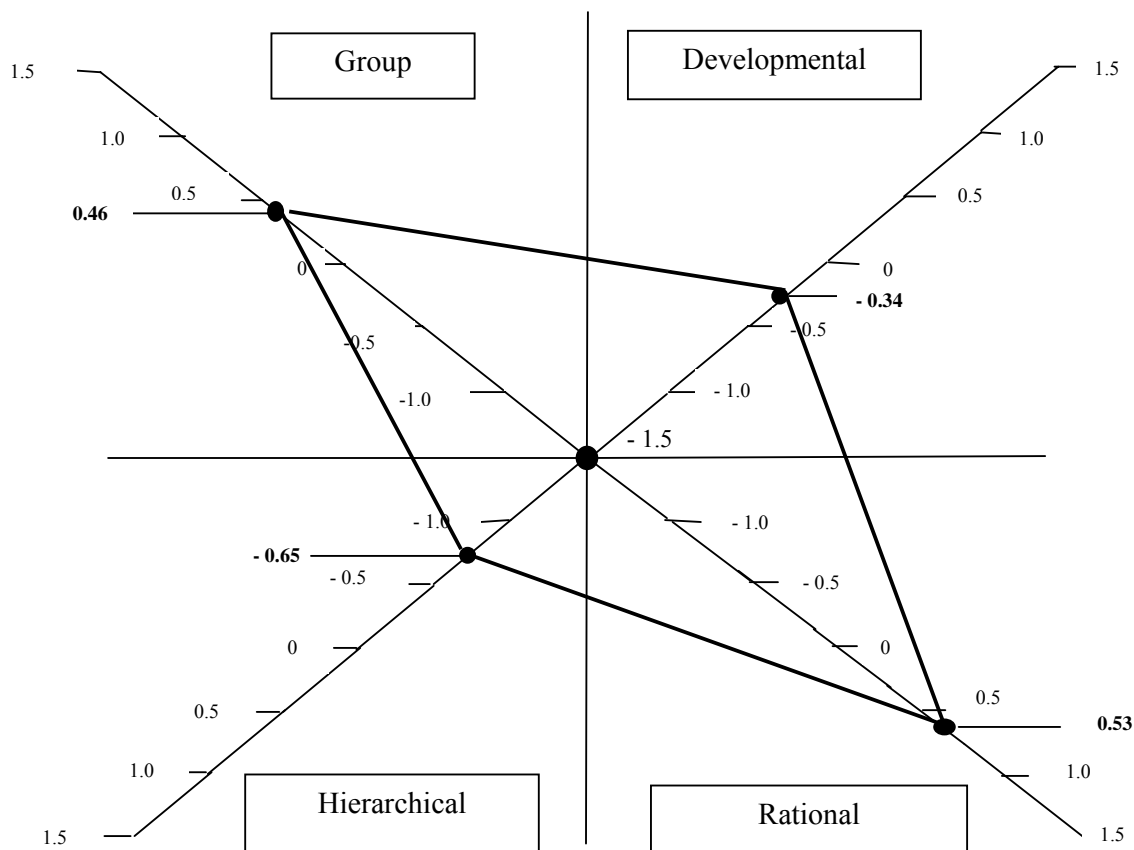
Figure 8. Perceptions of organisational culture held by *grass roots* sport club administrators

The developmental values (-0.34) were only marginally more emphasised than the hierarchical values suggesting less emphasis, even neglect, of these values in the sport club setting. The leadership of a strong developmental club would be in taking risks and being innovative. The majority of sports do not allow much scope for being creative or innovative in their sport due to the structure of sport organisations and, therefore, to rules and constraints placed on the actual game itself by the international bodies. So the external perspective and scope for development is limited for *grass roots* sport clubs, especially as long term planning can be difficult within the annual operations of a club.

The hierarchical values were the weakest (-0.65). The characteristics of this model relate to skills of efficiency, timeliness, consistency and uniformity. The strategic emphases of a hierarchical model organisation would lean towards control and

efficiency with stable processes in place. However, for *grass roots* sports clubs structures are relatively flat and administration processes are relatively basic.

Organisational culture and organisational effectiveness were investigated in this study of *grass roots* sport clubs and it was found that there was a strong emphasis on "people" in both the organisational effectiveness and organisational culture results. It was interesting to note however, that the highest emphasis was on rational culture values, which was not the case in the organisational effectiveness results. Although criteria aligning to rational culture values were evident they were not ranked as highly in the organisational effectiveness results.

The organisational culture values of group culture and rational culture were dominant in this group of sport club administrators, and a tension is evident between these two dominant yet competing cultural values. Organisations are usually effective in the domain in which organisational culture is strong, therefore a *grass roots* sport club's strengths were recognised in the group culture, which represent cohesion, teamwork and morale, and that people were important to the club. All of these values were identified in defining effective clubs, or ineffective clubs when performed poorly. Rational culture values comprise productivity, efficiency, competitiveness, goal achievement and decisive leaders. These values were recognised in the Delphi organisational effectiveness results illustrated by *leadership, committees* and *vision and goals*. The SSA executives also suggested *strong administration* and being *organised* were very important criteria for effectiveness in the administration of a *grass roots* sport club. Consequently, a positive relationship between organisational (club) culture and the perceived effectiveness criteria is indicated and provides scope for future research.

Summary

This chapter outlined the results of this study on organisational effectiveness as perceived by *grass roots* sport club administrators. Twenty-three *grass roots* sport club administrators completed the Delphi study and defined organisational effectiveness, provided criteria that made their club effective and ineffective, and a comparison of these criteria was also conducted. Perceptions of organisational effectiveness were compared between the *grass roots* sport club administrators and

the SSA executives, followed by the results of the organisational culture characteristics identified for these *grass roots* sport clubs.

Fifteen criteria were found to define organisational effectiveness by the *grass roots* sport club administrators. Three categories were developed from the overall criteria, these were "people", "facilities/competition/events" and "administration/governance." Clubs require people as committee members, volunteers, leaders, coaches and officials to coordinate *grass roots* sport. A facility and the actual competition or event is the very essence for the clubs' existence, but administration and governance encompass the systems and processes necessary for a small organisation to run effectively. These three categories were generated from the Delphi results.

Twenty-two criteria were identified as contributing to *grass roots* sport club effectiveness and these were extensive and wide-ranging. *Quality volunteers* was ranked one and the "people" category had eight of the top 12 ranked criteria and 12 criteria overall, illustrating the importance and value of people in a *grass roots* sport club. The "administration/governance" category had eight criteria in total and three of these were in the top six, with *financial accountability* ranked two. "Facilities/competition/events" only related to three criteria with, *high standard facilities* ranked tied fifth showing the importance of a quality facility to a *grass roots* sport club.

More criteria were found for ineffectiveness than effectiveness in a *grass roots* sport club, with 28 criteria reported. The *grass roots* sport club administrators ranked *apathy among members* number one for ineffectiveness in a *grass roots* sport club. Both "people" and "administration/governance" categories had the same number of ineffectiveness criteria, differing from defining organisational effectiveness and making a club effective where the "people" category had the largest number of criteria. The "facilities/competition/events" category encompassed four criteria, however two of these criteria were ranked eight and nine out of the 28 total ineffectiveness criteria, illustrating their importance.

Club (organisational) culture was found to be strongest in the rational goal and group (human relations) values. These values reflect the importance of people, teamwork,

efficiency and productivity to this group of *grass roots* sport club administrators. The following chapter provides a summary of this study and discusses the results found within this chapter. Recommendations for further study are proposed.

CHAPTER 5

SUMMARY, CONCLUSION and RECOMMENDATIONS

Introduction

The purpose of this study was to determine criteria of effectiveness in *grass roots* sport clubs, as perceived by the selected *grass roots* sport club administrators. Much organisational effectiveness research has explored the business and education sectors, as well as sport, although mostly at a national level (Chelladurai et al., 1987; Frisby, 1986a; Madella et al., 2005; Papadimitriou, 2002; Shilbury & Moore, 2006). Few studies were found that examined organisational effectiveness in *grass roots* sport clubs (Koski, 1995), particularly in Australia.

Sport plays a role in physical health, social and mental well-being and finding one's place in the community (Stewart et al., 2004). The acknowledgement by Australian governments of the importance of sport to society, alongside recognition of the vital role volunteers play in sport club management, led to increased levels of funding and interventions focused upon improving the delivery and administration of sport at all levels from the 1970s (Bloomfield, 2003; Shilbury et al., 2006). The ability of Australians to participate in sport relies on the thousands of volunteers who give their time to administer *grass roots* sport clubs every day throughout Australia.

Club development, is a key focus of funding opportunities for the Australian Sports Commission and the Western Australian Department of Sport and Recreation since the mid 2000s (Australian Sports Commission, 2006; Department of Sport and Recreation Government of Western Australia, 2007a). Yet, despite a comprehensive push towards professionalisation at all levels of Australian sport, there appears to be few studies that firstly explore the criteria of effectiveness from a *grass roots* sport club perspective, and secondly assess the effectiveness of *grass roots* sport club management using an organisational effectiveness model (Koski, 1995). It appears that history or comparisons with other industries, such as the business sector, are used to provide direction to sport club development and management across Australia, not empirical research.

This chapter reviews the research questions and discusses the results in relation to these questions. The conceptual framework is revised to reflect the findings of this study. The study concludes with an overview, including recommendations for sport managers, sport and funding agencies, and with recommendations for further research into *grass roots* sport clubs and wider issues around organisational effectiveness in sport organisations.

Summary of Results

This study examined organisational effectiveness in *grass roots* sport clubs and investigated club culture values of this group of administrators. The study attempted to answer five questions that explored the perceptions held by *grass roots* sport club administrators, and to compare perceptions of the club administrators with those from their respective SSA executives in Western Australia. Club cultural values highlighted by the sport club administrators were identified, which provided a basis to compare club culture values and organisational effectiveness to determine the strengths in both domains for the group.

The five research questions were:
1. How is organisational (club) effectiveness defined for *grass roots* sport clubs?
2. What criteria are perceived to make *grass roots* sport clubs effective?
3. What criteria are perceived to make *grass roots* sport clubs ineffective?
4. How do perceptions of organisational (club) effectiveness differ between SSA executives and the *grass roots* sport club administrators?
5. How do *grass roots* sport club administrators perceive organisational (club) culture in their clubs?

Research Question 1
How is Organisational Effectiveness Defined for Grass Roots Sport Clubs?

The 23 *grass roots* sport club administrators identified 15 criteria across a number of club management functions in defining organisational effectiveness in a *grass roots* sport club. These criteria included "people", (such as volunteers, committee members and coaches at the club), the vision and goals of the organisation,

competitions that are well organised, and competing in facilities that are of a high standard.

The "people" involved in the daily management of *grass roots* sport clubs, namely committees, volunteers and coaches, were encompassed by many of the criteria provided by the administrators. For a club to be effective, the administrators identified that committees needed to have clear goals, and that committee members needed to understand their roles and work together as a group. Volunteers who are committed and willing to do the work necessary to keep the club running were also identified as important to the effectiveness of a club. The administrators also felt it was important for the committee, coaches and team captains to provide strong leadership for their teams and club in order to be effective. All of these characteristics were centered on the people within a *grass roots* sport club who contribute to the daily tasks of keeping a club operational, and who play a role in its success or failure.

Related research that focused on volunteers within sport management was predominantly at the state or national sport organisational level (e.g., Cuskelly, 1994, 2004) and in particular focused on the relationship between committees and employees (Cuskelly, 1995; Green & Griesinger, 1996; Herman & Renz, 2000; Herman & Tulipana, 1989; Hoye & Cuskelly, 2003a; Inglis, 1997a; Papadimitriou, 1999). The present study did not look at the relationship between committee members and employees/members. However, it did identify that "people" in club positions (committee members, volunteers and coaches) were important to the organisational effectiveness of a *grass roots* sport club.

Cuskelly (1994) in his research on volunteers, found that they were committed to their organisation when they perceived the committee worked cohesively, were open to new ideas, and used an open process to make decisions and handle conflicts. The present study also found committees working well together to be beneficial for the perceived effectiveness of the club. In another study, Cuskelly (1995) found that the club environment was important to provide volunteers with a sense of achievement and recognition. This finding of achievement and recognition corresponds to that suggested by the club administrators when *positive experience* and a *sense of community* were ranked as a criteria defining organisational effectiveness (see Table

16). Both criteria described members feeling safe, being valued and having a positive experience through a sense of community at the club. Although these two criteria were not specific to volunteers but represented all club members for the present study, there were similarities in the findings to those of Cuskelly (1995).

The present study found that "people" involved in running the day-to-day administration of a *grass roots* sport club were very important. This finding supports other research conducted in Australia on *grass roots* sport clubs, that have confirmed the importance of volunteers in Australian sport (Bloomfield, 2003; Cuskelly, Hoye et al., 2006; Shilbury et al., 2006; Taylor et al., 2008). Although other studies of *grass roots* sport clubs have explored facets within community clubs or their systems, there appears to be a dearth of research that identifies criteria developed by club administrators that they perceive contributes to club effectiveness. Due to this limitation in current research, the present study fills a gap and provides a starting point for comparison with other studies that investigate criteria of club effectiveness. It also provides the initial data to measure the criteria of effectiveness against a theoretical model of organisational effectiveness.

The sport club administrators identified as important the need to have clear descriptions of each role or duty that the volunteers needed to complete, and having the volunteers complete the tasks in a professional manner. Having a clear vision and goals, and putting procedures in place to achieve these for both the short and long-term future of the club was perceived as important to the organisational effectiveness of a *grass roots* sport club. Doherty and Carron (2003) found similar results when exploring committee cohesion, in that committee members were most likely to remain on the committee if the priority was on tasks and achieving something for the club. Clear guidelines and policies on acceptable behaviour or conduct of staff and volunteers were found to provide a foundation for the vision and goals of a club that allowed the club members clarity for their actions within the club environment. In order for club members to understand the vision, goals, policies and guidelines, regular and clear communication across all levels was perceived as being important to the organisational effectiveness of a *grass roots* sport club. Sharpe (2006) also found that communication amongst club members was important and when it was implemented successfully the outcomes were positive for those members.

All sport requires a suitable venue for competition. Whether the facility is an open grassed space, an indoor multi-sport complex or an outdoor pool, facilities are very important to sport, and competition is the essence of a club at any sport level. The club administrators suggested that maintaining a club's facility, so that it could adequately cater for its members and major competitions, was a contributor to organisational effectiveness in a *grass root* sport club. In order to coordinate successful competitions, the club administrators perceived that adequate preparation in the lead in to events was needed to ensure that competitions and events were well organised and coordinated. Colyer (1993b) found facilities to be a criterion related to perceived organisational effectiveness in local government agencies recreation (and sport) services. Therefore, because many sports use local government sport facilities there may be similar expectations of organisational effectiveness between the provider and user of the facilities.

Studies that investigated organisational effectiveness in sport predominantly measured organisational effectiveness using a uni- or multi-dimensional model of effectiveness with pre-determined criteria (Chelladurai et al., 1987; Frisby, 1986a; Koski, 1995; Madella et al., 2005; Shilbury & Moore, 2006). Therefore, as these studies focused on measuring organisational effectiveness and not determining criteria initially, a comparison between studies was not deemed appropriate. However, a small number of studies in sport have determined criteria of effectiveness and it is against these studies that comparison will be presented (Papadimitriou & Taylor, 2000; Wolfe et al., 2002).

Papadimitriou and Taylor (2000) investigated Hellenic NSOs using a multiple constituency model. However, prior to measuring the effectiveness of these 20 NSOs, a 33-item inventory (criteria) of effectiveness was developed (see Table 16 for the abbreviated list). NSOs differ in expectations from that of a *grass roots* sport club therefore the comparison between this present study and Papadimitriou and Taylor (2000) is tentative. Criteria found to be similar in nature were many, although often needing to be translated between levels of sport administration, for example, financial aspects, policies and planning, technology and acting on problems or new ideas were outlined in both studies. In particular the present study revealed a number of criteria pertaining to committee members, as did Papadimitriou and Taylor (2000) for their board members.

Table 16

Criteria Defining Organisational Effectiveness in Sport Studies

WA *Grass Roots* Sport Clubs (2006)	Papadimitriou & Taylor (2000)	Wolfe, Hoeber & Babiak (2002)
Cohesive committees	Board volunteer for service	Athletic performance on field
Committed volunteers	Board have specific knowledge	
Successful competition/events	Board has no external influences	Student-athlete education
Strong leadership	The board carefully allocates financial resources	
Consistent coaches	Good collaboration between staff and board	Program ethics
Extensive communication	Board make correct decisions	
Maintaining facility/ies	Major problems analysed	Effects of the program on a university's:
Financial budgeting	Well informed on international admin. developments	- image
Clear vision & goals	Responds promptly to changes	- resources
Implementing policies	Promotes public and international relations	- institutional enthusiasm
Positive experience	Retains efficient collaboration with the government	
Sense of community	Open communication with unions of skill groups	
Marketing to increase members	NSO advertises the sport	
Relationship with SSA	National teams are ruled by fair regulations and procedures	
Technology time & information	NSO keeps athletes spirit high	
	National team athletes are supported adequately	
	NSO covers the needs of the athletes	
	NSO provides incentives to athletes	
	Co-operative atmosphere between the athletes and NSO	
	Administrative responsibilities assigned appropriately	
	NSO has good technology	
	Staff know how to perform well	
	There are quick and efficient solutions to problems	
	NSO communicates well with stakeholders	
	Board and staff collaborate harmoniously	
	Long-term plans are in place	
	Long-term objectives for high performance are stated	
	Programs developed to achieve objectives	
	NSO evaluates programs	
	NSO provides medical cover for national team	
	National team have a high standard of training conditions	
	Sufficient scientific support	
	NSO is involved in research	

Note. Papadimitriou and Taylor (2000) criteria is abbreviated for a full list of definitions see Appendix M

It was noted in the study by Papadimitriou and Taylor (2000), that at the NSO level no criteria were developed regarding coaches or officials or athletes at the amateur or *grass roots* level who often play sport for enjoyment, fitness or competition, but who do not necessarily aspire to compete at a professional level. There was a predominance of criteria on high performance athletes, their support (medical, training and research) and plans for success, yet facilities, participation programs and introducing people to the game and working with the community was not included in the criteria. Papadimitriou and Taylor (2000, p. 28) did note in their study that due to a lack of resources at the NSO level there had been a "shift in the strategic focus of the NSOs towards the high performance sector, relying heavily on voluntary local sport clubs to promote and develop the sport at the grassroots level." Therefore, relevance of the criteria developed in Papadimitriou and Taylor's (Papadimitriou & Taylor, 2000) study to the present study is limited.

Another study in which criteria were developed prior to measuring against a theoretical model of organisational effectiveness, was by Wolfe et al. (2002). They investigated intercollegiate athletes in the Unites States of America (Wolfe et al., 2002). Six factors were developed (see Table 16), but were very specific to US college athletic programs as they had outside factors such as education and the University's image to consider. Sport performance was deemed important for both Papadimitriou and Taylor (2000) and Wolfe, et al. (2002), yet winning was not viewed by the *grass roots* sport club administrators as contributing to organisational effectiveness. The *grass roots* sport club administrators seemed to imply in some of the ineffectiveness criteria that an emphasis on performance had an adverse affect on club effectiveness.

In summary from the perceptions of the *grass roots* sport club administrators involved in the study, defining club effectiveness for "any" club revolved around: "people" and the roles they undertake; having clear vision and goals for the club; clear and well communicated daily processes; and organised competitions held in facilities that are well maintained.

Research question two becomes more specific and asked the administrators for their perception of what makes "their" *grass roots* sport club effective. There is a definite distinction in these two questions as the panellists (administrators) were expected to

know their respective club's operations thoroughly and the specific criteria required to make their club effective.

Research Question 2

What Criteria are Perceived to Make Grass Roots Sport Clubs Effective?

The sport club administrators identified 22 criteria that they believed made their *grass roots* sport club effective (see Table 17). "People" involved in the daily tasks of running their club (committee, volunteers, coaches and officials) were again identified by the sport club administrators as essential for making their club effective. Other characteristics of club effectiveness were: the finances of the club; the club's governance and policies; and a "feel good" factor surrounding the club.

Table 17

Criteria that Make Grass Roots Sport Clubs Effective

CRITERIA	Final Ranking
Quality Volunteers	1
Financial Accountability	2
Open Communication	3
Dedicated Committee	4
High Standard Facilities	5*
Up To Date Governance	5*
Committee Attends Meetings	7
Strong Leadership	8
Developing Coach & Officials	9
Approachable Committee	10
Club Ownership & Pride	11
Membership Enjoyable	12
Clear Goals & Vision	13
Competition Opportunities	14*
Relationships with Stakeholders	14*
Technology for Administration	16*
Responding To New Ideas	16*
Satisfaction at Club	18
Marketing Promotion of Club	19*
Gaining & Retaining Sponsorship	19*
Working With The Community	21
Hosting Social Events	22

Note. * Denotes equal ranking

The *grass roots* sport club administrators reported that having quality volunteers who were willing to work at different times and put effort into a club's activities were important to the club's effectiveness. Cuskelly, et al. (2004) also noted that operational success at sport events was dependent on volunteers completing work

assignments in a correct manner and to a high standard. The *grass roots* sport club administrators in the present study observed that the volunteers, in particular committee members, coaches and captains in the club, needed to show strong leadership across all facets of the club to achieve club effectiveness. Developing coaches and officials was important to the club administrators. Training and education for coaches and officials to provide them with a clear pathway for their development in the sport was another criterion that made their club effective. All these criteria, namely leadership, training of club personnel, and volunteers completing their work correctly, were all outlined by the ASC (2004a) in its club development checklist, illustrating their importance to *grass roots* sport clubs. However, the WA DSR (2002) smart clubs checklist does not identify leadership, but focused particularly on the technical aspects of a club such as planning, administration, policies and guidelines, rather than overtly identifying people, their roles, and the affect they can have on a club.

Committee members, as contributors to club effectiveness, were identified a number of times by the sport club administrators. The club administrators felt it was important that a committee was dedicated and committed, and that committee members have specific roles and attend meetings regularly. A number of studies found that volunteers were committed to their sport if the committee had open processes and was receptive to new ideas (Cuskelly, 1994; Cuskelly et al., 2002/2003; Cuskelly et al., 1998; Doherty & Carron, 2003). The sport club administrators in the present study also stated that in order to be effective the committee members needed to be open, approachable, easily identifiable and accessible, particularly at events.

The *grass roots* sport club administrators identified financial accountability and providing the members with value for money as important to the perceived effectiveness of their club. Gaining sponsors and acknowledging the assistance that those sponsors provided a club was also perceived as making their club effective. A club's short and long term future, planning for the future, as well as the current social and sport environment (nice place to play sport) were also identified as strong contributors to a club's effectiveness. Financial accountability may be associated with short and long term planning, because without financial viability a club has no future and is not able to plan for improvement.

Sound governance structure and procedures in the form of the constitution, by-laws and policies that are up-to-date and adequate to deal with equality, dispute resolutions and the rules, were identified as important to club effectiveness. Clubs also need to have a clear vision and goals, with a commitment to working towards achieving these by planning for the future. A. Smith and Stewart (1995) noted, in their case study of a sport club, that little value was placed on long-term planning, due to the dynamic nature of the club environment. The sport club administrators in this present study acknowledged the importance of planning, but they did not rank it highly. This lower ranking may be related to a lack of time to complete the planning process or simply that the *grass roots* sport club administrators, like the club personnel in A. Smith and Stewart's (1995) study, did not feel it was as important as other aspects of the club. The Australian Sports Commission stresses that leadership and planning are needed for a successful and well run club (Australian Sports Commission, 2004a). In order to assist with governance and planning for the future (although not ranked highly), the club administrators identified a need for their club to adapt and respond to new ideas in a world where lifestyles are frequently changing. For example, people fly in and fly out for their work, people are having children later in life, young people using technology to communicate across a number of media differently to older generations (Australian Bureau of Statistics, 2005, 2006, 2006-2007, 2008).

The "feel good" criteria of perceived organisational effectiveness suggested by the *grass roots* sport club administrators, related to club ownership, having an enjoyable experience and gaining satisfaction from being part of the club. The club administrators perceived a sense of ownership or "pride" (in the club) was valuable and led to success across different levels. They also wanted the club to provide an enjoyable environment for their members, and to reward members as much as possible during social events to build morale and goodwill within the club. Promoting the image of the club in order to gain "like" members and give the club a profile within the community contributed to the perceived effectiveness of their sport club. Sharpe (2006, p. 392) in her study of the Appleton Minor Softball League, found that a philosophy of the club "promoting fun and fair play" was important to volunteers, even if it was difficult to achieve at times. The club administrators in the present study noted that clubs needed to assess the satisfaction of members, coaches,

and officials at the end of each year to determine areas of improvement and to allow the club to move forward positively.

The effectiveness criteria of *grass roots* sport clubs as perceived by the club administrators may be tentatively matched to the theoretical framework created by Quinn and Rohrbaugh (1983). Figure 9 relates the criteria for club effectiveness of the *grass roots* sport clubs to the natural systems and rational model levels of organisational analysis, that are divided into the four subsequent organisational theory models and criteria are placed into the means and ends. The open systems model and human relations models appear to be most strongly represented in the criteria followed by the internal processes models of effectiveness as perceived by the *grass roots* sport club administrators.

The human resources model emphasises people in the organisation through morale, teamwork and being flexible (Quinn & Rohrbaugh, 1983). The importance of the people involved in a *grass roots* sport club has been reiterated throughout the results. The alignment of the criteria to the competing values model illustrating an emphasis on the human resources model further validates these findings.

The open systems model emphasises adaptability and external support. These characteristics included: being open to new ideas; having a high standard of facilities; providing competition opportunities at various levels; having good working relationships with stakeholders and working with the community. Koski (1995) used the open systems approach to analyse organisational effectiveness in Finnish sport clubs (volunteer through to professional clubs), and found that features of effectiveness were linked to the size of the membership, ideological orientation and organisational environment. The size of membership was not identified in any of the criteria in the present study as having either a positive or negative effect on organisational effectiveness of *grass roots* sport clubs, although it was suggested that finances could be affected if there was a drop in membership of a club. This finding differed from Koski (1995) who suggested the size of a club influenced almost every dimension of effectiveness that was measured in his study. "The more members a club has and the greater their support, the more potential for action the club will have" (Koski, 1995, p. 93). Koski (1995) also found that clubs focused on winning inhibited other areas of the clubs operations such as having a positive internal

environment. These findings by Koski (1995) were similar to the present study, because winning and success were not perceived as criteria of effectiveness, yet having a positive environment for members to have an enjoyable experience was viewed as important. Nichols and James (2008) also found similar results in their study of netball clubs in England in that winning and enjoyment at the club were not related.

Organisational Analysis

Natural Systems Model — **Rational Model**

Human Relations Model	Open Systems Model	Internal Processes Model	Rational Goal Model

MEANS

			Clear Goals & Vision
Quality volunteers	High standard facilities	Financial accountability	
Approachable committees	New ideas	Open communication	Strong Leadership
Developing coach & officials	Competition opportunities	Up to date governance	
Club ownership & pride	Marketing promotion of club	Dedicated Committees	
Hosting Social Events		Technology for administration	

ENDS

Membership enjoyable	Relationship with stakeholders	Committee attends Meetings
Satisfaction at club	Gaining & retaining sponsorship	
	Working with the community	

Figure 9. Grass roots sport club effectiveness criteria related to theoretical approaches to organisational effectiveness analysis (adapted from Quinn & Rohrbaugh, 1983)

Frisby (1986b) examined the relationship between structure and effectiveness of NSOs in Canada using the goal attainment and systems resource models and found that a number of structural variables correlated with effectiveness indicators,

examples being job description formalisation, personnel and new program decentralisation, salaried staff and committee specialisation. Criteria for analysing effectiveness was derived from Weber's (1968) theory of bureaucracy and was not obtained from the voluntary organisation personnel directly. Similar to the findings by Frisby (1986b), the present study also found job descriptions important to the organisational effectiveness of a community sport club. Also giving committee members specific tasks assisted in the effectiveness of the clubs in the present study and the NSO's committees in Frisby's (1986b) study. Decentralisation of decision-making and allowing members to be involved in open communication was found to be important in both studies too.

Many of the studies exploring organisational effectiveness utilised single model theories of effectiveness (Chelladurai et al., 1987; Frisby, 1986a; Koski, 1995). However, there are limitations in these findings due to concentrating on one or two features of a club or business rather than the diversity provided using the Delphi technique to initially establish criteria and then align the criteria to a multi-dimensional model of organisational effectiveness, such as the competing values model.

The internal processes model emphasises communication, processes and management. Financial accountability, open communication, having governance processes and policies up-to-date were all characteristics identified as making a *grass roots* sport club effective and were emphasised in the internal processes model. Chelladurai et al., (1987) used the internal process model to assess the effectiveness of 150 NSOs in Canada, and they found that effectiveness was a multi-dimensional construct, and emphasised the input of human resources, the throughput processes of both mass and elite programs and the output of elite programs. This finding differs from the present study as Chelladurai et al., (1987) had to contend with both mass population of sport and elite level sport in describing organisational effectiveness. The present study explored *grass roots* sport only and found elite athletes and winning were not perceived as important for organisational effectiveness in these *grass roots* sport clubs.

The rational goal model relates to planning, productivity and efficiency. The only criteria identified in the rational goal model were a clear vision and goals, and strong

leadership, and there were no rational goal outcomes found. This may indicate that *grass roots* sport club administrators identify the more immediate daily tasks as being more important to effectiveness in a sport club, than long term planning and vision for the future. In contrast to the present study results, Shilbury and Moore (2006) investigated Australian National Olympics Sporting Organisations and found that the rational goal model was important for effectiveness in these National Sporting Organisations, in particular the areas of planning and productivity. These findings may indicate the difference in management levels of sport, from predominantly professional at the NSO level with a number of employees mapping the future direction of the sport, to club volunteers completing their two-year tenure of office to the best of their ability, with limited time, resources and possibly knowledge to build and complete long term planning.

The open systems and human relations models were found to have the largest number of criteria in the present study. This finding suggests this group of club administrators placed importance on people in the club and their various roles, and external support from organisations such as LGAs for use of their facilities. The internal process model also had a number of criteria, and the findings suggest that the more immediate tasks such as budgets and the roles of the committee were important for club effectiveness. To have no rational goal criteria within the ends category and only two in the means (*clear goals and vision* and *strong leadership*) also suggests that the long term planning and future of the club, is not as important as the daily tasks, external support and the people volunteering in the club. If criteria had not been initially identified or a multi-dimensional model used to relate the criteria to organisational effectiveness the present study may not have established these occurrences, which would have limited the findings.

Research question one asked the *grass roots* sport club administrators to define what they perceived made "a" (any) *grass roots* sport club effective, and question two asked them to define what made "their" *grass roots* sport club effective. By asking the *grass roots* sport club administrators to think about what made "their" respective clubs effective, they were focussed on the reality of managing their clubs for success and survival, rather than the more ideal or conceptual view of "an effective sport club." "People" involved in a community sport club such as volunteers, committee members and coaches were dominant in both defining effectiveness and making a

club effective. Competition and events ranked higher when answering on a broader (any) sport club level. Yet criteria the club administrators identified as making "their" *grass roots* sport club effective related to more operational and practical matters such as the club having financial accountability.

There were a number of characteristics that were perceived by the *grass roots* sport club administrators that made "their" *grass roots* sport club effective. The people who fulfilled roles within the club were important to the perceived effectiveness of a sport club. The daily tasks such as financial accountability, governance, policy making and planning all need to be clear and adequate to deal with issues that may arise. The other group of characteristics that illustrate perceived effectiveness of a *grass roots* sport club was the "feeling" in the club. Administrators perceived a club as effective if the club environment was enjoyable, the members have ownership over their club, and satisfaction is felt by members and people who hold positions within the club (e.g., coaches and officials).

This "feeling" in the club that was identified by club administrators as making the club environment enjoyable, gaining satisfaction from helping, and enjoying being a member is reiterated in many studies on sport, particularly in community sport clubs (e.g., Auld, 2008; Cuskelly, 2008). Cuskelly, et al. (2002/2003) in their study of volunteer commitment had similar findings in that when volunteers were having an enjoyable experience and contributing to the club their commitment to volunteering at that club was for a longer period than those not enjoying the experience. Other studies have suggested if a person does not experience enjoyment at the club or a sense of belonging, remaining at the club for an extended period of time is unlikely (Nicholson & Hoye, 2008; Warde et al., 2003; Weed et al., 2005).

Research question one and two focussed on club effectiveness generally and at the club level, which the sports administrators were familiar with due to their day-to-day role in their respective clubs. While academic studies focussed on organisational effectiveness of organisations, on-the-job managers appear to be more interested in the ineffectiveness of their organisation (Cameron & Whetten, 1983; Friedlander & Pickle, 1968; Frisby, 1986a; Quinn & Rohrbaugh, 1981). Cameron (1984) noted that ineffectiveness may be more easily mapped than effectiveness. He suggested that organisational effectiveness may be more easily understood if organisational

ineffectiveness is known (Cameron, 1984). Question three discusses what makes a *grass roots* sport club ineffective as perceived by the *grass roots* sport club administrators.

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Research Question 3

What Criteria are Perceived to Make Grass Roots Sport Clubs Ineffective?

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Twenty-eight criteria were identified by the club administrators as contributing to *grass roots* sport club ineffectiveness. Five sets of characteristics were developed from the criteria, these included: the people involved in the club (members, volunteers, committee members, coaches and officials); financial issues; attitudinal issues (ugly parent syndrome and success being paramount to all else); leadership; and club management. The club management criteria related to: grants; facilities; marketing; communication; and technology. Table 18 provides an illustration of the perceived criteria that contributed to a *grass roots* sport club's ineffectiveness.

It was clear from responses that "people" in a club can make it ineffective, as well as effective. The club administrators viewed members who are apathetic or who leave club work to other people as major contributors to club ineffectiveness. Similar problems with a shortage of volunteers and people not wanting to assist the club in fulfilling particular duties was also reported by Sharpe (2006) in her study on the Appleton Minor Softball League. The club administrators in the present study acknowledged that a few volunteers who often lacked responsibility in their role for the club could affect organisational effectiveness. Cuskelly, et al. (2004) found similar results relating to the quality and dependability of volunteers involved in sports event management. In the present study, finding volunteers for specific roles such as managing the club's finances, and the yearly budget to remain viable were issues. Retaining committee members was also an issue, due to the large workload and criticism the committee members often received despite their best efforts. When these volunteers were criticised it was difficult to retain them, and also to find new members to volunteer and join the committee.

Table 18

Criteria Perceived to Make Grass Roots Sport Clubs Ineffective

CRITERIA	FINAL RANK
Apathy among members	1
Managing finances	2
Difficult retaining committees	3
Assistance with affiliation fees	4
Lack of volunteers	5*
Training officials	5*
Ineffective to write grants	7
Lack of facilities	8
Facilities issues with LG	9
Marketing low profile sport	10*
Abuse of officials	10*
Cost of rising membership	12
Training coaches	13
Uneven competition	14*
Lack of professional approach	14*
Ugly parent behaviour	14*
Winning is priority	17
Membership fees & running a club	18*
Lack of staff	18*
Poor communication	20
Negatives of technology	21
Poor leadership	22
Splinter groups within membership	23*
No new ideas	23*
Governance in place	25
Unachievable goals & vision	26
Planning & organisation inadequate	27
Limited social events	28

Note. Criteria related to people are not indented, financial issues indented one tab, attitudinal issues indented two tabs, leadership indented three tabs and club management is indented four tabs, * denotes a tied ranking

Training officials (umpires, referees, judges) to maintain the quality of their performance was recognised as difficult as these officials were also volunteers with limited time for extra involvement. Sharpe (2006) noted similar difficulties in not having sufficient numbers of qualified officials to cover the Appleton Minor Softball League each week. The administrators in the present study acknowledged a similar issue was occurring with the coaches in their respective clubs. They felt that the majority of coaches were volunteers with insufficient training, and that it was difficult to attract sufficient dedicated and qualified coaches each year. The clubs that employed staff faced similar difficulties due to a lack of trained and employable staff being available to carry out all of the required duties. This lack of staff may be heightened by the general skills shortage in many areas of employment across Western Australia (Hobbs, 2008) at the time of this study in 2006.

Financial matters also seemed to be present in many of the criteria perceived to make a *grass roots* sport club ineffective. Table 18 shows the multi-dimensionality of criteria. For example, finances were defined in four criteria ranging from the management of finances to membership fees and the affect that an increase in fees can have on a club. The administrators in this study stated that their clubs did not receive a high level of financial assistance from their National Sporting Organisation (NSO) compared to other sports, such as the Australian Football League (AFL). As noted by Shilbury et al., (2006), professional sports such as the AFL, with television deals and large sponsorships are able to filter money down to the *grass roots* level of their sport. Smaller sports are unable to achieve this financial status and therefore experience additional pressures financially on the athletes, volunteers, coaches and officials at the *grass roots* club level. The administrators noted that club members had to pay for all of their National competition trips and also paid their respective SSAs and NSOs affiliation fees. This perceived financial strain on the members translated into member complaints about the rising cost of membership, affiliations and insurance. As membership fees rise, club administrators felt participation rates were negatively impacted. The club administrators noted it was difficult to find a balance between membership fees being affordable, retaining or growing the current club membership and the ongoing costs of running the club.

The multi-dimensionality illustrated in the financial criteria perceived by the *grass roots* sport club administrators provides an example of the benefits of establishing criteria prior to assessing organisational effectiveness as recommended by Papadimitriou and Taylor (2000) and Wolfe, et al., (2002). When analysing or assessing organisational effectiveness or ineffectiveness against a theoretical model, the range of criteria developed in the present study suggests the use of a multi-dimensional model such as the competing values model is preferable to that of a one-dimensional model, such as the internal process model. It provides the researcher and organisations involved with a more complete representation of the prevailing environment, compared to only one area such as those explored using one dimensional models (Chelladurai et al., 1987; Frisby, 1986a; Koski, 1995).

Some attitudes exhibited by members had a negative influence on effectiveness. The "ugly parent" syndrome and the abuse of officials, was acknowledged by the club administrators, as contributing to their club being ineffective. The club

administrators stated it was difficult to retain officials, in particular the younger officials, if parents from the sideline or players on the field abused them. The club administrators also noted that "ugly parent" behaviour could become a problem, as some parents only wanted their children to be successful.

Winning and the results of competition were not identified in the club effectiveness criteria. However, in the present study winning and success were identified a number of times in the ineffectiveness criteria. Similarly, Nichols and James (2008) reported that the success of teams in competition did not correlate with member satisfaction, noting that members preferred the benefits of friendship and social interaction to winning. The uneven "loading" of teams (for example, all of the good juniors being in the one team) was viewed as being detrimental to the competition. Sharpe (2006) also found that children did not mind losing, but they did not want to lose every week by large margins in an uneven competition. In the present study when winning became the priority over issues such as the development of players, financial stability, participation rates and over-working volunteers, the club administrators felt this contributed to their club's ineffectiveness.

The *grass roots* sport club administrators identified a number of member behaviours that contributed to club ineffectiveness; poor leadership and negative attitudes did not allow a club to pursue new initiatives. In some instances splinter groups within the club membership caused difficulties, especially when making decisions against a close friend. The club administrators also observed that some club members lacked an understanding of the "professional approach" needed to manage a *grass roots* sport club, as distinct from the "she'll be right" or casual approach, which may have been the practice for many years. The club administrators recognised that sport needed to move out of the "kitchen table boardroom" noted by Bloomfield (1973). However, remarks by the current *grass roots* sport club administrators suggest that this casual, less professional approach still occurred in 2006. Sharpe (2006) also reported that little training in the professional competencies of club management had occurred in the Appleton Minor Softball League also. This may well be an issue for *grass roots* sport clubs in Western Australia.

Many club members reflected on history rather than change, and the club administrators in the present study felt that these members were incapable of

changing or moving with the times. A. Smith and Stewart (1995) found similar results in their study of the culture of a professional football club. The club had a strong history, preferred to continue with the familiar and was reluctant to try new and uncertain processes (A. Smith & Stewart, 1995). It was also found that this professional club placed little value on long-term planning, which was also exhibited in the present study of community level clubs (A. Smith & Stewart, 1995).

It was suggested that at times the club committees set unachievable goals only to deviate from these goals at a later time due to their lack of success in meeting their targets. This finding may also be linked to a lack of volunteers or staff available to complete these goals, which were also criteria identified as creating ineffectiveness in a *grass roots* sport club. M. Hall, et al. (2003) found in their qualitative study of Canadian non-profit and voluntary organisations that there was an initial challenge to create long-term vision, goals and plans and secondly to have the human resources, financial resources and skills to complete these plans. This is a similar situation to that faced by the *grass roots* sport clubs in the present study.

The planning and organisation of events was identified as inadequate and not in touch with the long-term requirements of the club, and was therefore perceived as making their *grass roots* sport club ineffective. Koski (1995) reported that effectiveness occurred in Finnish sport clubs when a club had clear values underlying their activities, so it could be expected that the converse might also apply. The *grass roots* sport club administrators in the present study reported that a lack of clarity in goals contributed to their club's ineffectiveness.

A small number of ineffectiveness criteria seemed to be linked to club management, such as marketing, facilities and grants. The *grass roots* sport club administrators stated that the time and processes involved in applying for government grants was ineffective in the short term. Sharpe (2006) and Nichols and James (2008) also found that volunteers in their volunteer sport organisations lacked the time and skills to fulfil government requirements such as submitting an application to the council to obtain a playing permit in Canada, or completing sport development plans for the local councils in England respectively.

It was suggested by the *grass roots* sport club administrators in the present study, that there was a lack of suitable facility space to compete in sport (e.g., using school facilities), and that facilities were becoming run down. The *grass roots* sport club administrators agreed that there was a lack of support from Local Government and often members had to pay entry into local facilities in addition to membership fees, which put further financial strain on club members.

Poor communication was perceived as making a *grass roots* sport club ineffective, in particular communication through the various levels of the club and also with stakeholders such as the SSA and Local Government. The *grass roots* sport club administrators also noted that clubs were becoming more dependent on technology, with some members having difficulties due to their lack of knowledge of computers and other electronic technology. Information on websites and databases continually needs to be updated, and often a club was reliant on one computer to cover all areas of club management, making this process difficult.

Many of the ineffectiveness criteria were the converse of or absence of effectiveness criteria. For example: poor leadership - strong leadership; lack of volunteers - quality volunteers; poor communication - open communication. Table 19 illustrates the ineffectiveness criteria that were not linked with any effectiveness criteria, and links these criteria to the competing values model.

Similarities in the number of criteria related to the competing values model were found between effectiveness criteria (where open systems model was the most strongly represented, see Figure 9) and ineffectiveness only criteria (open systems and human relations most strongly represented) as illustrated in Table 19. In the human relations model the attitudinal criteria *winning being the priority* and *ugly parent behaviour*, where parents only want their children to be successful, were a concern to the club administrators. These criteria suggest a lack of understanding or differing priorities between the club administrators and parents, perhaps related to low morale and poor cohesion, which are associated with ineffectiveness in the human resources model.

The open systems model encompasses external resources. The three ineffectiveness criteria in the open systems model illustrated that the club administrators recognised

that a lack of external support (financial and human) contributed to club ineffectiveness. Clearly the club administrators have issues with resources (both human and financial) to be able to manage their sport clubs effectively.

Table 19

Grass Roots Sport Club Ineffectiveness Only Criteria Related to the CVM

Human Relations	**Open Systems**
Winning is Priority	*Lack of Staff*
Ugly Parent Behaviour	*Assistance with Affiliation Fees*
Lack of Professional Approach	*Membership Fees & Running a Club*
Internal Process	**Rational Goal**
Cost of Rising Membership	*Planning & Organisation Inadequate*
Ineffective to Write Grants	

Internal processes relate to internal resources such as money and time within the club environment. The ineffectiveness criteria in this dimension were represented by the cost of rising membership, and the pressure on club administrators to maintain the club services at high levels while continuing to offer membership at an affordable price. The club administrators also found the time taken to prepare and write grants to access funding for the club was excessive, and did not assist the club in the short term, therefore hindering their internal processes. These criteria again illustrated the multi-dimensionality of the criteria and that these criteria (e.g., finances) also fit across more than one theoretical model, further heightening the argument for the use of a multi-dimensional model of effectiveness when evaluating organisational effectiveness in a *grass roots* sport club.

The *grass roots* sport club administrators identified few criteria in the rational goal dimension, which may be due to the pressures of needing to complete daily operational duties in limited time frames. There is also the possibility that having a turnover of committee members or administrators every one or two years does not allow for long term planning. The *grass roots* sport club administrators suggested that long term planning was not a high priority due to a lack of time.

There were many criteria that the club administrators perceived that made a *grass roots* club ineffective. These criteria were grouped by similar characteristics namely: people (such as committees, members, coaches and officials); financial issues of the

club; attitudinal issues; leadership and direction of the club; and club management. A *grass roots* sport club is viewed as ineffective if the people within the club are: not operating at their optimal capabilities; club fees become too expensive; the club does not get financial assistance from the SSA or NSO; club members are too focussed on winning; are abusive towards officials in their desire to have success; the club lacks leadership; and if the goals and vision set are unachievable.

The majority of organisational effectiveness literature in sport does not appear to investigate the ineffectiveness of an organisation. Yet according to Cameron (1984) it is easier to illustrate ineffectiveness than effectiveness criteria. Managers are more interested in ineffectiveness than effectiveness of their organisation and the effectiveness of an organisation may be more easily understood if ineffectiveness is known also (Cameron, 1984). Therefore the inclusion of ineffectiveness criteria in the present study may benefit researchers, government agencies, sport associations and club administrators because it clarifies areas of weakness and provides a direction for improvement and becoming more effective. Other studies may consider this addition to their research in the future.

State Sporting Associations approach sport management from a broader, long term perspective where policy, grants and pressures from NSOs and National and State governments are priority as distinct from the *grass roots* sport clubs' level of day-to-day operations. From the justification by the SSA executives for nominating clubs to participate in this study, a comparison was made of their views of club effectiveness with the responses from the club administrators. Research question four discusses how perceptions of organisational effectiveness differ between State Sporting Associations and *grass roots* sport club administrators.

Research Question 4

How do Perceptions of Organisational (Club) Effectiveness Differ Between State Sporting Association Executives and Grass Roots Sport Club Administrators?

The State Sporting Association executives were asked to provide their views on what made their ten most effective *grass roots* sport clubs effective. It was noted from these criteria that many characteristics were similar between these differing levels of sport industry (state compared to community). However, there were also criteria

recognised by both groups that may reveal the differing focus of each group of administrators and what was viewed as important (see Table 20).

Table 20

Comparison between SSA and Club Administrator's Perceptions of Criteria for Club Effectiveness

<u>SSA Executives</u>	**Sport Club Administrators**
Effectiveness criteria in common between both parties	
Strong administrator/committee members	Quality Volunteers
Club network/structure	Open Communication
Good communication/relationship with LG/stakeholders/schools	Dedicated Committee
Strong volunteer culture	High Standard Facilities
Quality facility & manages the facility	Up To Date Governance
Quality coaching programs	Committee Attends Meetings
Junior/Senior development	Strong Leadership
Opportunities players/officials	Developing Coach & Officials
Run events well	Approachable Committee
Quality coaches	Club Ownership & Pride
Commitment to policy & procedure	Membership Enjoyable
Strong club spirit/links between junior & senior teams/family focused	Clear Goals & Vision
Sponsor/Fundraising strong	Competition Opportunities
	Relationships with Stakeholders
	Satisfaction at Club
	Gaining & Retaining Sponsorship
	Working With The Community
	Hosting Social Events
SSA Effectiveness only	*Sport club effectiveness only*
Large number of registered members in WA	*Financial Accountability*
Organised	*Technology for Administration*
Participation focused	*Responding To New Ideas*
Large country based Association	*Marketing Promotion of Club*
Success in competition/athletes	
Inclusive	
Long established club	
Female involvement	
Diverse in activity	
One discipline only	
Friendly/Healthy Club	
Good athletes	
New club	

Note. Normal text is criteria common to both parties. SSA executives' effectiveness only criteria in bold and sport club administrators' effectiveness only criteria in italics

"People" involved in the club, that is volunteers, committee members, coaches and officials, were clearly important to club effectiveness and were noted by both SSA

executives and the club administrators. Words used to describe these club workers by both the SSA executives and sport club administrators were: quality; strong; development; opportunities; dedicated; and approachable. These are all positive words and provide an insight into the roles and expectations both SSA executives and the *grass roots* sport club administrators have for them to be effective.

Access to facilities and the management of the facility were noted by both the SSA executives and sport club administrators in contributing to the perceived effectiveness of a *grass roots* sport club. The SSA executives viewed their nominated clubs as being effective if they were located in a quality facility and the club was also managing the facility. The *grass roots* sport club administrators also perceived their clubs to be effective when they were located in a high standard facility. This is interesting, as a club may have no control over the quality of facility at which it plays its sport, due to most facilities being owned by a Local Government Authority (LGA) and leased back to the club. Shilbury, et al. (2006) also acknowledged the importance of facilities to a sport and sport clubs specifically. They believed for a club to be successful the club required adequate facilities and therefore communication between clubs, SSAs and the LGA was critical to this occurring (Shilbury et al., 2006)

The other similar characteristics between the two groups were: governance; policy; and planning criteria. There was agreement by both the SSA executives and club administrators that governance was important. The SSA executives noted the importance of their clubs having a commitment to policy and procedure, whereas the club administrators defined effectiveness in this area as a club having up-to-date governance, and clear goals and vision. The difference between these two is that policy may be viewed as a higher order of governance (such as a Child Protection policy), which would be applicable and the same for all clubs, yet clear goals and vision are more specific to a particular club. As an opponent of clubs needing business plans, Walker (1983) suggested strategic and business management should not be applied to voluntary groups because it is often inappropriate and not well understood by the volunteers implementing it. Few sport management researchers agree with Walker (1983). Cuskelly, Hoye et al. (2006) believe planning, budgeting, managing finances and organising are some of the tasks that are crucial to the success of any volunteer sport club. Although planning is at a different level to that

of an SSA or NSO, it is critical for sport clubs to plan in order for their events and competitions to run smoothly and be delivered at a high standard (Cuskelly, Hoye et al., 2006). The timing of when the club plans appears to be important. As some club administrators suggested that the club's finances were adversely affected because the club had publicised their membership fees prior to the affiliation fees with the respective SSA being finalised. It is examples such as this and knowing the dates of national, state and regional events prior to determining club events that can prevent difficulties occurring during the season.

There were a number of characteristics noted by the SSA executives that were not suggested by the club administrators. SSA executives indicated that having a large regional membership base, being focused on participation, being inclusive or having female involvement, and good athletes within the club were criteria that distinguish effective clubs. Club administrators did not identify these issues. Large membership base was reported to assist effectiveness by Koski (1995). Other academic studies on *grass roots* sport clubs do not appear to have noted female involvement or inclusiveness as having a positive affect on effectiveness (Koski, 1995; Nichols & James, 2008; Sharpe, 2006). These criteria may have more relevance to the SSA executives, due to the requirements to have such policies in place in order to be funded by government and health agencies, such as the DSR and Healthway. Female involvement, inclusiveness and having large numbers regionally, all fit within the expectations that Healthway and the WA DSR have of SSAs and their affiliated clubs (Department of Sport and Recreation Government of Western Australia, 2007a; Healthway WA, 2006). These criteria are more relevant at the State level of policy and development, but less relevant at the club level.

There were a few criteria that the *grass roots* sport club administrators perceived as making their club effective that were not noted by the SSA executives. A club being financially accountable was perceived as important to the effectiveness of a sport club by the administrators. The SSA executives did not comment on financial management of clubs in any capacity and obviously did not view this aspect of club management as important to effectiveness. This perspective may be due to the SSA executives having priorities or expectations of clubs different from those of the club administrators (Wolfe & Putler, 2002). Financial issues may only affect SSAs when a club is no longer sustainable or able to pay affiliation fees to their respective SSA.

Therefore, criteria aligned to financial matters for clubs were seen initially as less important to the SSAs. However, without financial accountability a club may not survive, therefore financial management and accountability needs to be considered when evaluating organisational effectiveness in *grass roots* sport clubs, and should be relevant at the State level.

The club administrators also viewed the use of website, databases and email (e.g., electronic technology) as important to their clubs' effectiveness. These technologies assist with club communications via newsletters; fixtures; and results. The SSA executives did not mention technology at all within the criteria they used to identify their effective clubs. The SSA executive's perspective of effectiveness of *grass roots* sport clubs was from an external viewpoint, highlighted by the differences between the two constituents. These differences may suggest self-interest as a motivator for the provision of some of these criteria such as a healthy club and being inclusive (Wolfe & Putler, 2002). Although according to Wolfe and Putler (2002) more extensive research on stakeholder groups needs to occur before these concepts and differences between stakeholders are fully understood.

In general, the SSA executives and the *grass roots* sport club administrators had similar perspectives for perceived organisational effectiveness in a *grass roots* sport club. "People" involved in the club were important, as was a high quality facility, and having governance and policies in place. The SSA executives differed in their perspectives from the club administrators on some policies and expectations of funding bodies, as well as some club operations and management. The sport club administrators were more focussed on internal operational resources and processes.

An organisation's values or organisational culture has a direct affect on the effectiveness and performance of that organisation (Cameron & Quinn, 2006). Organisational culture is a set of values and beliefs in an organisation that shapes its behaviour (Slack & Parent, 2006). Members of an organisation can accept, assume or act upon these values (Colyer, 2000). Question five explored the *grass roots* sport club administrators' perceptions of organisational culture in their clubs.

Research Question 5

How do Grass Roots Sport Club Administrators Perceive Organisational (Club)

Culture in their Clubs?

Twenty-three *grass roots* sport club administrators reported on the values they experienced in their respective club culture using Quinn and Spreitzer's (1991) organisational cultural instrument II. The organisational culture of the club administrators was taken as a group with collective results, due to the small number of participants. Rational and group culture values were predominant (as illustrated in Figure 8).

The strongest emphasis was found in the rational culture. Cameron and Quinn (2006, p. 66) indicated that emphasis in the rational culture suggests that the organisation is results-oriented and its major concern is "getting the job done". Other traits that Quinn and Spreitzer (1991) associated with the rational culture are: people are task focused and goal-oriented; the long term goal for the organisation is to be competitive; actions are determined using measurable goals and targets; and the organisational style is hard-driving competitiveness. This hard-driving competitiveness may be found within the club environment (particularly professional clubs) such as teams wanting to improve their skills and therefore perform better and have improved results. At the team level the club has control, rather than at the broader planning level where it is more difficult to be competitive and gain results due to the current structure and turnover of most committees.

Finding rational culture having the greatest emphasis by this group of sport club administrators was somewhat surprising given the results of the organisational effectiveness data. The organisational effectiveness results suggested people within clubs were very important, followed by the administration tasks, and competitions and facilities in a *grass roots* sport club. Winning teams, and strategies for teams or players to improve were not considered important for the effectiveness of a *grass roots* sport club, which is an emphasis of rational culture values. However, the suggestion of "getting the job done" did filter through the organisational effectiveness results where a greater emphasis was on administration roles that were immediate such as financial accountability and having club governance up to date.

Survival of the club was more important than long-term planning to these *grass roots* sport club administrators.

A. Smith and Shilbury (2004) investigated cultural mapping across a range of eight sport organisations (NSOs, SSAs and professional clubs) in Australia and found 12 dimensions and 68 sub-dimensions of culture. Similar to the present study, goals was one of the 12 cultural dimensions, although it had only two sub-divisions i.e., service focus and goal focus (although unclear they suggested these may be financial, memberships, on-field success, participation) compared to change or values with 14 and 17 sub-divisions respectively. Although similar in domain (i.e. sport) NSO, SSA and professional clubs do predominantly work under different conditions to *grass roots* sport clubs as outlined previously (i.e. generally more professionally paid employees, working at a more strategic level). Therefore, the findings of these two studies can only be compared tentatively due to their focus on different levels of sport organisations in Western Australia.

Cameron and Quinn (2006, p. 66) suggested the group culture represents values such as being a "friendly place to be where people share a lot of themselves," open discussion occurs and team work and cohesion are important. This was illustrated numerous times throughout the study with the emphasis on the club people (committees, volunteers, coaches and officials) and the amount of time these club people spend volunteering for their local *grass roots* sport club, either for themselves or their children. Therefore it was not unexpected that group culture was found to have the second highest emphasis in the *grass roots* sport club culture.

Additional traits proposed by Quinn and Spreitzer (1991) that define the group culture are: it is an extended family; leaders are considered to be mentors or parent figures; the organisation is based on loyalty or tradition; and commitment is high. Cameron and Freeman (1991) suggested, there is a link between an organisation's culture and its effectiveness. This view is evident in the responses on effectiveness criteria by the *grass roots* sport club administrators. For example, one SSA executive described the long history and tradition of one of its affiliated clubs and felt that this period of time contributed to the effectiveness of the club. Two of the unique cultural dimensions found by A. Smith and Shilbury (2004) in their study were also history and tradition, providing further evidence that at any level of sport

(*grass roots* club, SSA, NSO, professional club) specific dimensions may appear both in effectiveness and culture studies. Commitment was also strongly identified by many club administrators, as they noted committee members attending meetings and the development of coaches and officials through attending a number of training sessions.

According to Cameron and Quinn (2006) the values found in the group culture are defined in terms of strong cohesion and high morale with a sensitivity and concern towards its members or employees. The main goals for an organisation strong in the group culture are: teamwork; participation; and consensus. These group cultural characteristics described by Cameron and Quinn (2006) were evident in the effectiveness criteria. Examples being, a club having a sense of ownership or pride that was said to breed success across different levels of the club, and providing an enjoyable environment for members where the club rewards members as much as possible at social events. Colyer (2000) investigated the cultural profile of three SSA level organisations (disability sport association, a racket sport association and a court sport association) in Western Australia using the competing values model, and also found that one sport (disability) had a stronger emphasis on group cultural values and less emphasis on hierarchical values as was found in the present study. The members of the disability association described it as a people organisation, with a feeling of participative decision-making and all staff and members believing in the purpose of the organisation (Colyer, 2000). Many of these values were also found in the organisational effectiveness results of the present study.

The developmental and hierarchical culture quadrants were not emphasised as strongly by the club administrators. Quinn and Spreitzer (1991) suggested the characteristics found in an organisation displaying strong developmental culture are: flexibility; dynamic and creative people, where growth and development are important. Long-term success is measured on growth and acquiring new resources and products. These values may be less relevant to *grass roots* sport clubs than to other forms of business. Sports are limited by their respective rules and regulations to a certain degree and, *grass roots* sport clubs are especially limited. For example, rugby union international, national and state rules specify that a match must be played for 90 minutes. However, if clubs are competing in the Northern states of Australia in summer (wet season) where temperatures rise above 40° Celsius this may

become unsafe. The teams and competition could shorten the time spent competing, however, those shortened matches would not be verified by the state body as eligible in a particular competition that may be running state-wide. Clubs in small regions could determine their own rules under a governing body, however if they compete beyond that region they will more than likely need to adjust to the rules of the region, be these state, national or international rules normally imposed by sport associations.

Clubs are the lowest level of management of a sport and therefore have the least amount of impact on new rules and innovations enforced by their sport or product globally. There would be an expectation that strength in the developmental culture should be found in an international sport body (e.g., International Tennis Federation) or where the sport is only played in one country, in the National body (e.g., Australian Football League). *Grass roots* sport clubs are limited in the amount of innovation they can produce on the actual sport played at their club, however they can have an impact locally on how the sport is managed. Innovative ideas can be used to bring new people to the club, not just as members but also in a social teams competition played at times when members are not competing. Koski (1995) agreed that for clubs with large membership numbers there is scope to grow and innovate at the community level. However, Sharpe (2006) found socialising was more important to club members than innovation or large rule changes as it had a positive impact on individuals within their community.

The hierarchical culture presented the weakest emphasis of all the culture dimensions by the *grass roots* sport club administrators. The *grass root* sport club administrator's role may be very different to the traits outlined for the hierarchical culture quadrant, which Quinn and Spreitzer (1991) suggested relate to formalised and structured workplaces, where the long-term concern is on stability and smooth operations. While these values of structure and long-term stability were present, and a committee offered some degree of centralisation, there was a limited hierarchy at club level. Therefore, the organisational structure of clubs does not strongly emphasise the values associated with the hierarchical cultural values of control, centralisation and structure. Club management structures tend to be more flexible and adjust to changing circumstances of committee members.

Club culture was perceived by the *grass roots* sport club administrators to be strongest in rational and group culture. This emphasis produced a tension between these two competing value sets, rational and group cultures. The club administrators suggested a need to "get the job done" and be competitive through the rational culture values however, they also desired a family-oriented environment where commitment by its members was high, as proposed for group culture values. While rational and group values were emphasised, at the club level the time line is shorter than that envisaged by the SSAs and indeed by the other organisations that were subjects of studies by Cameron and Quinn (1991). Therefore, this finding emphasises the need for a *grass roots* sport club to complete the jobs required, such as: keeping the finances of the club up-to-date; committee members meeting frequently and communicating the outcomes of those meetings to all club members; and maintaining the facility to a suitable standard for competition. As illustrated through the organisational effectiveness results, there was also a strong focus on people involved in the clubs for the cultural data as well. Therefore, it is tentatively suggested that a link between the organisational culture values and organisational effectiveness in this group of *grass roots* sport club administrators does exist.

Conceptual Framework

Due to a dearth of published research on the organisational effectiveness of *grass roots* sport clubs in Australia, the initial conceptual framework outlined the processes and stakeholders involved in the study and illustrated areas of club management that the ASC and DSR had identified as important to running an effective club. It was possible that these areas of club management identified by the ASC and the WA DSR would become criteria of effectiveness for the *grass roots* sport clubs involved in the present study. However, from the results of this study a more extensive framework has emerged around the perceived effectiveness and ineffectiveness criteria of *grass roots* sport clubs and club culture.

The extension of the original conceptual framework is now illustrated in Figure 10 and 11. The culture values that were emphasised most by the *grass roots* sport club administrators were added (rational goal and group). A simple schematic representation is included in Figure 10 that illustrates the findings of this study. The categories emphasised and the degree that they were emphasised by the club

administrators are illustrated e.g., criteria pertaining to people were dominant for organisational effectiveness in a *grass roots* sport club therefore it is shown as the largest category. These categories were aligned to management skills perceived as important to sport managers and discussed previously in the review of literature. Figure 11 provides a detailed list of the club effectiveness and club ineffectiveness criteria as discussed in the results and discussion sections. This detailed list identifies clearly the areas club administrators can work on to be effective and avoid being ineffective. The list may also assist NSOs, SSAs and various government agencies that support club sport, to better direct their services to those aspects of club management that will help *grass roots* sport clubs maintain and improve their effectiveness.

ORGANISATIONAL CULTURE

Group	Development
Hierarchical	**Rational**

ORGANISATIONAL EFFECTIVENESS

Funding Agencies
&
Sporting Bodies

Grass Roots
Sport Clubs

People

Admin

Planning

Suggested Areas of
Club Management
- Education & Training
- People
- Member Focus
- Administration
- Finances
- Policies & Guidelines
- Insurance
- Leadership
- Planning

Effectiveness criteria
pertinent to
Managers of
Grass Roots
Sport Clubs

FINDINGS OF THE STUDY

GRASS ROOTS SPORT CLUBS

Effectiveness	**Ineffectiveness**	**Management Skills**
People	People	Human
Administration	Administration	Technical
Planning	Planning	Conceptual

Figure 10. Revised conceptual framework of the study

FINDINGS OF THE STUDY	EFFECTIVENESS	INEFFECTIVENESS	MANAGEMENT SKILLS

Grass Roots Sport Clubs

EFFECTIVENESS

Quality Volunteers
Open Communication
Dedicated Committee
Committee Attends Meetings
Approachable Committee
Developing Coach & Officials
Club Ownership & Pride
Membership Enjoyable
Relationships with Stakeholders
Satisfaction at Club
Working with the Community
Hosting Social Events

Financial Accountability
High Standard Facilities
Up to Date Governance
Competition Opportunities
Technology for Administration
Marketing Promotion of Club
Gaining & Retaining Sponsorship

Strong Leadership
Clear Goals & Vision
Responding to New Ideas

INEFFECTIVENESS

Apathy Among Members
Difficult Retaining Committees
Lack of Volunteers
Training Officials
Abuse of Officials
Training Coaches
Lack of Professional Approach
Ugly Parent Behaviour
Winning is Priority
Lack of Staff
Poor Communication
Splinter Groups within Membership

Managing Finances
Assistance with Affiliation Fees
Ineffective to Write Grants
Lack of Facilities
Facility Issues with LG
Marketing Low Profile Sport
Cost of Rising Membership
Uneven Competition
Membership Fees / Running a Club
Negatives of Technology
Governance in Place
Limited Social Events
Planning & Organisation Inadequate

Poor Leadership
No New Ideas
Unachievable Goals & Vision

MANAGEMENT SKILLS

Human Skills
People

Technical Skills
Admin

Conceptual Skills
Planning

Figure 11. Extension of the revised conceptual framework of the study

138

Limitations During the Study

As the present study progressed some additional limitations surfaced. As suggested earlier, only having one stakeholder group (club administrators) involved in the study may have been a limitation. However, the people invited to be on the Delphi panel were deemed to have the greatest amount of knowledge of their club and were therefore deemed the most appropriate person for the study. The number of administrators involved in the Delphi technique was also within the suggested range for a Delphi study (Delbecqu et al., 1986). Therefore, although having one stakeholder per club may be viewed as a limitation for this study, the richness of their responses based on their direct experience of club operations was valuable.

The purpose of this present study was to develop criteria of effectiveness, not to measure the criteria against a theoretical model of effectiveness. Because organisational effectiveness was not measured, this study was only able to tentatively compare with those studies that did measure against a model of effectiveness, due to a lack of statistical data. The majority of the studies measuring effectiveness did not develop criteria of effectiveness prior to measuring against a model of effectiveness and therefore, they limited the scope of criteria that they were measuring and as suggested earlier if they used a one-dimensional model of effectiveness that would further limit the findings of their study. The small group utilised to identify organisational culture was a limitation, however, it did provide the study with a snap shot of the values for this group of administrators and was acceptable for comparison with the results of other studies, suggesting a link between organisational effectiveness and culture does occur.

Further Understanding of the Research Problem

The research problem outlined at the beginning of this study questioned the amount of money government agencies were spending on *grass roots* sport clubs, considering the apparent lack of published research on criteria that correlate to organisational effectiveness in a *grass roots* sport club. There also appears to be a number of expectations on *grass roots* sport clubs from the various stakeholders of each club that may not assist a club to be effective.

The present study furthered the understanding of the research problem, by firstly establishing a set of perceived criteria for both effectiveness and ineffectiveness in a *grass roots* sport club, and verifying and ranking in importance these criteria. The criteria were developed by a group of people (administrators) who had experience in administering volunteer club sport in Western Australia using a methodology that has been tested for reliability and validity (Okoli & Pawlowski, 2004). Secondly, the present study developed a set of perceived criteria of ineffectiveness, which very few published studies of organisational effectiveness in sport appear to have done (Kent & Weese, 2000). Although Kent and Weese (2000) investigated effectiveness and ineffectiveness in sport they did not establish criteria of effectiveness or ineffectiveness initially, and the sport organisations were assessed using a pre-determined survey instrument that may be viewed as a limitation to their study as outlined earlier. Government agencies may be able to use the effectiveness and ineffectiveness data found in this present study to further investigate these specific areas and assist club administrators in their role of administering *grass roots* sport clubs.

Thirdly, the club administrators highlighted the importance of relationships with government agencies, in particular local government, and their respective SSA. The results of this present study may provide government agencies, SSAs and possibly NSOs with an insight into the perceptions of club administrators and what they suggest could assist them in performing more effectively. When comparing the SSA executives and club administrator's perceptions of an effective club there were many similarities. However, there were also differences established for people working at two different levels. Therefore, the third conclusion that may be drawn from the research problem occurs when government agencies, NSOs, SSAs and any other stakeholders working at a different level to the club administrators are attempting to develop or implement new programs or procedures that will impact directly on their clubs. It would be in the stakeholders' best interest to have input from a number of club personnel, across a variety of clubs (i.e. size, location etc.) prior to implementing the program, policy or procedure in full. In the past, NSOs have piloted projects or programs prior to implementing them nationally. However, they are often piloted in places or at clubs that are well known to the NSO and may not be a realistic sample of their affiliated clubs throughout Australia. It appears important

that club stakeholders gain a mixed sample of club perspectives prior to imposing a new program, procedure or policy on them.

Contribution of the Research to the Body of Knowledge

The present study makes a contribution to the body of knowledge firstly, because there appears to be little published research on organisational effectiveness of *grass roots* sport clubs in Australia. Secondly, the majority of published researched on organisational effectiveness in sport around the world, appears to assess organisational effectiveness against an established theoretical model, without firstly determining the criteria of effectiveness for the stakeholders involved in the study, which this study determined. Thirdly, although the size of the organisational culture section of this study was a limitation, it was possible to tentatively suggest from the results that there may be a link between organisational effectiveness and organisational culture from the cultural values emphasised and the similarities shown in some of the perceived criteria of organisational effectiveness (e.g. importance of people, history and tradition of the club). However, the most important contribution this research has to the body of knowledge is that there are now clearly defined perceived criteria as to what makes a *grass roots* sport club effective and what makes it ineffective. These two lists provide a starting point for any club to review their club management practices, and crucially the criteria were determined by club administrators, the people with the greatest understanding of the daily tasks required to run a community sport club.

Implications for Theory

The WA Department of Sport and Recreation and the Australian Sports Commission each developed a checklist to assist clubs with their development. The checklists have some similarities, such as planning and leadership, and also covered areas such as policies and guidelines for the ASC. However, unlike the present study, the DSR checklist does not acknowledge the importance of people within the club setting, with the membership of the club having a minimal section in the checklist. The DSR checklist focuses heavily on the technical skills involved in club management and meeting the requirements of State or Federal Government, such as incorporation. The ASC checklist has a larger focus on people (than the DSR checklist) with

sections three (people) and four (member focus) dedicated to people within the club. However, these two areas appeared after leadership and planning, and were the last two sections of the checklist. Both checklists from the different government agencies appear to be transferable from a business setting and seem to have less focus on the day-to-day expectations of managing a *grass roots* sport club, as they were more focused on having plans in place, as well as policies and guidelines. The present study supports some of the areas found in the checklists developed by the ASC and DSR, but extends this checklist from the criteria perceived to make a *grass roots* sport club effective which is more specific to the daily expectations of running a sport club, with a more defined emphasis on the people involved in a club. The present study checklist was not based on business models or the thoughts and expectations of government agencies or national and state sporting associations (see Appendix N for checklist). It is a checklist developed by a group of *grass roots* sport club administrators who were running a sport club at the time, and describes characteristics that were specific to sport clubs at the community level. These new findings further assist our understanding of effectiveness at the *grass roots* sport club level and provide a perspective from the people at that level in Australia.

The effectiveness results of this study also provide a link to the organisational culture findings in that rational and group culture values were emphasised, and tension between these two cultural values existed for this group of *grass roots* sport club administrators. The focus on efficiency and competitiveness illustrated a desire by the administrators for their club to survive. Balancing this through the tension between opposing cultural values was the importance of having good people involved in the club and strong systems in place. The present study adds to the body of knowledge investigating *grass roots* sport clubs by providing a snapshot of cultural values for this group of administrators and provides the important first step of ascertaining criteria of organisational effectiveness. These findings allow for further research to explore and extend the criteria of organisational effectiveness.

Conclusion

The results from this study provide a clear framework for *grass roots* sport clubs in Western Australia that outlines the structures, processes and behaviours required for an effective club (see Figure 11). A number of initiatives drawn from the study may

142

assist *grass roots* sport clubs to prioritise what is required to be effective, rather than taking the lead from SSAs and government organisations, which hold differing agendas for their expectations of *grass roots* sport clubs.

Priority roles for a *grass roots* sport club administrator involve a mixture of human and technical management skills due to the demands of managing clubs, often with a short playing season with intense periods of activity. Once those "immediate" roles or tasks are completed or quality people are assigned to lead that task, conceptual management skills may be emphasised. SSAs, NSOs and government agencies currently place high priority on governance, planning and leadership. However, this study has illustrated in these *grass roots* sport clubs conceptual skills were lower priorities than day-to-day tasks and the management of club members.

To assist *grass roots* sport club administrators in their role, a checklist was developed from the perceived criteria of effectiveness and ineffectiveness. The aim of the checklist is to illustrate areas in the club that may be working effectively or ineffectively (at the time of completing the checklist). Clubs can decide which stakeholders (e.g. club members, committee, administrators, coaches, volunteers, parents etc) will complete the checklist, by answering yes or no to each question. Once the stakeholders complete the checklist each question is tallied (number of yes' to no's). From these results the club can determine areas that require short, intermediate or long-term work and which categories are perceived as effective currently. The checklist was developed to assist *grass roots* sport clubs, there is no obligation to use it and no suggestion as to what score (from the tallied results) constitutes a category being effective or ineffective, this needs to be determined by the club. The checklist and explanation of how to determine which areas of club management require addressing is found in Appendix N.

Best Practice Ideas for Grass Roots Sport Club Administrators

The *grass roots* sport club administrators outlined a number of initiatives during the Delphi study that may assist *grass roots* club administrators in their daily running of the club. It was suggested that having committee members visible to club members at competition or functions was important. Committee members also need to be

approachable and identifiable to allow communication to flow between the club members.

Clubs require greater support for technical resources. Every *grass roots* sport club needs a computer of some capability, it should not be expected that committee members use their own technology for the purpose of their club, as this is not practical for succession planning (*negatives of technology*). Active clubs and committees may need to supply multiple committee members with laptops or desktop computers as it can be difficult to provide a central system for a club using a home computer.

Recommendations for Sport Agencies

The response rate of 76.67 percent provides an indication that the *grass roots* sport club administrators, although lacking time to complete tasks for their club did enjoy the opportunity to voice their opinions and have someone "listen to their plight." State Sporting Associations, National Sporting Organisations, State Departments of Sport and Recreation, the Australian Sports Commission and Local Government Recreation Departments need to take note of this passion and desire to be heard by the *grass roots* sport club administrators.

The revised conceptual framework (see Figure 10 and 11) illustrates the criteria found in the study that are perceived to make a *grass roots* sport club effective and ineffective, and the cultural values important to these administrators. Government and sport organisations may need to review these findings and adjust their services to assist *grass roots* sport club administrators in developing their clubs, as effective clubs. They may also need to adjust their opinion of *grass roots* sport clubs. As the present study has illustrated differences in expectations between SSAs and community sport clubs occur, and may not be viewed as beneficial to the effectiveness of the clubs.

State Sport Associations

There were a number of issues from the *grass roots* sport club administrators' point of view that SSAs could consider investigating or initiating to assist in the development of their *grass roots* sport clubs. These were:

- SSAs that attend club meetings and assist in the development of players and policy documents assisted *grass roots* sport clubs;
- The timing of SSAs setting the new season affiliation fees was often not in line with the club operations making it difficult for clubs to set their budget. A review of when clubs and the SSA set these dates may assist all parties to improve the budgeting process;
- Association fees were too expensive and the clubs felt they got little in return except insurance. This may be due to a lack of communication between SSAs and clubs on the benefits of affiliation; and
- SSAs could assist clubs in negotiating with local governments for better facilities.

Local & State Government Agencies

Grass roots sport clubs also found it difficult in dealing with local governments and state government on the subject of facilities. Issues that arose could be investigated and developed by SSAs with the assistance of the Department of Sport & Recreation. These include:

- Communication with LGAs: *grass roots* sport club administrators felt they were always "hassling" their local council for the maintenance of facilities, which was very time consuming and had little effect. SSAs and DSR may be able to assist these two bodies (clubs and LGAs) in reaching a common approach to facilities maintenance;
- Facilities in new housing developments: according to a *grass roots* sport club administrator, no public ovals had been planned or been erected in newly developed housing areas over the last few years, with schools expected to provide these facilities. Yet schools are also "under-resourced." Through public fitness and health campaigns, local, state and federal governments are spending millions of dollars every year to advertise for people to exercise and be active to overcome a range of health issues, yet its funds are not provided for the facilities.

Government agencies may need to address this if they are to be successful in their fitness and health campaigns;

- Grants: the club administrators viewed the effort of applying for grants from all levels of government as a massive cost and time involved, for little return. The Department of Sport and Recreation could investigate a more simplified process in applying for and acquitting grants;

- The Department of Sport and Recreation to set up training programs in line with the criteria outlined across the management skills highlighted in this study. DSR has the resources to provide this training whereas many smaller SSAs do not;

- Increasing legal requirements of governments, NSOs and SSAs in the current environment made it difficult for volunteer managers to comply and to complete all of their necessary tasks. Standard policies and documentation on these requirements may decrease the workload for club administrators.

Recommendations for Further Study

This study identified the perceived criteria of effectiveness and ineffectiveness for a *grass roots* sport club, and found a (tentative) link between organisational effectiveness and organisational culture. However, the results from this study have raised other questions for research and these include:

- Measuring the criteria of effectiveness ascertained in the present study against a multi-dimensional model of effectiveness;

- A survey of all *grass roots* sport club administrators, using the checklist from this study to confirm the effectiveness criteria across a wide range of sports and locations in Western Australia and in other states of Australia;

- A study of *grass roots* sport club committees, to determine whether the perceived criteria of effectiveness noted by club administrators were also identified by other committee members, in varying positions i.e., president, secretary, treasurer and general committee members;

- Investigate SSAs across Western Australia and Australia to ascertain what makes them effective. Initially determining criteria of effectiveness and ineffectiveness and then assessing the criteria against a multi-dimensional model of effectiveness;

- Explore club culture and club effectiveness at differing sports levels such as juniors and Masters;

- Explore the relationship between the number of members a club has and the ability to employ staff (across different sports);

- Qualitative studies to obtain richer data and gain greater understanding of the experiences of being a *grass roots* sport club administrator, such as characteristics of the role, duration in the position, burn out and training requirements.

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APPENDICES

Appendix A

Acronyms

For the purpose of this study the following acronyms apply:

- AFL –   Australian (Rules) Football League
- AIS –   Australian Institute of Sport
- ARL –   Australian Rugby League
- ASC –   Australian Sports Commission
- DSR –   Department of Sport and Recreation
- IF –   International Federation
- LG –   Local Government
- NSO –   National Sporting Organisation
- SSA –   State Sporting Association
- WA –   Western Australia

State Sporting Association Informed Consent Form

JOONDALUP
CAMPUS

100 Joondalup
Drive
JOONDALUP
WA 6027
Western

INFORMED CONSENT
**Effectiveness in *grass roots* sporting clubs: Some
Western Australian Evidence**

Thank you for agreeing to take part in this study. The
following information is presented in order to enable you to
make an informed decision as to whether you wish to
continue in the study.

You have been provided with an information letter,
explaining the research study. It is expected that you have
read and understood the information letter, if not please
contact either the researcher or Supervisor for clarification
on any issue. At any time during the research please feel
free to contact the research team should you have any
further questions.

Your participation in the study involves:
- ✓ Completion of a questionnaire naming the ten highest
  ranked (in order) most effective affiliated sport clubs
- ✓ Selecting a person from each of the clubs with extensive
  background knowledge on all of the operational areas of
  the club
- ✓ Give up to five (or more) reasons for each club as to
  why they are effective in the view of the State Sporting
  Association

All information in this study will be treated in the strictest
confidence at all times and the identity of participants will
not be disclosed without consent. The information provided
is to be used only for the purposes of this research project to
find the factors that make *grass roots* sport clubs effective.
Any participant involved in the project is free to withdraw
from participation at any time, without explanation or
penalty. Clubs will not be identifiable except by sport type
e.g sport 1, sport 2.

For further information please contact the Researcher:

The Researcher
Elissa Burton
Edith Cowan University
Master of Business Student
Phone ████████████
Email: eburton@ecu.student.edu.au

Consent Form for State Sporting Association Participation

Project Title: **Effectiveness in *grass roots* sporting clubs: Some Western Australian Evidence**

I _____ (the participant) have read the information provided with this consent form and any questions I have asked have been answered to my satisfaction.

I agree to participate in the activities associated with this research and understand that I can withdraw consent at any time.

I agree that the research data gathered in this study may be published providing myself, the State Sporting Association and Clubs are not identified in any way.

Signed

_____

Date:

_____

State Sporting Association:_____

Appendix C

State Sporting Association Questionnaire

EFFECTIVENESS OF GRASS ROOTS SPORTING CLUBS

Name of State Sporting Association: _____
Contact Person Name:_____
Phone Number:_____
Email Address:_____

Please state in ranked order your top ten most effective grass roots sporting clubs. (1 is the most effective) and name the administrator involved.

1. Club Name:_____
    Administrator Name:_____
    Contact Number & Email:_____
    Reasons for Club identified as being effective:
    1._____
    _____
    _____
    2._____
    _____
    _____
    3._____
    _____
    _____
    4._____
    _____
    _____
    5._____
    _____
    _____

2. Club Name:_____
    Administrator Name:_____
    Contact Number & Email:_____
    Reasons for Club identified as effective:
    Reasons for being effective:
    1._____
    _____
    _____
    2._____
    _____
    _____
    3._____
    _____
    _____
    4._____
    _____
    _____

5._____
_____
_____

3. Club Name:_____
    Administrator Name:_____
    Contact Number & Email:_____
    Reasons for Club identified as effective:
    Reasons for being effective:
    1._____
    _____
    _____

    2._____
    _____
    _____

    3._____
    _____
    _____

    4._____
    _____
    _____

    5._____
    _____
    _____

4. Club Name:_____
    Administrator Name:_____
    Contact Number & Email:_____
    Reasons for Club identified as effective:
    Reasons for being effective:
    1._____
    _____
    _____

    2._____
    _____
    _____

    3._____
    _____
    _____

    4._____
    _____
    _____

    5._____
    _____
    _____

5. Club Name:_____
   Administrator Name:_____
   Contact Number & Email:_____
   Reasons for Club identified as effective:
   Reasons for being effective:
   1._____
   _____
   _____
   2._____
   _____
   _____
   3._____
   _____
   _____
   4._____
   _____
   _____
   5._____
   _____
   _____

6. Club Name:_____
   Administrator Name:_____
   Contact Number & Email:_____
   Reasons for Club identified as being effective:
   1._____
   _____
   _____
   2._____
   _____
   _____
   3._____
   _____
   _____
   4._____
   _____
   _____
   5._____
   _____
   _____

7. Club Name:_____
   Administrator Name:_____
   Contact Number & Email:_____
   Reasons for Club identified as effective:
   Reasons for being effective:
   1._____
   _____
   _____
   2._____
   _____
   _____

3._____
_____
_____
4._____
_____
_____
5._____
_____
_____

8. Club Name:_____
    Administrator Name:_____
    Contact Number & Email:_____
    Reasons for Club identified as effective:
    Reasons for being effective:
    1._____
    _____
    _____
    2._____
    _____
    _____
    3._____
    _____
    _____
    4._____
    _____
    _____
    5._____
    _____
    _____

9. Club Name:_____
    Administrator Name:_____
    Contact Number & Email:_____
    Reasons for Club identified as effective:
    Reasons for being effective:
    1._____
    _____
    _____
    2._____
    _____
    _____
    3._____
    _____
    _____
    4._____
    _____
    _____
    5._____
    _____
    _____

10. Club Name:_____
    Administrator Name:_____
    Contact Number & Email:_____
    Reasons for Club identified as effective:
    Reasons for being effective:
    1._____

    _____

    _____
    2._____

    _____

    _____
    3._____

    _____

    _____
    4._____

    _____

    _____
    5._____

    _____

    _____

Sport Club Participant Information Letter

Dear ,

Re: Effectiveness in *grass* roots sporting clubs: Some Western Australian Evidence

This is an invitation to you to participate in a study that will investigate the criteria that makes *grass roots* sport clubs effective. My name is Elissa Burton and I am currently studying Master of Business (Sport Management) by Research) at Edith Cowan University. Over the next two years I am completing a study of effectiveness in *grass roots* sport clubs in Western Australia. This research project is being undertaken as part of the requirements of a Masters degree at Edith Cowan University.

The purpose of the study is to identify the factors that make *grass roots* sport clubs effective and whether there are any similarities across different sports. Your sport club is selected to take part in this study as as your State Sporting Association placing list you in their its top 10 ranked most effective sport clubs.

Your role within the study will be to complete a basic demographic questionnaire about your club and your role in your club, and to participate in a Delphi study, which involves the completion of three to four separate questionnaires over a period of two to three months to discover identify the factors criteria that making make your sport club effective (or ineffective). Each questionnaire is expected to take between 45 minutes to one hour to complete. Collection of all information from key person from the 25 sport clubs selected personnel involved, is expected to be completed by November 2006. The person from the club involved in the questionnaire must have extensive background knowledge on all areas of the clubs operations, an ability to speak and write in English or communicate with the researcher and be able to participate through the entire study over a number of months. Reports or documents from the club may be required to assist with further information for the study.

Participation in this study will benefit your club sport and as you will receive a copy of the summary of the research report (or a complete copy of the research study on request). The report, which will provides evidence of information on the areas that what makes Western Australian *grass roots* sport clubs effective, which your club may find can assist you further in increasing your effectiveness or potential.

It is understood that privacy issues are of concern, and the identification of all participants and sport clubs within the study will remain confidential and reputations will be upheld at all times. Your State Sporting Association (SSA) Member Protection Officer has been notified of the study, should you have any queries regarding Member Protection please contact them at your SSA.

The research project has gained approval from the Faculty of Business and Law Higher Research and Degrees and Ethics Committee and the Human Research Committee of Edith Cowan University. On agreeing to be involved in this research I ask that you sign the enclosed consent form and return it by _____ to accept your involvement.

Could you also state the preferred option of receiving and returning the questionnaires, email, fax or by mail post?

If you have any questions or require any further information please contact:

The Researcher	Supervisor
Elissa Burton	Dr Sue Colyer
Edith Cowan University	Edith Cowan University
Master of Business Student	Faculty of Business & Law
	School of Marketing & Tourism
Email: eburton@ecu.student.edu.au	Joondalup Campus
	100 Joondalup Drive
	JOONDALUP, WA 6027
	Ph: 6304 5429

Participation within this research is voluntary and all parties are free to discontinue at any time with no explanation or justification needed.

If you have any concerns or complaints about the project and wish to talk to an independent person you may contact:

HUMAN RESEARCH ETHICS COMMITTEE
For all queries, please contact:
Ms Kim Gifkin
Research Ethics Officer
Edith Cowan University
100 Joondalup Drive
JOONDALUP WA 6027
Phone: 6304 2170
Fax: 6304 2661
Email: research.ethics@ecu.edu.au

Thank you very much for your time and I look forward to your involvement in the study.

Yours Sincerely,

ELISSA BURTON
ECU Master of Business Student

Grass Roots Sport Club Administrator Informed Consent

INFORMED CONSENT

Effectiveness in *grass roots* sporting clubs: Some Western Australian Evidence

JOONDALUP CAMPUS

100 Joondalup Drive JOONDALUP WA 6027 Western

Thank you for expressing interest in volunteering to take part in this study. The following information is presented in order to enable you to make an informed decision as to whether you wish to participate in the study.

You have been provided with an information letter, explaining the research study. It is expected that you have read and understood the information letter, if not please contact either the researcher or Supervisor for clarification on any issue. At any time during the research please feel free to contact the research team should you have any further questions.

Your participation in the study involves:
- ✓ Completion of a brief demographic questionnaire
- ✓ Completion of three to four questionnaires over a period of approximately three to four months. Each questionnaire is expected to take no longer than one hour to complete. Collection of information for the study is expected to be completed by November 2006
- ✓ Any documents that may assist the research e.g. Annual Report, club newsletter

All information in this research will be confidential at all times and the identity of participants will not be disclosed without consent. The information provided is to be used only for the purposes of this research project to find the factors that make *grass roots* sport clubs effective. Any participant involved in the project is free to withdraw from participation at any time, without explanation or penalty.

For further information please contact the Researcher:

The Researcher
Elissa Burton
Edith Cowan University
Master of Business Student
Phone ▮▮▮▮▮▮▮▮▮
Email: eburton@ecu.student.edu.au
Fax: ▮▮▮▮▮▮

Consent Form Sport Club Participant

<u>Project Title</u>: **Effectiveness in *grass roots* sport clubs: Some Western Australian Evidence**

I _____ (the participant) have read the information provided with this consent form and any questions I have asked have been answered to my satisfaction.

I agree to participate in the activities associated with this research and understand that I can withdraw consent at any time.

I agree that the research data gathered in this study may be published providing myself, the State Sporting Association and Clubs are not identified in any way.

Name: _____

Signed _____

Date: _____

Club:_____

Appendix F

Delphi Questionnaire: Round 1

This is the first of three or four questionnaires that will identify, with your help, the criteria by which the effectiveness of a *grass roots* sport club may be defined.

In this round of the question series you are asked to consider and respond to three questions. (Please type your responses below in the relevant spaces provided).

<table>
<tr><td>

1. What does organisational effectiveness in your *grass roots* sport club/association mean to your sport club? (For example: *Clear and open communications between all levels of the club*)

</td></tr>
</table>

<table>
<tr><td>

2. What makes your *grass roots* sport club/association effective? (List as many criteria or issues as you can and explain briefly what you mean by each one, for example: *Open Communications: we have clear and open communications between the club committee and members*)

</td></tr>
</table>

3. What makes your grass roots sport club/association ineffective? (List as many criteria or issues as you can and explain briefly what you mean by each one, for example: *Poor communication: people in the club/association don't give up information easily*)

Thank you for completing the first questionnaire. Once all questions have been answered please save and email to eburton@ecu.student.edu.au

Please return by **Friday 25 August** 2006. A new questionnaire will be emailed to you within four weeks.

Thank you again for your participation in the study.
Elissa Burton
ECU Master of Business Student

Delphi Questionnaire: Round 2

This is the second of three or four questionnaires that will identify, with your help, the criteria by which the effectiveness of *grass roots* sport clubs/associations may be defined.

In this round of the question series you are asked to consider and respond to the following questions and place a X in the agree or disagree box. There are also spaces below each question if you wish to comment.

Q1.   <u>Organisational effectiveness</u> in your *grass roots* sport club/association means ……

ensuring adequate preparation for   Agree   Disagree
COMPETITIONS/EVENTS that are well
organised and coordinated

your FACILITY is adequately maintained   Agree   Disagree
to provide for members and major competitions

having a group of committed VOLUNTEERS   Agree   Disagree
who are willing to do the work necessary to
keep the club/association running

maintaining a FINANCIAL budget throughout Agree   Disagree
the year in order to keep fees at a reasonable
level

having a COMMITTEE with clear goals,   Agree   Disagree
understanding of their roles and working
well together

regular and clear COMMUNICATION across   Agree   Disagree
all levels via different mediums e.g. e-mail,
meetings, web-site, face to face

having a clear VISION and GOALS, and putting procedures in place to achieve these

Agree ☐   Disagree ☐

having COACHES distribute similar information throughout club/association on techniques & strategies

Agree ☐   Disagree ☐

developing a sense of COMMUNITY for all members to feel valued and safe

Agree ☐   Disagree ☐

providing clear guidelines and POLICIES for staff and volunteers to follow

Agree ☐   Disagree ☐

developing a PLAN for the long and short term future of the club/association

Agree ☐   Disagree ☐

creating a positive working RELATIONSHIP with the State Sporting Association

Agree ☐   Disagree ☐

providing strong LEADERSHIP from the committee, coaches and captains

Agree ☐   Disagree ☐

provide MARKETING of the club/ association/sport to continue a flow of people into the club/association

Agree ☐   Disagree ☐

utilising TECHNOLOGY to reduce labour time and increase access of information

Agree ☐   Disagree ☐

providing a positive EXPERIENCE for all involved at the club/association

Agree ☐   Disagree ☐

Q2. Criteria which make my *grass roots* sport club/association **<u>EFFECTIVE</u>**

COMPETITION
Providing opportunities for club/association members to access competitions at all levels (including international)

Agree   Disagree

☐   ☐

EVENTS
Conducting a number of social events to build morale and assist with fundraising

Agree   Disagree

☐   ☐

FACILITIES
Accessing a high standard of equipment, resources and facilities

Agree   Disagree

☐   ☐

VOLUNTEERS
Quality volunteers who are willing to work at different times and put a lot of effort back into the club/association

Agree   Disagree

☐   ☐

FINANCIAL
Having financial accountability and providing value for money to the membership

Agree   Disagree

☐   ☐

COMMITTEE
The committee being dedicated and committed with specific roles

Agree   Disagree

☐   ☐

COMMITTEE
Having a committee that is open and approachable, and easily identified and accessible at events

Agree   Disagree

☐   ☐

COMMITTEE
The committee attending regular meetings

Agree   Disagree

☐   ☐

COMMUNICATION
Providing regular, open communication to all
levels of the club/association through a
number of mediums i.e. emails, website,
phone, newsletter

Agree   Disagree

☐   ☐

GOALS & VISION
Developing a vision and goals and being
committed in working towards achieving
these

Agree   Disagree

☐   ☐

COACH & OFFICIALS DEVELOPMENT
Provide training and education for coaches
and officials with a clear pathway for their
athletes

Agree   Disagree

☐   ☐

DEVELOPING COMMUNITY
Promote the sport positively and bring the
community closer together. This can
include working with local schools, liaising
with overseas students who want to
participate short-term and keeping kids off the streets

Agree   Disagree

☐   ☐

GOVERNANCE
Ensure polices, constitution and by-laws
are up-date and adequate to deal with
equality, dispute resolutions, rules etc

Agree   Disagree

☐   ☐

PLANNING
Important to plan for the future

Agree   Disagree

☐   ☐

RELATIONSHIPS
Develop a good working relationship with the
State Association, Local Government and
all stakeholders

Agree   Disagree

☐   ☐

LEADERSHIP
Strong leadership across all facets of the
club/association, in particular committee,
coaches and captains

Agree   Disagree

☐   ☐

MARKETING
Market the image of the club/association to
gain 'like' members, give the club/association
a profile within the community

Agree   Disagree

☐   ☐

SPONSORSHIP
We work to gain sponsors and we appreciate
any assistance sponsors can provide the
club/association

Agree   Disagree

☐   ☐

NEW IDEAS
The club/association has the ability to adapt
and respond to new ideas in our changing
world/lifestyles

Agree   Disagree

☐   ☐

TECHNOLOGY
Utilisation of web-site, databases and email
to be more efficient across administration
areas of the club/association i.e. database,
league scores, fixtures, newsletters

Agree   Disagree

☐   ☐

SATISFACTION
Measure the satisfaction of members, coaches,
officials at the end of each year to determine
areas of improvement

Agree   Disagree

☐   ☐

MEMBERS/SHIP
Provide an enjoyable environment for our
members and try and reward them as
much as possible during social events

Agree   Disagree

☐   ☐

CLUB/ASSOCIATION MOTTO
The club/association has a sense of
ownership or "Pride" which breeds
success across different levels

Agree   Disagree
☐   ☐

Q3. Criteria which make my *grass roots* sport club/association **INEFFECTIVE**

COMPETITION
Uneven competition through the "loading"
of teams, to the detriment of the competition

Agree   Disagree
☐   ☐

EVENTS
Not hosting enough social functions in
particular at the start of the season

Agree   Disagree
☐   ☐

FACILITIES
A lack of suitable facility space to compete
in the sport, and the facilities that are
available are beginning to become run down.
Clubs/Associations have to use school facilities

Agree   Disagree
☐   ☐

FACILITIES
Lack of support from Local Council and often
members have to pay entry into the facility
above membership

Agree   Disagree
☐   ☐

VOLUNTEERS
Lack of volunteers and often the
volunteers lack responsibility in their role

Agree   Disagree
☐   ☐

FINANCES
Finding suitable volunteers to collect and
track club/association finances.
Balancing the incoming and outgoing
funds to ensure club/associations viability

Agree   Disagree
☐   ☐

MEMBERSHIP FEES
Finding a balance between membership fees
being affordable and the ongoing costs
of running the club/association, thus
maintaining membership numbers

Agree Disagree
☐   ☐

AFFILIATION FEES
We do not receive assistance from our
National Body, we have to pay for all trips
and pay State and National levies

Agree Disagree
☐   ☐

COMMITTEES
Very high workload on a diminishing number
of committee members, they do their best
however when they are criticised it makes it
difficult to keep them and get other members
 to join the committee

Agree Disagree
☐   ☐

COMMUNICATION
Poor communication through the various
levels of the club/association and also
with stakeholders i.e. State Sporting
Association, Local Government, owners.
Often information is misunderstood bringing
difficulties ie rule changes

Agree Disagree
☐   ☐

GOALS & VISION
When goals or vision are unachievable or
deviation from the goals and vision occurs

Agree Disagree
☐   ☐

COACHES
Insufficient training of coaches, and as the
majority are volunteers it is difficult to attract
dedicated coaches

Agree Disagree
☐   ☐

OFFICIALS
Difficult to keep officials in particular if the
Younger officials are abused by "ugly"
parents on the sideline. Training of officials
to maintain a quality can be difficult
as they are often volunteers

Agree Disagree
☐   ☐

GOVERNANCE
Having all of the correct policies and
procedures in place, to deal with areas
such as insurance, "red tape" issues,
incorporation etc

Agree   Disagree

☐   ☐

STAFF
Lack of trained and paid staff to meet all
duties required

Agree   Disagree

☐   ☐

PLANNING & ORGANISATION
Inadequate planning and organisation
of events and long term requirements
of the club/association, also a change
from the facility the club/association uses

Agree   Disagree

☐   ☐

LEADERSHIP
Poor leadership and negative attitudes do
not allow the club/association to pursue new
initiatives, or stopping issues before arise into
larger problems

Agree   Disagree

☐   ☐

MARKETING
Low profile of the sport may make it
unattractive to kids

Agree   Disagree

☐   ☐

NEW IDEAS
Reflecting on history rather than change,
creates people who are incapable of change
or moving with the times

Agree   Disagree

☐   ☐

NEW IDEAS
Lack of understanding the 'professional
approach' versus the 'she'll be right' approach

Agree   Disagree

☐   ☐

TECHNOLOGY
Becoming more dependent on technology
and precludes some members due to their
lack of knowledge. Information must also be
constantly updated and often the club/association
is reliant on one computer for all areas.

Agree   Disagree

☐   ☐

GRANTS
Time & process involved in applying for
Government grants is ineffective in the
short term

Agree   Disagree

☐   ☐

MEMBERS/SHIP
Often the same people doing all of the work.
A degree of apathy among the members,
and that someone else will do the work.
Splinter groups within the membership can
cause difficulties and making a decision against
a close friend can also cause angst

Agree   Disagree

☐   ☐

COST OF MEMBERSHIP
Always complaints about the cost of rising
membership , as well as rising affiliations and
insurances, as membership fees rise
participation rates are negatively impacted

Agree   Disagree

☐   ☐

PARENT BEHAVIOUR
Ugly parent behaviour can become a problem,
some parents only want their children to be
successful. It becomes difficult to discipline
them and exclude them from competition

Agree   Disagree

☐   ☐

WINNING
When winning becomes the only priority over
issues such as player development, financial
stability, over work of volunteers, participation

Agree   Disagree

☐   ☐

Q4   Are there any additional criteria which may affect effectiveness in your grass roots sport club/association in the future?

Q5. Any other comments

Thank you for completing Delphi Questionnaire Round 2. Once all questions have been answered please save and email to eburton@ecu.student.edu.au or fax to ▮▮▮▮▮▮▮ (attention: Elissa Burton)

Please return by **Monday 25 September** 2006. A new questionnaire will be emailed to you within four weeks.

Thank you again for your participation in the study.
Elissa Burton
ECU Master of Business Student

Delphi Questionnaire: Round 3

Q1.   Organisational effectiveness in a *grass roots* sport club/association means ……

Each of the criteria that has been used to define organisational effectiveness is listed below in the random order in which they appear in the list attached. Please rank these criteria according to how important you judge them to be in defining organisational effectiveness.

In the first column titled RANK, write the number 1 against the item you believe is most important; number 2 against the next most important criteria and continue ranking the remaining items in descending order of importance until you have numbered all items.

In the second column, place a X against those criteria you believe to be essential to organisational effectiveness in your *grass roots* sport club.

	Rank	Essential
COMPETITIONS/EVENTS		
FACILITY		
TECHNOLOGY		
MARKETING		
FINANCIAL		
VOLUNTEERS		
COMMITTEE		
COMMUNICATION		
LEADERSHIP		
COACHES		
COMMUNITY		
RELATIONSHIP		
VISION & GOALS		
POLICIES		
EXPERIENCE		

NB. For definitions of each of the above criteria please see page 2

CRITERIA WHICH MAKE GRASS ROOTS SPORT CLUBS EFFECTIVE

Questionnaire 1 definitions

COMPETITIONS/EVENTS
Ensuring adequate preparation for competition/events that are well
organised and coordinated

FACILITY/IES
Maintaining club/association facility/ies to adequately cater for members and
major competitions

TECHNOLOGY
Using technology to reduce labour time and increase the access of
information

MARKETING
Developing the marketing of the club/association/sport to continue a flow of
members into the club/association

FINANCIAL
Maintaining a financial budget throughout the year in order to keep fees at a
reasonable level

VOLUNTEERS
Having a group of committed volunteers who are willing to do the work
necessary to keep the club/association running

COMMITTEE
Having a committee with clear goals, who understand their roles and work
well together

COMMUNICATION
Regular and clear communication across all levels by different media e.g. e-
mail, meetings, web-site, face to face

LEADERSHIP
Providing strong leadership from the committee, coaches and captains

COACHES
Coaches distribute consistent information on techniques & strategies
throughout the club/association

COMMUNITY
Developing a sense of community for all members in which they feel valued and safe

RELATIONSHIP
Creating a positive working relationship with our State Sporting Association

VISION and GOALS
Having a clear vision and goal, and putting procedures in place to achieve these for the short and long term future of the club/association

POLICIES
Providing clear guidelines and policies on acceptable conduct/behaviour for staff and volunteers

EXPERIENCE
Providing a positive experience for all involved at the club/association

Q2. Criteria that make my *grass roots* sport club/association <u>EFFECTIVE</u>

*Please rate the following criteria according to how important you judge them to be in making a grass roots sport club effective. For each criteria, you are asked to fill in the box with a NUMBER from the following scale, which is also provided at the bottom of each page for your convenience.

1	2	3	4	5
not important				extremely important

COMPETITION
Providing opportunities for club/association members to access competitions at all levels (including international)

AGREE   20

DISAGREE   2   IMPORTANCE

UNDECIDED   1

EVENTS
Conducting a number of social events to build morale and assist with fundraising

AGREE   19

DISAGREE   4   IMPORTANCE

UNDECIDED   0

FACILITIES
Accessing a high standard of equipment, resources and facilities

AGREE   23

DISAGREE   0   IMPORTANCE

UNDECIDED   0

TECHNOLOGY
Using the web-site, databases and email to be more efficient across administration areas of the club/association i.e. database, league scores, fixtures, newsletters

AGREE   23

DISAGREE   0   IMPORTANCE

UNDECIDED   0

MARKETING
Promoting the image of the club/association to gain 'like' members and give the club/association a profile within the community

AGREE	21		
DISAGREE	2	IMPORTANCE	☐
UNDECIDED	0		

SPONSORSHIP
The club works to gain sponsors and acknowledges any assistance sponsors can provide the club/association

AGREE	19		
DISAGREE	4	IMPORTANCE	☐
UNDECIDED	0		

FINANCIAL
Having financial accountability and providing value for money to the membership

AGREE	23		
DISAGREE	0	IMPORTANCE	☐
UNDECIDED	0		

CLUB/ASSOCIATION MOTTO
The club/association has a sense of ownership or "Pride" that breeds success across different levels

AGREE	22		
DISAGREE	1	IMPORTANCE	☐
UNDECIDED	0		

MEMBERS/SHIP
The club/association provides an enjoyable environment for our members and try and reward them as much as possible during social events

AGREE	20		
DISAGREE	1	IMPORTANCE	☐
UNDECIDED	2		

1	2	3	4	5
not important				extremely important

VOLUNTEERS
The club has quality volunteers who are willing to work at different times and put a lot of effort back into the club/association

AGREE	23		
DISAGREE	0	IMPORTANCE	
UNDECIDED	0		

COMMITTEE
The committee is dedicated and committed, and has specific roles for committee members

AGREE	20		
DISAGREE	2	IMPORTANCE	
UNDECIDED	1		

COMMITTEE
The committee is open and approachable, easily identified and accessible at events

AGREE	22		
DISAGREE	1	IMPORTANCE	
UNDECIDED	0		

COMMITTEE
The committee members attend regular meetings

AGREE	21		
DISAGREE	2	IMPORTANCE	
UNDECIDED	0		

COMMUNICATION
The club provides regular, open communication to all levels of the club/association through a number of media i.e. emails, website, phone, newsletter

AGREE	22		
DISAGREE	1	IMPORTANCE	
UNDECIDED	0		

1	2	3	4	5
not important				extremely important

LEADERSHIP
There is strong leadership across all facets of the club/association, in particular committee members, coaches and captains

AGREE   22

DISAGREE   3   IMPORTANCE

UNDECIDED   0

COACH & OFFICIALS DEVELOPMENT
Training and education for coaches and officials provides them with a clear pathway for their development in the sport

AGREE   21

DISAGREE   2   IMPORTANCE

UNDECIDED   0

DEVELOPING COMMUNITY
The club works in the wider community to promote the sport and to address current social concerns (eg working with local schools, liaising with overseas students who want to participate short-term and keeping kids off the streets)

AGREE   17

DISAGREE   6   IMPORTANCE

UNDECIDED   1

RELATIONSHIPS
The club/association has a good working relationship with the State Association, Local Government and other stakeholders

AGREE   22

DISAGREE   1   IMPORTANCE

UNDECIDED   1

GOALS & VISION
The club has a clear vision and goals and is committed to working towards achieving these by planning for the future

AGREE   22

DISAGREE   3   IMPORTANCE

UNDECIDED   0

1	2	3	4	5
not important				extremely important

GOVERNANCE
Polices, constitution and by-laws are up-to-date and adequate to deal with equality, dispute resolutions, rules, etc

AGREE   21

DISAGREE   3   IMPORTANCE

UNDECIDED   0

NEW IDEAS
The club/association has the ability to adapt and respond to new ideas in the changing world/lifestyles

AGREE   22

DISAGREE   1   IMPORTANCE

UNDECIDED   0

SATISFACTION
The club/association assesses the satisfaction of members, coaches, and officials at the end of each year to determine areas of improvement

AGREE   16

DISAGREE   5   IMPORTANCE

UNDECIDED   2

1	2	3	4	5
not important				extremely important

Please scroll down to question 3

Q3. Criteria that make my *grass roots* sport club/association <u>INEFFECTIVE</u>

*Please rate the following criteria according to how important you judge the to be in making a grass roots sport club ineffective. For each criteria, you are asked to fill in the box with a number from the following scale, which is also provided at the bottom of each page for your convenience.

1	2	3	4	5
not important				extremely important

COMPETITION
Uneven competition through the "loading" of teams (all of the good juniors in one team), to the detriment of the competition

AGREE   12

DISAGREE   9   IMPORTANCE   [   ]

UNDECIDED   1

EVENTS
The club/association does not host enough social functions in particular at the start of the season. This contributes to a lack of club morale

AGREE   13

DISAGREE   10   IMPORTANCE   [   ]

UNDECIDED   0

FACILITIES
A lack of suitable facility space to compete in the sport, (e.g. using school facilities). The facilities that are available are becoming run down.

AGREE   13

DISAGREE   10   IMPORTANCE   [   ]

UNDECIDED   0

FACILITIES
Lack of support from Local Council and often members have to pay entry into local facilities in addition to membership fees

AGREE   9

DISAGREE   9   IMPORTANCE   [   ]

UNDECIDED   4

TECHNOLOGY
Becoming more dependent on technology precludes some members due to their lack of knowledge. Information must also be constantly updated and often the club/association is reliant on one computer for all areas.

AGREE	8		
DISAGREE	14	IMPORTANCE	
UNDECIDED	1		

MARKETING
A low profile of the sport makes it unattractive to kids

AGREE	16		
DISAGREE	7	IMPORTANCE	
UNDECIDED	0		

GRANTS
The time & processes involved in applying for Government grants is ineffective in the short term

AGREE	17		
DISAGREE	6	IMPORTANCE	
UNDECIDED	0		

FINANCES
Finding suitable volunteers to manage the club/association finances, and budgeting to ensure the club's/association's viability

AGREE	14		
DISAGREE	8	IMPORTANCE	
UNDECIDED	0		

COST OF MEMBERSHIP
There are always complaints about the cost of rising membership, affiliations and insurances. As membership fees rise participation rates are negatively impacted

AGREE	11		
DISAGREE	11	IMPORTANCE	
UNDECIDED	0		

1	2	3	4	5
not important				extremely important

MEMBERSHIP FEES
It is difficult to find a balance between membership fees being affordable and the ongoing costs of running the club/association, thus maintaining membership numbers

AGREE   12
DISAGREE   10   IMPORTANCE   ▭
UNDECIDED   0

AFFILIATION FEES
We do not receive assistance from our National Body compared to other sports (e.g. football). We have to pay for all trips and also pay the State and National Association levies.

AGREE   20
DISAGREE   2   IMPORTANCE   ▭
UNDECIDED   1

MEMBERS/SHIP
There is a degree of apathy among the members, and often the same people are doing all of the work

AGREE   20
DISAGREE   2   IMPORTANCE   ▭
UNDECIDED   0

MEMBERS/SHIP
Splinter groups within the membership can cause difficulties especially when making a decision against a close friend

AGREE   15
DISAGREE   7   IMPORTANCE   ▭
UNDECIDED   1

LACK OF PROFESSIONALISM
Club/Association members lack understanding of the 'professional approach' versus the 'she'll be right' approach

AGREE   14
DISAGREE   7   IMPORTANCE   ▭
UNDECIDED   1

1	2	3	4	5
not important				extremely important

VOLUNTEERS

There is a lack of volunteers and often the volunteers lack responsibility in their role for the club/association

AGREE	16
DISAGREE	5
UNDECIDED	2

IMPORTANCE [ ]

COMMITTEES

There is a very high workload for a diminishing number   of   committee members, when they are criticised it makes it difficult to retain them and find new members to join the committee

AGREE	17
DISAGREE	4
UNDECIDED	1

IMPORTANCE [ ]

STAFF

There is a lack of trained and paid staff to carry out all duties required

AGREE	16
DISAGREE	5
UNDECIDED	1

IMPORTANCE [ ]

COMMUNICATION

Poor communication through the various levels of the club/association and also with stakeholders such as State Sporting Association, Local Government,
owners.

AGREE	14
DISAGREE	7
UNDECIDED	1

IMPORTANCE [ ]

LEADERSHIP

Poor leadership and negative attitudes do not allow the club/association to pursue new initiatives.

AGREE	11
DISAGREE	11
UNDECIDED	1

IMPORTANCE [ ]

1	2	3	4	5
not important				extremely important

COACHES
The majority of coaches are volunteers with insufficient training, it is difficult to attract dedicated coaches to the role each year

AGREE   17
DISAGREE   7   IMPORTANCE   [   ]
UNDECIDED   0

PARENT BEHAVIOUR
Ugly parent behaviour can become a problem, as some parents only want their children to be successful.

AGREE   15
DISAGREE   6   IMPORTANCE   [   ]
UNDECIDED   1

ABUSE OF OFFICIALS
It is difficult to keep officials, in particular if the younger officials are abused by
"ugly" parents on the sideline, or players on the field.

AGREE   15
DISAGREE   4   IMPORTANCE   [   ]
UNDECIDED   3

OFFICIALS
The training of officials to maintain quality can be difficult as they are often volunteers

AGREE   15
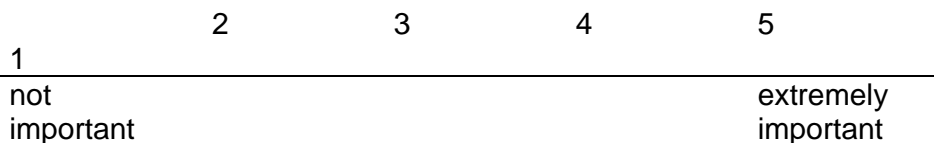DISAGREE   5   IMPORTANCE   [   ]
UNDECIDED   2

GOALS & VISION
Goals or the vision set by the committee are unachievable, so deviation from the goals and vision can occur

AGREE   6
DISAGREE   14   IMPORTANCE   [   ]
UNDECIDED   2

	2	3	4	5
1				
not important				extremely important

GOVERNANCE
The correct policies and procedures are not always in place to deal with areas such as insurance, "red tape" issues, incorporation etc

AGREE   9
DISAGREE   11   IMPORTANCE
UNDECIDED   2

PLANNING & ORGANISATION
The planning and organisation of events is inadequate and not in touch with long term requirements of the club/association

AGREE   8
DISAGREE   14   IMPORTANCE
UNDECIDED   1

NO NEW IDEAS
Reflecting on history rather than change, creates people who are incapable of change or moving with the times

AGREE   11
DISAGREE   11   IMPORTANCE
UNDECIDED   0

WINNING
When winning becomes the only priority over issues such as the development of players, financial stability, over working volunteers, participation

AGREE   13
DISAGREE   8   IMPORTANCE
UNDECIDED   1

1	2	3	4	5
not important				extremely important

Please scroll down to question 4

Q4 Additional criteria, that may affect effectiveness in your *grass roots* sport club/association in the future?

By placing an X in the box labeled positive or negative, please indicate the influence you believe these issues will have on the effectiveness of grass roots sport clubs in the future.

The rate each issue according to how important you judge them to be by filling in the box with a number from the following scale. The scale is repeated at the bottom of each page for your convenience.

1	2	3	4	5
not important				extremely important

* Lack of referee/umpire availability

POSITIVE

IMPORTANCE

NEGATIVE

* Lack of experienced coaches

POSITIVE

IMPORTANCE

NEGATIVE

*Rising costs of equipment, uniforms, travel, petrol etc

POSITIVE

IMPORTANCE

NEGATIVE

* Possibility of the facility closing in the future, and relocation increasing costs dramatically

POSITIVE

IMPORTANCE

NEGATIVE

* Red tape makes it more difficult as we need to become more diligent in record keeping. Very difficult for volunteers who also work full-time and have a family and try to run a club.

POSITIVE

IMPORTANCE

NEGATIVE

206

Q5. Club Culture

Rank each statement according to how closely it describes the club in which you volunteer or work. If you agree that the statement closely represents the situation in your club/association, then bold a number at the upper end of the scale (6 or 7). If you believe that the statement does not represent your club/association, then bold a number at the lower end of the scale (1 or 2). If your feelings are somewhere in between you should bold 3, 4 or 5.

In my Club	Strongly disagree						Strongly agree
There is an open discussion and members are encouraged to participate in decision making	1	2	3	4	5	6	7
There is an emphasis on excellence and quality outputs	1	2	3	4	5	6	7
Members are empowered to act and take responsibility in their roles	1	2	3	4	5	6	7
The emphasis is on achieving predictable performance outcomes	1	2	3	4	5	6	7
There is an emphasis on human relations, teamwork and cohesion	1	2	3	4	5	6	7
Expansion, growth and development are encouraged	1	2	3	4	5	6	7
Control of the committee is centralised	1	2	3	4	5	6	7
There is flexibility and decentralisation in the approach to the committee	1	2	3	4	5	6	7
There is an emphasis on creative problem solving	1	2	3	4	5	6	7
Members concerns and ideas are considered important	1	2	3	4	5	6	7
The focus is on goal and task accomplishment	1	2	3	4	5	6	7
Innovation, change and risk taking are important	1	2	3	4	5	6	7
There is stability, continuity and order	1	2	3	4	5	6	7
Tasks are routine and formalized in the club/organization structure	1	2	3	4	5	6	7
Goal clarity and objective setting are important for direction	1	2	3	4	5	6	7
Efficiency and productivity are important	1	2	3	4	5	6	7

Thank you for completing Delphi Questionnaire Round 3. Once you have responded to all the statements please save the document, then email it as an attachment to eburton@student.ecu.edu.au or fax to 9361 1500 (attention: Elissa Burton)

Please return by Monday 30 October 2006. Your last questionnaire will be emailed to you within four weeks from that date.

Thank you again for your participation in the study.
Elissa Burton
ECU Master of Business Student

Data Analysis Calculations

Calculation for weighted mean.

						Weighted Total
Statements (Scale)	1	2	3	4	5	
No of responses	0	1	9	6	4	= 73
					Mean	= 3.65

Multiplied scale point by number of responses at that point:

$$2 \times 1 = 2$$
$$3 \times 9 = 27$$
$$4 \times 6 = 24$$
$$5 \times 4 = 20$$
$$\text{weighted total} = 73$$

Then divided the weighted total by the number of responses

$$73/20 = 3.65$$

Standard deviation was calculated for each criterion using the following method, after all mean values were determined (example only).

Interval	mean	dev	dev^2	f	fd^2
2	-3.65	-1.65	2.7225	1	2.7225
3	-3.65	-0.65	0.4225	9	3.8025
4	-3.65	+0.35	0.1225	6	0.735
5	-3.65	+1.35	1.8225	4	7.29
				n = 20	14.55

Procedure

1. Subtracted the mean (3.65) from the interval scale to get the deviation from the mean

2. Squared the deviation (dev^2) to remove the negative sign, f = frequency and fd^2 is frequency multiplied by deviation squared

3. Then calculated the standard deviation using the following formula

$$SD = \sqrt{\sum(fd^2)/n\text{-}1}$$

The standard (z) scores were calculated using the following formula:

$$Z = \frac{x - \overline{x}}{sd}$$

x is equal to the mean of one of the CVM quadrants (i.e., human relations, development, rational or group)

$\overline{x}$ is equal to the overall mean

sd is equal to the overall standard deviation

An example for the Group quadrant calculations:

$$Z = \frac{5.3 - 5.087}{0.46} = 0.463$$

Therefore, Z score for the Group quadrant is 0.463.

Appendix J

Definitions of Criteria: Organisational Effectiveness in a Grass Roots Sport Club

COHESIVE COMMITTEE:	Having a committee with clear goals, who understand their roles and work well together

COMMITTED VOLUNTEERS:	Having a group of committed volunteers who are willing to do the work necessary to keep the club/association running

SUCCESSFUL COMPETITIONS/EVENTS:	Ensuring adequate preparation for competition/events that are well organised and coordinated

STRONG LEADERSHIP:	Providing strong leadership from the committee, coaches and captains

CONSISTENT COACHES:	Coaches distribute consistent information on techniques & strategies throughout the club/association

EXTENSIVE COMMUNICATION: Regular and clear communication across all levels by different media e.g. e-mail, meetings, web-site, face to face

MAINTAINING FACILITY/IES:	Maintaining club/association facility/ies to adequately cater for members and major competitions

FINANCIAL BUDGETING:	Maintaining a financial budget throughout the year in order to keep fees at a reasonable level

CLEAR VISION and GOALS:	Having a clear vision and goal, and putting procedures in place to achieve these for the short and long term future of the club/association

IMPLEMENTING POLICIES:	Providing clear guidelines and policies on acceptable conduct/behaviour for staff and volunteers

POSITIVE EXPERIENCE:	Providing a positive experience for all involved at the club/association

SENSE OF COMMUNITY:	Developing a sense of community for all members in which they feel valued and safe

MARKETING TO INCREASE MEMBERS:	Developing the marketing of the club/association/sport to continue a flow of members into the club/association

RELATIONSHIP WITH SSA:	Creating a positive working relationship with our State Sporting Association

TECHNOLOGY TIME & INFORMATION:	Using technology to reduce labour time and increase the access of information

Definitions of Criteria: Which Make Grass Roots Sport Clubs Effective

QUALITY VOLUNTEERS: The club has quality volunteers who are willing to work at different times and put a lot of effort back into the club/association

FINANCIAL ACCOUNTABILITY: Having financial accountability and providing value for money to the membership

OPEN COMMUNICATION: The club provides regular, open communication to all levels of the club/association through a number of media i.e. emails, website, phone, newsletter

HIGH STANDARD FACILITIES: Accessing a high standard of equipment, resources and facilities

UP TO DATE GOVERNANCE: Policies, constitution and by-laws are up-to-date and adequate to deal with equality, dispute resolutions, rules, etc

STRONG LEADERSHIP: There is strong leadership across all facets of the club/association, in particular committee members, coaches and captains

DEDICATED COMMITTEE: The committee is dedicated and committed, and has specific roles for committee members

DEVELOPING COACH & OFFICIALS: Training and education for coaches and officials provides them with a clear pathway for their development in the sport

COMMITTEE ATTENDS MEETINGS: The committee members attend regular meetings

CLUB OWNERSHIP & PRIDE: The club/association has a sense of ownership or "Pride" that breeds success across different levels

CLEAR GOALS & VISION: The club has a clear vision and goals and is committed to working towards achieving these by planning for the future

APPROACHABLE COMMITTEE: The committee is open and approachable, easily identified and accessible at events

COMPETITION OPPORTUNITIES: Providing opportunities for club/association members to access competitions at all levels (including international)

MEMBERSHIP ENJOYABLE: The club/association provides an enjoyable environment for our members and try and reward them as much as possible during social events

RELATIONSHIPS WITH STAKEHOLDERS: The club/association has a good working relationship with the State Association, Local Government and other stakeholders

TECHNOLOGY FOR ADMINISTRATION: Using the web-site, databases and email to be more efficient across administration areas of the club/association i.e. database, league scores, fixtures, newsletters

SATISFACTION AT CLUB: The club/association assesses the satisfaction of members, coaches, and officials at the end of each year to determine areas of improvement

MARKETING PROMOTION OF CLUB: Promoting the image of the club/association to gain 'like' members and give the club/association a profile within the community

GAINING & RETAINING SPONSORSHIP: The club works to gain sponsors and acknowledges any assistance sponsors can provide the club/association

RESPONDING TO NEW IDEAS: The club/association has the ability to adapt and respond to new ideas in the changing world/lifestyles

WORKING WITH THE COMMUNITY: The club works in the wider community to promote the sport and to address current social concerns (eg working with local schools, liaising with overseas students who want to participate short-term and keeping kids off the streets)

HOSTING SOCIAL EVENTS: Conducting a number of social events to build morale and assist with fundraising

Definitions of Criteria: Which Make Grass Roots Sport Clubs Ineffective

APATHY AMONG MEMBERS: There is a degree of apathy among the members, and often the same people are doing all of the work

MANAGING FINANCES: Finding   suitable   volunteers   to   manage   the club/association finances, and budgeting to ensure the club's/association's viability

DIFFICULT RETAINING COMMITTEES: There is a very high workload for a diminishing number of committee members, when they are criticised it makes it difficult to retain them and find new members to join the committee

ASSISTANCE WITH AFFILIATION FEES: We do not receive assistance from our National Body compared to other sports (e.g. football). We have to pay for all trips and also pay the State and National Association levies

LACK OF VOLUNTEERS: There is a lack of volunteers and often the volunteers lack responsibility in their role for the club/association

TRAINING OFFICIALS: The training of officials to maintain quality can be difficult as they are often volunteers

INEFFECTIVE TO WRITE GRANTS: The time & processes involved in applying for Government grants is ineffective in the short term

LACK OF FACILITIES: A lack of suitable facility space to compete in the sport, (e.g. using school facilities). The facilities that are available are becoming run down

FACILITIES ISSUES WITH LGA: Lack of support from Local Council and often members have to pay entry into local facilities in addition to membership fees

MARKETING LOW PROFILE SPORT: A low profile of the sport makes it unattractive to kids

ABUSE OF OFFICIALS: It is difficult to keep officials, in particular if the younger officials are abused by "ugly" parents on the sideline, or players on the field.

TRAINING COACHES: The majority of coaches are volunteers with insufficient training, it is difficult to attract dedicated coaches to the role each year

UNEVEN COMPETITION: Uneven competition through the "loading" of teams (all of the good juniors in one team), to the detriment of the competition

LACK OF PROFESSIONAL APPROACH: Club/Association members lack understanding of the 'professional approach' versus the 'she'll be right' approach

UGLY PARENT BEHAVIOUR: Ugly parent behaviour can become a problem, as some parents only want their children to be successful

COST OF RISING MEMBERSHIP: There are always complaints about the cost of rising membership, affiliations and insurances. As membership fees rise participation rates are negatively impacted

MEMBERSHIP FEES & RUNNING A CLUB: It is difficult to find a balance between membership fees being affordable and the ongoing costs of running the club/association, thus maintaining membership numbers

LACK OF STAFF: There is a lack of trained and paid staff to carry out all duties required

POOR COMMUNICATION: Poor communication through the various levels of the club/association and also with stakeholders such as State Sporting Association, Local Government, owners

WINNING IS PRIORITY: When winning becomes the only priority over issues such as the development of players, financial stability, over working volunteers, participation

NEGATIVES OF TECHNOLOGY: Becoming more dependent on technology precludes some members due to their lack of knowledge. Information must also be constantly updated and often the club/association is reliant on one computer for all areas.

POOR LEADERSHIP: Poor leadership and negative attitudes do not allow the club/association to pursue new initiatives.

SPLINTER GROUPS WITHIN MEMBERS/SHIP: Splinter groups within the membership can cause difficulties especially when making a decision against a close friend

NO NEW IDEAS: Reflecting on history rather than change, creates people who are incapable of change or moving with the times

GOVERNANCE IN PLACE: The correct policies and procedures are not always in place to deal with areas such as insurance, "red tape" issues, incorporation etc

UNACHIEVABLE GOALS & VISION: Goals or the vision set by the committee are unachievable, so deviation from the goals and vision can occur

PLANNING & ORGANISATION INADEQUATE: The planning and organisation of events is inadequate and not in touch with long term requirements of the club/association

LIMITED SOCIAL EVENTS: The club/association does not host enough social functions in particular at the start of the season. This contributes to a lack of club morale

Full List of Effectiveness Criteria Developed by Papadimitriou and Taylor (2000)

FACTOR 1: Calibre of the Board and External Liaisons

1. The board members demonstrate keen working spirit for voluntary services
2. The board members share sports administrative experience and knowledge
3. The board members work for the benefit of the NSO without external influences
4. The NSO allocates its financial resources with great care
5. There is good collaboration between the technical staff and the board members
6. The board members make correct and workable decisions
7. Major problems in the NSO are thoroughly analysed for identifying realistic solutions
8. The NSO is well-informed on internal admin. developments concerning the sport
9. The NSO responds promptly to the administrative changes of the sport
10. The NSO promotes consistently its public and international relations
11. The NSO retains efficient collaboration with the government
12. The NSO keeps open channels of constructive communication with the unions of different skill groups (e.g. athletes, coaches, officials, paid staff)
13. The NSO advertises adequately the represented sport

FACTOR 2: Interest in Athletes

14. The formation and functioning of the national teams of the NSO are ruled by fair and transparent regulations and procedures
15. The NSO keeps the spirit of its elite athletes high
16. The national team athletes are adequately assisted by the NSO in technical aspects (e.g. sports competitions, training camps and sports equipment)
17. The NSO covers the basic needs of the national team athletes (i.e. board, lodging, transportation)
18. The NSO presents attractive incentives to talented athletes to pursue high performance attainments
19. A co-operative atmosphere exists between the NSO and its athletes

FACTOR 3: Internal Procedures

20. The administrative responsibilities of the NSO are assigned appropriately
21. The NSO has the necessary technology to operate properly
22. The staff of the NSO know how to perform their task well

23. The routine problems of the NSO find quick and efficient solutions

24. The NSO communicates promptly and adequately with all external interested parties

25. The board members and the paid administrative staff of the NSO collaborate harmoniously

FACTOR 4: Long-term Planning

26. The NSO has explicit long-term plans for the development of the sport

27. The NSO has stated long-term objectives for the high performance sector

28. The NSO has developed particular programs to achieve its objectives

29. The NSO evaluates and improves the efficiency of its programs periodically

FACTOR 5: Sport Science Support

30. The NSO provides medical cover for the national teams

31. The national teams of the NSO enjoy a high standard of training conditions

32. The NSO collaborates with the NCSR for the sufficient scientific support of the national teams

33. The NSO shows interest in conducting or participating in research projects which benefit the represented sport

Appendix N

Checklist for Clubs

Instructions for use of checklist

The following checklist was developed to assist your club in identifying current areas that are effective and ineffective. The club committee or group nominated to complete this task need to determine which members, stakeholders etc in the club environment will be asked to complete the checklist. Stakeholders outside the club such as sponsors, local government personnel or State Sporting Association staff may also be deemed appropriate to complete the checklist for the club.

Once the stakeholders are identified the number of checklists needs to be either printed or emailed to these constituents. A return date and the place of return also needs to be added to the checklist (this is provided by [ ] at the beginning and end of the checklist. The place of return may be a box left in the clubrooms for a period of time to allow club stakeholders time to complete the checklist and return it while remaining anonymous, or be directly returned to an individual. Please be aware that if the checklist is returned directly to an individual, anonymity will not occur and may affect people's responses to the checklist.

CLUB EFFECTIVENESS CHECKLIST

This checklist is designed to assist our club in identifying areas that may currently be effective or ineffective. Please tick yes, no or don't know for each question and return it to [the box provided] or [insert persons name here] by [insert date here].

	Question	Yes	No	Don't Know
	People Skills			
1	The club has quality volunteers who are willing to work at different times and put a lot of effort back into the club/association			
2	The club provides regular, open communication to all levels of the club/association through a number of media i.e. emails, website, phone, newsletter			
3	The committee is dedicated and committed, and has specific roles for committee members			
4	The committee members attend regular meetings			
5	The committee is open and approachable, easily identified and accessible at events			
6	Training and education for coaches and officials provides them with a clear pathway for their development in the sport			
7	The club/association has a sense of ownership or "Pride" that breeds success across different levels			
8	The club/association provides an enjoyable environment for our members and tries to reward them as much as possible during social events			
9	The club/association has a good working relationship with the State Association			
10	The club/association has a good working relationship with the Local Government			
11	The club/association has a good working relationship with other stakeholders			
12	The club/association assesses the satisfaction of members, coaches, and officials at the end of each year to determine areas of improvement			
13	The club works in the wider community to promote the sport and to address current social concerns (eg working with local schools, liaising with overseas students who want to participate short-term and keeping kids off the streets)			
14	The club conducts a number of social events to build morale and assist with fundraising			
15	There is a degree of apathy among the members, and often the same people are doing all of the work			
16	There is a very high workload for a diminishing number of committee members			
17	It is difficult to retain committee members and find new members to join the committee			

18	There is a lack of volunteers and often the volunteers lack responsibility in their role for the club/association			
19	The training of officials to maintain quality can be difficult as they are often volunteers			
20	It is difficult to keep officials, in particular if the younger officials are abused by "ugly" parents on the sideline, or players on the field			
21	The majority of coaches are volunteers with insufficient training			
22	It is difficult to attract dedicated coaches to the role each year			
23	Club/Association members lack understanding of the 'professional approach' versus the 'she'll be right' approach			
24	Ugly parent behaviour is a problem			
25	Winning is the only priority for the club			
26	There is a lack of trained and paid staff to carry out all duties required (if applicable)			
27	There is poor communication through the various levels of the club/association and also with stakeholders such as the State Sporting Association and the Local Government			
28	Splinter groups within the membership cause difficulties for the committee			
	Administration Skills			
1	The club has financial accountability and provides value for money to the membership			
2	The club accesses high standards of equipment, resources and facilities			
3	The club has policies, constitution and by-laws that are up-to-date and adequate to deal with equality, dispute resolutions, rules, etc			
4	The club provides opportunities for club/association members to access competitions at all levels (including international)			
5	The club uses the web-site, databases and email to be more efficient across administration areas i.e. database, league scores, fixtures, newsletters			
6	The club promotes the image of the club/association to gain 'like' members and give the club/association a profile within the community			
7	The club works to gain sponsors and acknowledges any assistance sponsors can provide the club/association			
8	The club finds suitable volunteers to manage the club/association finances, and budgets to ensure the club's/association's viability			
9	The time & processes involved in applying for Government grants is ineffective in the short term			
10	Our club has a lack of suitable facility space to compete			
11	The facilities that are available to our club are becoming run down			
12	There is a lack of support from Local Council regarding our facilities			
13	Our sport having a low profile makes it unattractive to kids			

14	We experience uneven competition through the "loading" of teams (all of the good juniors in one team)			
15	There are always complaints about the cost of rising membership, affiliations and insurances			
16	It is difficult to find a balance between membership fees being affordable and the ongoing costs of running the club/association			
17	Becoming more dependent on technology precludes some members due to their lack of knowledge			
18	The club is reliant on one computer for all the clubs IT needs			
19	The correct policies and procedures are in place to deal with areas such as insurance, "red tape" issues, incorporation etc			
20	The club/association does not host enough social functions			
21	The planning and organisation of events is inadequate and not in touch with long term requirements of the club/association			
	Planning Skills			
1	There is strong leadership across all facets of the club/association			
2	The club has a clear vision and goals and is committed to working towards achieving these by planning for the future			
3	The club/association has the ability to adapt and respond to new ideas in the changing world/lifestyles			
4	Poor leadership and negative attitudes does not allow the club/association to pursue new initiatives			
5	We have people who reflect on history rather than change, creating an environment where people do not want to change or move with the times			
6	Goals or the vision set by the committee are unachievable, so deviation from the goals and vision occurs			

Please return your completed checklist to [the box provided] or [insert persons name here] by [insert date here].

CLUB EFFECTIVENESS CHECKLIST

Calculating the Checklist

An identified person from the club (or an independent source) is to collect all of the completed checklists.

Each statement in the checklist is to be tallied i.e., count the number of yes', number of no's and number of don't knows for each statement.

Ideal results would be:

People skills: questions 1 to 14 each answer recorded as yes

questions 15 to 28 each answer recorded as no

Administration skills: questions 1 to 8 each answer recorded as yes

questions 9 to 21 each answer recorded as no

Planning skills: questions 1 to 3 each answer recorded as yes

questions 4 to 6 each answer recorded as no

If the answers to the statements are not as suggested above (e.g., question 3 of people skills was answered no by stakeholders) these are the areas of club management to work on in the short term. Any tallied answers that are close in score (e.g., 60% answered yes and 40% answered no to question 1 of planning skills, which ideally should have been answered yes) need to be worked on once the initial areas needing improvement have been addressed. It is at the club's discretion how often the checklist is used i.e., once a year, every two to three years.