A Study of the Parameters of Organizational Eminence Model in the Sports Federations of Iran

Sirous Ahmadi, Roohullah Movahedi Behrooz, Ghasem Sulimani

ABSTRACT

Objective: The present study aims at analytically considering the parameters of organizational sublimity model in sports federations of Iran. Materials and Methods: The research methodology is descriptive-analytic kind. The statistical community of the study comprises all the staff and managers of sports federations (N=170) from among whom 118 ones were randomly selected as the subjects of the study and based on Morgan table. The standard questionnaire of EFQM was used here which consists of 50 questions. Results: The justifiability of the questionnaire was approved of through soliciting the comments of university professors. Its reliability was also found out to be α=0.92 upon the application of Kronbach alpha. The data thus gathered was analyzed using the single-sample t test. Results taken through such analysis showed that from the 7 federations studied those of Taekwondo, Volleyball, Wrestling and Weight-lifting have efficient status and those of Judo and Running do not.

INTRODUCTION

Nowadays, organizations consider improvement and enhancement of functions in the direction of their path toward organizational eminence. Evaluation of function and work is one of the main duties of the manager. No doubt, organizations cannot achieve their goals without a comprehensive model for evaluating and revising their plans and programs, nor can they apply their workable management for implementing their decisions without taking into account the results of their activities. Obviously, employing the models of organizational eminence can improve the efficiency of organizations [1].

Evaluation of function is the process of measuring, valuing, and finally judging a deed [2]. As an organization is composed of various parts and sections, for finding out about its success, we must evaluate how such parts and sections harmonize, and work together based on sound standards of functionality toward the organizational goals. Despite the increasing importance of the processes of supervision and evaluation in our country and the existence of many institutions of assessment, there are some problems and challenges evident in different sections some of which are: how to evaluate deeds, not being responsive, reduction in the speed of plans and activities, disharmony among the deeds and increase of costs [7].

Regarding the fast speed of information and the great amount of communication and the challenges which such phenomena would bring about for the organizations, the necessity of having standards for determining one’s status and planning based on evident weaknesses and strengths of the time is more strongly felt. Rewards of quality and its special models have for some decades been obsessing the minds of scholars and theorists. Many models for organizational eminence have so far been proposed and tried among which the EFQM model is, by far, the most famous one which provides us with the largest amount of information about the functions of the organizations [4]. This model helps us compare our present state with an ideal state in order to identify the differences and by studying the causes of them, think of possible solutions for improving the present state, and finally by implementing the solutions work toward eminence [6]. In a case study entitled “Towards a Humanitarian Scale in Change and Improvement”, Dahlgaard[6] aimed at understanding the importance of honor of organization, that is the human aspect of comprehensive quality management and change management, using EFQM, concludes that considering human aspect in TQM and organizational change makes for new
opportunities for a context toward achieving eminence. In their research project entitled “Competitiveness and Performance; An Integrated Management Model” on an international company in Slovenia and meaning to improve competitiveness and organization development, Podobnik and Dolinsek[7] mentioned the advantages of combining some of the models such as EFQM and balanced advantage card model and offered a new model for the competitiveness of the organization. By presenting a prescribed model, which was combined out of the two models of EFQM and BSC, they studied the advantages and disadvantages of both and the profits of combining them for reducing their weaknesses.

In his study in an Spanish university, Tari[8] explains the process that a self-assessment must go through based on EFQM model, and comes up with the following stages: extending the commitment of the management, planning for a self-assessment, forming certain teams for training and doing the assessment, deciding about the reforming actions, and finally performing the reforming actions. In an study entitled “Application of EFQM Model in organization”, George et al. [9] showed that with a unique model like EFQM, an organization can manage to take all its personnel involved in their work toward later stages in the process of improvement[8].

For Eskildesen&Kangi (1998) believe that using model of organizational eminence is necessary for the following reasons: a- increasing the public knowledge of the importance of quality and the need for its ever more consideration throughout the society with the use of a practically scientific model for it; b- a place for evaluating the organizations based on sound standards of performance evaluation; c- providing the grounds for a systematic self-assessment of organizations for finding about their weaknesses and strengths and comparing them with other organizations; d- providing a means for knowing about the achievements of successful organizations in quality improvement and introducing them to other organizations as ideal models to follow. As Moulin[11] suggests *eminence model* is a procedure which provides the way for the activities of the managers toward improvement of performance. By providing interconnections among the staff, the customers and the society in large through organizational chains and processes, this model can also bring satisfactions to the needs of each of these groups. Therefore, the key idea of the eminence model lies in answers to these two questions: how are we to identify this model as a suitable and logical management structure? And who are to play the essential roles in the chain of interactions and interconnections? The constant improvement in the performance of the organizations creates a tremendous force of collaboration which can support the plans devised for the growth and development of chances for organizational eminence. That is why governments and organizations attempt a forward movement in this way. However, without studying and gaining information about the status of progresses made in the way of improvement an intended goals, without knowing about the challenges and problems facing the organizations, soliciting the feedback on the implementation of formulated policies, and deciding about the measures to be taken for improvement, no constant enhancement of performance would come about. thus, the present study aims at answering this question: is there a meaningful difference between the present state of affairs in the sport federations of Iran and the ideal state proposed by EFQM model of organizational eminence?

**Methodology:**

The research methodology applied in this study was of descriptive-evaluative kind which was conducted based on a case study using the standard EFQM questionnaire of the organizational model of eminence. Regarding its aim also, this model is a practical one. The statistical community of the study were all the personnel and managers working in the sport federations (N=170) from among whom the subjects of study (n=118) were selected based on simple random sampling. The main measurement tool in this study was the standard EFQM questionnaire of the organizational model of eminence which consists of 50 questions scaled based on the 5-value scale of Lectete. It covered 9 major parameters as: leadership with 5 questions, policy and strategy with 4 questions, human resources or the staff with 5, participation and resources with 5 questions, procedures 7 questions, customers’ results 9 questions, personnel’s results 9 questions, society’s results 3 questions and finally, key results with 7 questions.

For making sure about the justifiability of the questionnaire, and a careful assessment of its concepts and contents, the comments of 15 university professors in the field of sport and physical education were solicited. Its stability and reliability was also test using Kronbach alpha method in which first questionnaires were given to 30 persons form our statistical community, and after collecting the filled questionnaires, the Kronbach alpha was calculated to be 0.92. For the statistical analysis of the data thus collected such parameters of descriptive statistics as frequency, the percentage of frequency and mean were used. We also used the single-sample t test from the SPSS 16 software.

We used the single-sample t test for analyzing the data of the study. As in the model of organizational eminence, gaining a mean value in the way toward eminence is desirable, we designate the number 3 indicating a desirable state for each of the parameters involved. For testing the assumptions, the level of significance was meant to be 5 percent.

The findings of the study.
Regarding the t test values presented in table 2, and the achieved mean, we can conclude that of the 7 federations under study, those of taekwondo, wrestling, volleyball and weight-lifting are eminent, but those of running, judo and basketball are not.

Discussion and Conclusions:

In today’s world of accelerating over-communications, as competition and rivalry are spreading out through all forms of human life, sport federations should also seek ways and strategies for enhancing their competitiveness through which to better reach ideal states. With the present states of these federations, however, which are never desirable, they neither would reach a global ideal state, nor can they even keep their present one. This certainly is a severe challenge which shall be the subject of many more studies and research projects. We have no scope here to work this challenge out, and would rather mean to study one of the first most important steps that every organization should take to come to the way of eminence and growth; that is self-evaluation, and for doing that we have tried to apply the most famous model for self-assessment.

In this research, we undertook to study the status of the parameters of organizational eminence from the viewpoints of managers and personnel of 7 important sport federations. The federations were first evaluated in terms of the 9 parameters, and after that the differences between the two fields of enhancement and results were compared. Statistical analysis of the data showed that there are meaningful differences between the present states and the ideal ones both within the federations themselves and among all of them. It proved that some of the parameters are not in a desirable state in the federations.

We now present the studied federations with some suggestions which may facilitate their implementation of the process of change management.

1- Caring for all the aspects of eminence and enhancing them along with each other; as the parameters of eminence and growth have meaningful mutual effects on each other, we suggest that the federations or any federation that tends to use the models of eminence for changing their present states, raise and develop all the parameters of eminence together.

2- implementing planned projects for sub-standards which help the eminence of federations; therefore, it is suggested that the managers provide grounds for the training of the personnel and their commitment in the process of change and also for making mutual relationships based on confidence between the staff and the managers by helping the practical application of procedures for management of change and eminence in federations.

3- Familiarizing the personnel and the managers by the significance of eminence and growth in the existence and profitability of the organization; as organizational eminence is a recent issue, it is not yet fully realized in Iranian sport federations. Thus, it is suggested that we provide situations for the familiarity of personnel and the managers with this concept. Holding plans, regular classes in this regard and controlling the growth and expertise of them in this regard can also be fruitful.

4- making conditions for facilitating the implementation of enhancement programs and making commitment in the staff towards them; regarding the importance of commitment in the performance of tasks, providing
conditions for ensuring the staff about the importance of growth and eminence is highly effective in enticing them toward doing their role in enhancement plans.

Based on the findings of our study, we also have some suggestions related to each of the 9 parameters of eminence which may help the federations in their efforts toward better states:

1. Leadership: devising and formulating the intended ideals, aims and strategies, stability in goals and purposes, clarity and responsiveness toward the staff, customers and those involved, prioritizing the enhancing activities and actively participating in them.

2. Policy and strategy: devising and planning the policy and strategy of federation, clarifying and harmonizing the short and long-term aims, predicting, identifying and prioritizing the present and future needs and expectations of all those profiting from the federations, analyzing the performance of the rivals, analyzing the parameters of internal performance and determining the mechanisms of informing and reporting.

3. Human resources: encouraging and promoting the personnel, motivating them, enabling and giving responsibility, caring for welfare, immunity and well-being of the personnel, training and raising the knowledge of them, and constantly evaluating their performance.

4. Participation and resources: identifying and assessing co-working organizations and suppliers, promoting a system for planning and financial reporting, making and establishing mechanisms for soliciting reports, devising long-term plans for income-producing aims, establishing and extending strategies for the management of technology and information and knowledge.

5. Procedures: devising and designing procedures and institutional charts toward the aims of the federation, using a system of standard in management, identifying and prioritizing the improving measures.

6. Customers’ results: classifying different groups of the customers and planning for a proper satisfaction of their needs and demands.

7. Staff’s results: improving work place conditions, relations between managers and the personnel, training and enhancing the staff, cyclical evaluation of the contentment and loyalty of the personnel, assessing the commitment and motivations of the personnel and removing problems related to such issues.

8. Society’s results: expert study of the mutual effects of society and federations on each other, identifying environmental resources needed by the federations and the way for supply those resources in a safe way, identifying environmental needs and demands and creating a positive impression of the federation in the society.

9. Key results of performance: achieving Asian, international, and world successes, comparing the parameters, and gained results with those of other federations.

REFERENCES


