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OPERATIONALIZATION OF THE COMPETING VALUE APPROACH FOR DEVELOPING SPORTS' ORGANIZATIONAL EFFECTIVENESS IN THAILAND

Dittachai CHANKUNA[1] Nilmanee SRIBOON[1] and Rangsun WIBOONUPPATUM[2]

[1]Sport Management Program Graduate School Chandrakasem Rajabhat University

39/1 Ratchadapisek road Chandrakasem Chatuchak Bangkok 10900 Thailand

[2]UNICEF Thailand Country Office

19 Phra Athit road Banglumpoo Pranakorn Bangkok 10200 Thailand

ABSTRACT

This study aimed to explore a relationship between the means and ends in developing sports' organizational effectiveness in Thailand by using the Competing Value Approach (CVA) model. Organizaional samples were volleyball tennis Muaythai soccer and track & field association. Ten experts developed sixty statements of eight theoretical structures for preliminary scales in the organizational effectiveness questionnaire. Nine hundred ninety-six constituents having affiliated with five sports associations responded the questionnaires for determining the structures of the proposed measurement model. Statistics used to analyze was confirmatory factor analysis (CFA) and structural equation modeling (SEM). The results were found that the relationships of the structural model between means was significantly positive relationship with ends (total effect = 0.92) with good fit (CFI = 0.949). Planning and availability of information which has high correlation (r = 0.97) have a significantly strongest positive relationship with means (lamda = 0.77). Skilled workforce has a significantly strongest positive relationship with ends (lamda = 0.69).

INTRODUCTION

According to the National Sports Development Plans under the National Economic and Social Development Plans the main objectives of sports administration in Thailand since 1964 or 2507 B.E. are to improve and develop Thai sports structures systems and governance to be more transparent accountable and effective (Ministry of Tourism and Sports. 2007). However those goals have not been easy to achieve due to several obstacles especially the problems occurring with the administration of national sport bureaus as well as sports associations which have been affected by budget problems long vertical hierarchical structures coordination difficulties and a lack of effective supervision personnel empowerment and development. Like a machine the organization is expected to operate in a rigid repetitive and impersonal manner (Slack & Parent. 2006:8-12). These problems have also reduced employees and sport players' morale as well as public trust towards sports administration in Thailand.

Because sports are highly important social institutions which have primary functions in disseminating and reinforcing the values regulating behavior and goal attainment as well as yield several benefits to citizens and the nation (Herman & Renz. 1997) understanding structures influencing the effectiveness of sports administration will help related organizations and constituents to develop the wealth of the nation via sports in several ways. For instance having an effective sports administration will boost the economic development of the nation especially helping the government and sports associations to have effectual strategies and plans. Moreover an effective sports administration will help the government and related agencies to make appropriate decisions to invest in sports programs that will meet the needs of citizens and yield the highest return on investments as well as promote effective public-private partnerships to support the development of Thai sports.

The harmonization and participation of Thai citizens can be enhanced by sports as well. For example Thai citizens always support for Thai athletics participating in international sports competitions such as the SEA Games ASIAN Games or Olympic Games. Medal-winning athletes from those games are seen as heroes and role models and can encourage Thai youth to play sports as well. However those heroes are limited in some sports such as tennis badminton boxing and taekwondo. As a result if the government and related sports associations had effective sports administrations and strategies they could make effective decisions to invest in potential sports and tournaments such as allocating budgets for upcoming international sports competitions effectively and efficiently. Also an effective administration can assist sports bureaus and associations in avoiding some internal problems such as leadership or political conflicts that will affect the development of the sports of a nation (Siamsport. 17 May 2013).

Benefits of sport are increase quality of life health physical fitness discipline cohesiveness pride inspiration revenue occupation and national economics. As a result government funding coupled with heightened commercial activity will be affected. For example an additional ฿THA 96.39 billion over 6 years was invested in welfare business for supporting organizations related to fundamental and elite sport strategies

(Government Gazette Decree Issue. 2007). Pure nonprofit voluntary organizations typically valued the intrinsic benefits of participation above the need to maximize success at national and international competitions. Thus organizational effectiveness will reduce national welfare investment.

Based on the problems of sports administration mentioned above the main objective of this study is to investigate structures promoting the effectiveness of sports administration in Thailand. In doing so a Competing Values Approach (CVA) developed by Quinn and Rohrbaugh (1981 1983) will be employed to extract such structures. The CVA is a model which reflects the effectiveness of an organization based on multiple performance criteria such as the capacity to measure organizational structure; the preferences for flexibility and control; and the focus of people and the organization itself (Buenger Daft Conlon & Austin. 1996). The CVA also helps researchers integrate their criteria with other models including a human relations model an internal process model an open systems model and a rational-goal model.

Because of its advantages numerous authors have applied the CVA to study the effectiveness of an organization in several ways such as measuring the effectiveness of change processes (Quinn & McGrath. 1985); assessing the advantage of the organizational culture (Colyer. 2000 ; Quinn & McGrath. 1985 ; Quinn & Spreitzer. 1991 ; Zammuto & Krakower. 1991); investigating the similarities and differences of managerial roles at various levels of an organizational hierarchy (DiPadova & Faerman. 1993); and examining health promotion programs (Wolfe Slack & Rose-Hearn. 1993).

This study therefore applies the CVA to measure the effectiveness of sports administration in Thai sports associations focusing on fundamental and elite sports strategies according to the National Sports Development Plan IV. The main reason why the author included those sports organizations in the study is that their missions and strategies could make a huge impact on the development of Thai sports. A confirmatory factor analysis (CFA) will then be used to validate indicators influencing organizational effectiveness based on the CVA. In addition a structural equation modeling (SEM) analysis will be employed to testify to the relationship between the means and ends of promoting the effectiveness of sports administration in Thai sports associations. It is noteworthy to mention that although the CVA has been utilized by numerous scholars to assess the effectiveness of organizations (e.g. Buenger et al. 1996 ; Kalliath et al. 1999 ; Quinn & Spreitzer. 1991 ; Shilbury & Moore. 2006) none of them applies the CVA to enhance the effectiveness of sports organizations.

METHODOLOGY

Organizational Samples Identification

Population is 71 sports associations of Thailand which reflected operational responsive organizations for fundamental and elite sport strategies of the National sports development plan IV. To ensure representativeness of organizational samples and to receive adequate information provided by sample organizations four criteria were used for purposive sample framework from 71 sports associations of Thailand.

The criteria are: 1) being a member of SportAccord (International Sports Federations currently has 109 members) to warrant the sample focus on three principles: good governance universality and ethics/social responsibility; 2) being an Amateur sports association; 3) representing each quadrant of CVA; and 4) proportionally random sampling from each quadrant of CVA.

Finally five sports associations were determined as organizational samples. They were volleyball association from Rational Goal soccer and Muaythai associations from Open System tennis association from Internal Process and track & field association from Human Relations.

Experts Qualification

To search for experts the researcher has six different criteria. The criteria are: 1) having at least 45 years old and/or 20 years experiences in sports organizations; 2) holding master or doctoral degree; 3) representing a diverse array of academic background and interests including sociology business industrial psychology public administration social psychology and organizational behavior; 4) demonstrating of leadership effectiveness; 5) being socially recognized as a sport expert; and 6) being highly recognized by supervisors co-workers and subordinators.

According to above criteria three groups of experts namely domestic sports association and international experts are invited to develop the preliminary scales. In addition those experts from sports association are invited to identify constituency groups. To contact different groups of expert mentioned the researcher employed different means. By contacting domestic and sport association experts not only was telephone used but also and invitation letters were used. For approaching international experts researcher had directly invited them face to face with invitation letters during official visit at the University of Georgia USA. Finally ten experts participated in this study.

Preliminary Scales Development

Development of the preliminary scale was carried out through a review of the literature semi-structured interview and test of content validity. Organizational effectiveness statement from Quinn and Rohrbaugh (1983) and Shilbury and Moore (2006) were selected as the basis of this study.

The semi-structured interview and test of content validity protocol from Zhang et al. (2002) and Zhang Lam and Smith (2006) were adapted in this study. It was designed to ascertain the validity and reliability of indication of organizational effectiveness in terms of obtainment of core sport value and worthiness of investing financial and human resources within each of the eight cells composing the CVA. In other words the interviews were structured around the eight cells of the CVA. Common themes and statements were identified based on Quinn and Rohrbaugh (1983) and Shilbury and Moore (2006) ultimately leading to a series of statements in each cell. Each statement was formulated for the purpose of allowing experts to evaluate relevance representativeness and clarity for each of the eight cells.

Importantly the preliminary scales were retranslated to Thai language using a forward-backward method following Guillemin Bombardier and Beaton (1993). Professional English translator who has five years

of University education background in the United State of America was invited directly by phone and he was willing to participate in this study because researcher is his colleague.

Then preliminary scale was send to the experts both by e-mail and directly interviewed by researcher for content validity test. All experts were guided to focus on the measurement property of each item. They were asked to rate the level of content validity for each statement contained in the instrument based on five-point Likert type scales using the following anchors: (1) s*trongly disagree* (2) *disagree* (3) *neither agree or disagree* (4) *agree* and (5) *strongly agree*. Preferred scale retain in the preliminary scale should has mean equal or greater than 4.00 in all three content validities. Six scales in flexibility resources availability of information and stability quadrants were eliminated. A total of 60 scales were retained in the preliminary scale. Reliability of the scale from Cronbach's alpha was high (0.995).

Data Collection and Responsiveness

Seventeen different constituent groups were identified by Sports association experts as having affiliated with the operation of the Thai Sports association. Exactly number of all constituency groups was verified from affiliate member database of each sports organization. Total number of all constituency groups which reflects organizational sample was 11050. However a sample size of all constituency groups sampling was based on the expectation of using the structural equation modeling (SEM). A ratio of cases to free parameters of 15:1 has been chosen based on Kline (2005). The conceptual model consists of 66 free parameters therefore requiring a sample size of 990 to obtain the appropriate size to conduct structural equation modeling with the given complexity of the conceptual model. Thus sample size of 990 was random sampling with stratified technique for data collection. After adjusted the decimal number and prevention of uncompleted responsiveness a sample size goal in this study was 1186.

Then the questionnaires were distributed based on the sample size goal (target constituency groups) by researcher and six assistant researchers who had prior trained. Target constituency groups were both given directly (paper-based) and indirectly (non paper-based) the package of questionnaire request for participation and the questionnaire. Questionnaires consisted of a total of 63 items. 60 items required participants to indicate perception of their organizational effectiveness based on the validated preliminary scales and three items required they answer their demographics data. The length of the questionnaire was six pages. As result 996 questionnaires were completely responded.

Data Analysis

Data collected from the questionnaire was analyzed through structural equation modeling techniques using Mplus 5.21 (Muthen & Muthen). Due to the presence of missing data parameter estimates were calculated using full-information maximum-likelihood (FIML) estimation. Confirmatory factor analysis was used to test the overall measurement model to identify that the variables from the measurement instruments

loaded as expected on latent factors. The questionnaire data was then analyzed to assess the fit of the data to the conceptual model using full structural modeling. The analysis and interpretation process followed the six fundamental steps outlined by Kline (2005) requiring 1) model specification 2) model identification 3) data collection preparation and screening 4) model estimation 5) fit assessment and 6) model respecification.

RESULTS

Description of the Sample

Demographics of the samples were presented in six categories. Gender age job position work duration affiliated sports association and constituency groups have classified in terms of frequency and percentage based on their characteristics. The average age of the sample was 35.15 years (SD = 12.81). Of the 996 samples the majority was male (50.9%) and student (19.2%). The average work duration was 12.60 years (SD = 8.18). In terms of constituency group spectator (costumer) was the majority participants (45.2%) and Tennis was the most affiliated sports association among them (44.3%).

Data Screening Preparation and Scale Reliability

In structural equation modeling (SEM) it is important to screen data before conducting analyses to check for missing data multivariate outliers univariate and multivariate normality and multicollinearity (Kline 2005). In this study cases with 90% or better completeness on the questionnaire were included in the final dataset. None of all cases in the questionnaires were excluded because all of them had less than 10% missing data. All variables from the questionnaires were normally distributed. In addition correlation coefficient estimates ranged from .19 to .84. Therefore there was no multicollinearity problem in this study. Finally the reliability of eight of the scales as measured by Cronbach's alpha is high ranging from .76 to .91.

Estimation Procedures

The covariance matrix of all observed variables was used to analyze the measurement model which consisted of eight latent factors. Measurement model was done by fixed factor loading approach. Eight latent factors flexibility resources planning productivity availability of information stability cohesive workforce and skilled workforce were represented by their respective sixty observed variables from each subscale of CVA. The lambda coefficient or factor loading was set to one. Then CFA was used to loading eight latent factors onto a latent structure termed *Organizational Effectiveness.*

The independence model confirmed the presence of intercorrelations in the data and therefore their suitability for CFA analysis χ^2 (1698 n = 996) 29695.232 p < .001. The data provide low support for the hypothesized model (see Table 1) and the χ^2 difference test indicated a significant improvement in fit between the hypothesized model and the independence model χ^2 (1694 n = 996) 27478.210 p < .001 (see Figure 1).

Model respecifications were examined using Schumacker and Lomax's (1996) recommendation that a substantive basis be the criteria for change rather than statistical advantage alone. Three substantive

modifications were made to the model and their respective effects are presented in Table 1. These modifications involved allowing resources to correlate with flexibility; cohesive workforce to correlate with flexibility and cohesive workforce with resource. The final model provided a moderate fit of the data to the model (Scaled χ^2 = 27478.210 p = .001; RMSEA = .129; CFI = .640; TLI = .624; SRMR = .175). Examination of the standardized residuals covariance matrix revealed no significant discrepancy between the sample and the implied covariances matrices.

All the manifest factors loaded significantly onto organizational effectiveness. The variable with the highest loading were availability of information and stability (.98) followed by planning (.96) productivity (.84) flexibility (.75). The variables that contributed least to the solution were skilled workforce (.57) and cohesive workforce (.53) and resources (.38).

Table 1 Fit Indices for Measurement Models and CFA Models

Model	df	Scaled χ^2	RMSEA	CFI	TLI	SRMR
1. Original proposed measurement model	1682	35236.266	.142	.532	.507	.139
2. Final modified measurement model	1678	28443.776	.127	.626	.606	.164
3. CFA for OE model	1698	29695.232	.129	.609	.593	.173
4. Final modified CFA for OE model	1694	27478.210	.124	.640	.624	.175

Note. RMSEA = Root Mean Square Error of Approximation; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; SRMR: Standardized Root Mean Square Residual.
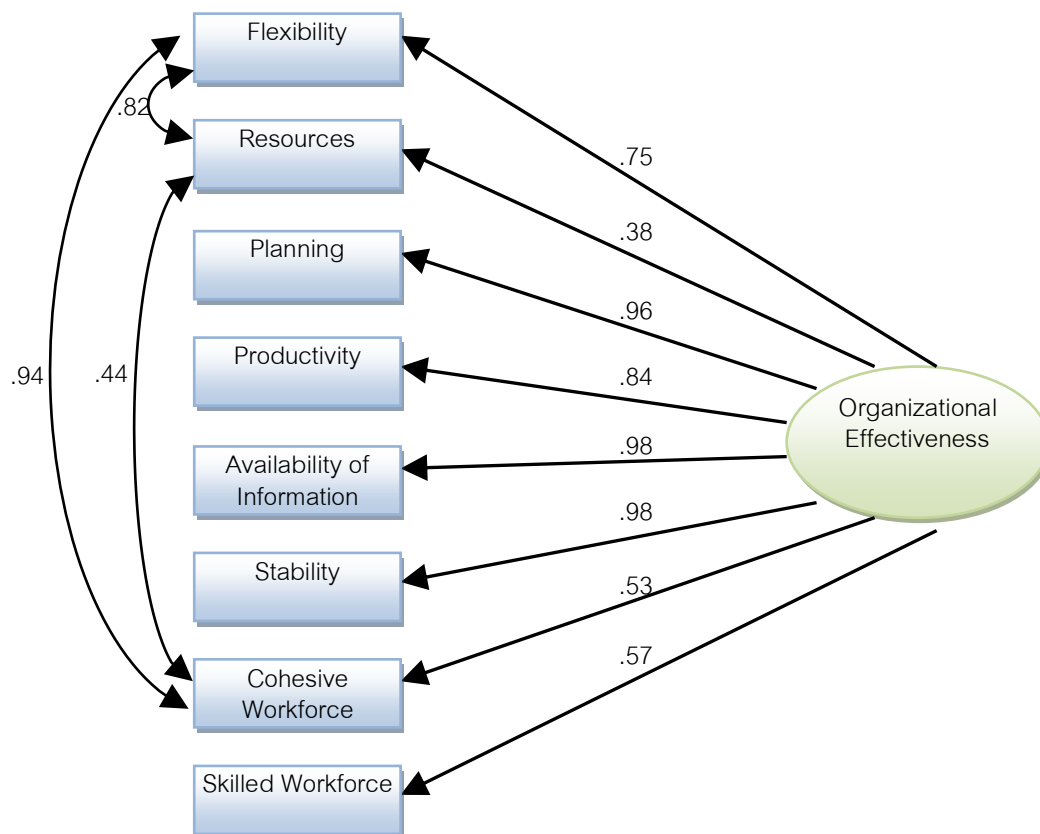
p < .05.

Figure 1 Depiction of Confirmatory Factor Analysis for Organizational Effectiveness

In SEM the fit of the structural model is tested similarly to that of the measurement model. Measurement model was done by fixed factor loading approach. Four of the latent factors flexibility planning availability of information and cohesive workforce were designated as latent indicators of second-order latent factor of *means*. Rest of four latent factors resources productivity stability skilled workforce were designated as latent indicators of second-order latent factor of *ends*. The lambda coefficient or factor loading was set to one. Here testing involves inclusion of the measurement model along with the structural model simultaneously. The structural model consists of paths connecting latent factors according to the hypothesized relationships. In SEM structural equations are produced similar to multiple linear regression analysis. The structural equations in SEM are estimated through path coefficient estimation. The results are given in Tables 2 3 and 4.
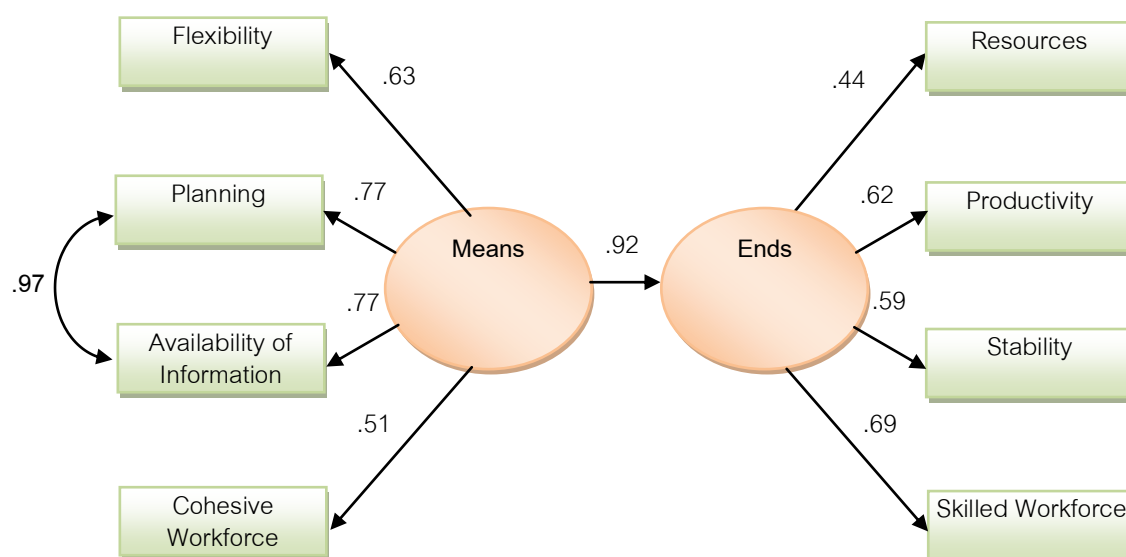
Figure 2 Depiction of Structural Model

Table 2 Structural Model Measurement Equations

Variables	lamda	t	S.E.	R^2
Means				
Flexibility	.633	26.324	.024	.401
Planning	.773	37.203	.021	.194
Availability of Information	.774	37.383	.021	.597
Cohesive Workforce	.508	18.208	.028	.389
Ends				
Resources	.441	14.778	.030	.600
Productivity	.624	25.457	.025	.338
Stability	.581	22.493	.026	.258
Skilled Workforce	.690	30.633	.023	.477

Table 3 Path Coefficients t-values and R^2 Values for Hypothesized Structural Model (direct and indirect effect)

Path to	Path from	Direct		Indirect		Total		R^2
		PC	t	PC	t	PC	t	
Means								.841
	Ends	.92	37.83*	-	-	.92	37.83*	

Note. PC = Path Coefficient

*$p < .05$.

Table 4 Fit Indices for Measurement Models and Structural Models

Model	df	Scaled X^2	RMSEA	CFI	TLI	SRMR
1. Second-order measurement model	19	427.114	.147	.929	.896	.094
2. Structural model	18	311.087	.128	.949	.921	.062

Note. RMSEA = Root Mean Square Error of Approximation; CFI = Comparative Fit Index; TLI = Tucker-Lewis Index; SRMR: Standardized Root Mean Square Residual.

*p < .05.

DISCUSSION

Proposed measurement model for mean (all X-model) was predicted that either flexibility or planning or availability of information or cohesive workforce has a significantly stronger positive relationship with means. Structural modeling equation revealed that planning and availability of information have significant strongest positive relationship followed by flexibility and cohesive workforce. Furthermore planning has high correlation with availability of information.

This was argued that planning based on well information strongly has relationship for means to effectively operate activity and communication in organization's constituency as it reflect as vital mission and strategy for determine organization's direction and culture. Furthermore both flexibility and cohesive workforce structures also have a relationship with means. Cohesive workforce has less relation with means because successful of Thai organization wasn't come from good system or foundation of cohesiveness. Bonus was specifically given to accomplish players. Simultaneously good attitude in working has to be created with same direction from beginning and built cohesiveness for good skilled workforce. However flexibility seems to be high relation with means as planning and availability of information did. In sum improvement for sports organizational effectiveness should be processed based on clarity and globally and mainly concerning on social benefits.

It was not surprised that planning has strongest relationship with means. Many studies suggested that planning was important value for organizational effectiveness (Colyer. 2000 ; Quinn & McGrath. 1985 ; Quinn & Spreitzer. 1991 ; Zammuto & Krakower. 1991 ; Wolfe Slack & Rose-Hearn. 1993 ; Kalliath Bluedorn & Gillespie. 1999 ; Shilbury & Moore. 2006). In addition Thai sports association has operational plan followed two major plans; National Economic and Social Development Plan and National Sports Development Plan. Those plans were systematically established through the experts to ensure effectiveness. Thus planning is probably represents means for develop sports' organizational effectiveness.

In addition availability of information is also represents means as planning. Papadimitriou and Taylor (2000) supported that effectiveness of the sports organization derived from availability of information such as how well of the organization communicates with affiliated province-level sports organizations; how

success of the organization at gaining feedback from their constituent groups; and how well of the organization communicates with government agencies. Thai sports organizations have well communicate with Sports Authority of Thailand which they were directly supervised. Moreover gaining feedback of Thai sports association through various information technologies such as newspapers television radio internet website and billboard were effectiveness. This help availability of information has strongest relationship with means. Hence it was argued that organizational effectiveness can develop through availability of information.

However flexibility has less relationship with means for established organizational effectiveness. As contrary to Shillbury and Moore (2006) who found high factor loading on flexibility Australian national Olympic sporting organizations has the capacity to seek opportunities be responsive to change monitor constituent's expectations and those of the media as well as scrutinize government and policy changes may well extend flexibility to the realm of competitive advantage. This suggests that Thai sports association need to improve three operations following the CVA. Firstly sports association need to seeking opportunities to develop the sport. Secondly the board need to receptive to suggestion for change. Thirdly sports association need to monitor and responds to changes in constituents' expectation (e.g. coach players institutions media school or government).

In addition cohesive workforce has less relationship with means. This result was congruence with Shillbury and Moore (2006). They stated that it may be due to what the organization does (productivity) and how it does this (stability) and with what resources (flexibility) and this may be seen as the primary focus in determining effectiveness. The structures in cohesive workforce may be more relevant to determining the level of job cohesion or satisfaction experienced by staff and volunteers processes not always visible to all constituent groups. Moreover constituent group analysis at the individual organization level would reveal staff and volunteer perceptions of these human resource structures. For operationalisation cohesion system without discrimination for all constituent groups needs to be established. This will eliminate different perceptions but create good attitude among all constituent groups as well as benefit to society. Thus planning and availability of information which has high correlation have a significantly strongest positive relationship with means.

Simultaneously proposed measurement model for ends (all Y-model) was suggested that either resources or productivity or stability or skilled workforce has a significantly stronger positive relationship with ends. Structural modeling equation revealed that skilled workforce has significant strongest positive relationship followed by productivity stability and resources respectively. This was argued that productivity has highly related to ends because most people (in Thailand) believe that organizational product is victory in the competition only. If organization fully uses the resources it should obtained effectiveness as well. However few organizations in Thailand has its own sponsorship lack of public relation throughout all constituency

groups and missing of paying attention on sport resources management this later in less relation between resources structure with ends.

Furthermore resource has lower related to ends because lack of good system of sport administration and affected by skilled workforce. Most players were success from training within their sport family. Individual player seem to be success than team players. Team training system wasn't established discipline in players and guided them to oversee their own self. It mostly found that team players usually hang around more than training with discipline. Thus productivity and skilled workforce structures have to be increasable improved for obtain international standard.

Skilled workforce has significant strongest positive relationship with ends. This result was supported by Steers (1977). He recognized that employee is an important effectiveness criterion for sports association. Furthermore skilled workforce is tangible indicator for measuring organizational effectiveness (Matz. 2008). This implies that constituent groups of Thai sports association believes satisfactory numbers (of players referees volunteer workers and coaches); gains substantial private sector sponsorship; ability to acquire funds from a variety of sources; attracting spectators; and adequate facilities for all levels of competitions reflected organizational effectiveness.

Second reflector of organizational effectiveness in Thai sports association was productivity. In terms of sports association on which the current assessments were focused it seems that the organization's ability to be productive that is to achieve the medals in international competition. These results therefore point to the rational-goal quadrant as the key determinant of effectiveness in Thai sports association. Further research could investigate more fully constituent views on what specifically constitutes productivity. For example one of the classic competing values in sports association is balancing resource allocation between elite athlete support and support for mass participatory programming. In other words and in rather simplistic terms do gold medals and world championship victories unduly influence perceptions of sports association productivity? Rojas (2000) reinforces the productivity dilemma confronted by nonprofit organizations stating The concept of productivity in the nonprofit sector is less tangible and more perceptual than in the for-profit sector (p. 99) highlighting social structure (Herman & Renz. 1999) as an important facet of measuring effectiveness in nonprofit sporting organizations. This perception noted by Rojas is ultimately the social structure and interpretation of sports association productivity by its constituents.

However stability has low reflection on organizational effectiveness. This result was contrast with Shillbury and Moore (2006) but expounds nicely Cameron's (1986) effectiveness paradox claimed that sports association must be both stable yet possess the capacity for flexibility particularly in light of the small size of some sports association that rely on bureaucratic system and a limited resource base. This mean that Thai sports association was not stable but they need to improve for effectiveness in retention rate (of coaches volunteer workers players and referees); protect and promote the growth of the sport; and maintenance a consistently good public profile administrative directions and decision making and sound financial operations.

It is interesting that resource acquisition (attracting players coaches funding sponsorship etc.) although a significant contributor contributes least to the effectiveness of the organization. It is difficult to explain why this is the case particularly in light of previous studies (Frisby. 1986 ; Koski. 1995) where resources such as funding or members were found to underpin productivity or the goals pursued by sporting organizations. Clearly results from this study do not support the assertion that resources underpin effectiveness. Most sports association however consistently wish for more resources to fund their ever-increasing range of programs. In the case of sports association the true test of maintaining this equilibrium with the environment is manufactured as government money and increasingly funds from the government are guaranteed to provide organizational stability. Therefore resource acquisition at least in terms of financial resources is not perceived as a critical determinant of effectiveness. At least some level of effectiveness is guaranteed. As Shilbury (2000) noted however this perspective represents a potential pitfall for sports association in the future as the proportion of government funds relative to overall expenditures declines as a consequence of an expanding range of programs and activities capitalizing on previous successes. As constituent groups come to this realization this might lead to resource acquisition being recognized as a more important determinant of organizational effectiveness.

Structural model was predicted that means has a significantly positive relationship with ends. This prediction was supported by the results of this study because the relationship between means with ends has positively high significant (.92) at level .01 and fit indices indicate relative good (CFI = .949). This was claimed that the operation according to means structures especially planning and well availability of information induced sports organizational effectiveness as ends structures which emphasized on productivity and skilled workforce. The structure model cans implement in real situation and response organization has to be established for driving the operations in each structure of the CVA with good governance. However flexibility resources planning availability of information stability cohesive workforce and skilled workforce certainly affected to productivity which is sport organization's end result.

The CVA to organizational effectiveness has also been adopted because of its capacity to encompass both the means undertaken and the ends achieved by an organization (Chelladurai. 1987). It also allows for views held by constituents and the need for these to be satisfied a particularly important characteristic given sport's capacity to bring together people from diverse communities and its potential social impact on these communities. For example such diversity can be found among players coaches officials board members staff and state affiliates. Social impact occurs through the opportunities to participate and to meet others in the community at the same time providing an outlet for physical competition. The CVA acknowledges that effectiveness can be a subjective evaluation and that constituents viewing an organization as effective are vital to its operation.

Furthermore the board of sports association has crucial legal and moral responsibilities and can substantially affect the performance of the organization (Herman & Renz. 1999:113). This place planning and availability of information play a vital means for organizational effectiveness. Coupled with multidimensionality in terms of measuring organizational effectiveness boards of sports association continue to grapple with businesslike practice within a culture that has traditionally been resistant to such practice. Therein lies a competing value that sports association must grapple with in their search for an operational framework. On one hand sports association must increasingly be businesslike professional and accountable. On the other hand they cannot be so professional and bureaucratic that the perception among them. This create dilemma for organization trust. However good governance will decrease this confusion and enhance sports' organization effectiveness. In sum ends from skilled workforce productivity stability and resources will emerge. Thus means has a significantly positive relationship with ends.

CONCLUSION

The results of the confirmatory factor analyses insisted that the CVA could be applied to explain the organizational effectiveness of Thai sports associations. To clarify the CFA reported that although modified measurement model of the CFA was a poor fit to empirical data all eight structures of the CVA namely flexibility resources planning productivity availability of information stability cohesive workforce and skilled workforce still demonstrated a high degree of internal reliability as recommended by Kalliath et al. (1999). The interrelationships between eight variables were moderate to strong. The author also found that availability of information and organizational stability yielded the highest factor loadings followed by planning productivity flexibility skilled workforce cohesive workforce and resources respectively.

Next after dividing those eight variables into two different aspects: means and ends the author found that planning and availability of information had higher correlations with the means when compared with flexibility and cohesive workforce. In terms of the ends productivity stability and skilled workforce had moderate correlation with the ends. Interestingly the author found that the correlation between resources and the ends was low. However the fit indices of these two measurement models still showed a good fit to data.

Importantly the structural equation model of means and ends of boosting the effectiveness of sports association fitted to data well. As hypothesized the author found that the means had significant positive relationship with the ends.

In sum the results of this study illustrated that all eight structures of the CVA could be used to explain the effectiveness of sports associations especially the variables of planning seeking opportunities to develop the sport (flexibility) skilled workforce and stability. With regard to the means of promoting the effectiveness of sports associations planning and acquiring information were the important structures to enhance the effectiveness of the means. In other words this study suggests that Thai sports associations should pay exclusive attention to formulating organizational mission and strategy and communicating them to

employees effectively as well as enhancing well organizational culture and mutual trust among employees in order to achieve the organizational effectiveness. Interestingly this study found that cohesive workforce had a low factor loading to explain the means. This study concluded that the reason behind this might be that Thai sports associations have failed to build a sense of cohesion among their employees.

In terms of the ends it is not surprising that productivity was the good predictor of the ends. The reason behind this finding might be that most Thai people still have paid attention to tangible outcomes rather than intangible outcomes. Moreover the result of CFA showed that resources had low impact on the ends. This might be assumed that because Thai sports associations have relied heavily on their own budgets and familiarized with scarce resources. There are few sports associations receiving huge donations from private firms. Thus it is not surprising if these organizations would not give precedence to resources.

The correlation between the skilled workforce and the ends was high. This reflected that the administration of Thai sports associations have some advantages especially in terms of managing and developing human capital. In other words most success sport players in Thailand have been groomed and trained by their families instead of by sports associations. Moreover individual players seem to be more success than team players. Also team training systems have failed to teach players to understand about self-discipline and team spirit. The researcher suggests that in order to promote international sport standards for Thai athletics enhancing the productivity of sports organizations and developing skilled workforces are important issues all stakeholders should take into account.

The results from the structural equation modeling demonstrated that in order for Thai sports associations to promote the organizational effectiveness they should start with paying too much attention to strategic planning. In doing so building mutual trust among employees; employing information technology system in workplaces; stimulating the needs for change in sports organizations; promoting cohesive workforces; rewarding employees when work done; and investing in human capitol are key aspects in this phase. Moreover formulating effective sports strategies should include searching and developing potential sport players especially in rural areas as well. Importantly Thai sports associations' strategies should adopt sports sciences to improve and develop sports in Thailand both at individual and organizational levels.

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