

Types of professionalisation in Swiss national sport federations

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Introduction

Organisational typologies...

... have not gained much attention in sport management research so far
... „provide a conceptual basis for understanding organisational change”
(Kikulis, Slack & Hinings, 1995, p. 69)

State of development is different in Swiss national sport federations

- Types of professionalisation are probable
- Analysing the diversity in organisational design is meaningful

Research deficits:

- Nearly no quantitative analyses of design types in sport organisations
- No research covering a whole institutional setting
- No multi-dimensional conceptualisation of professionalisation

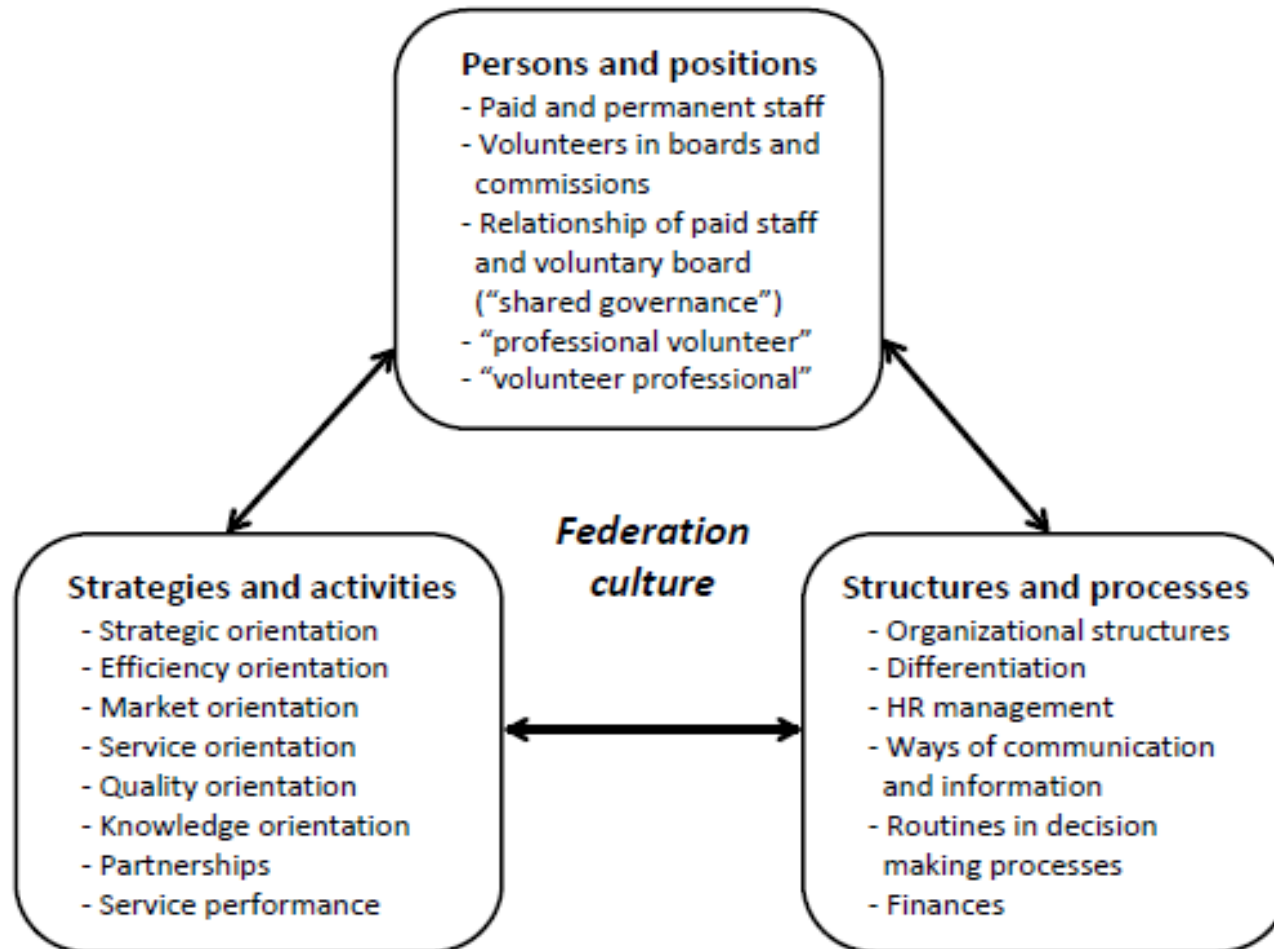
Research questions

- 1) Which types of professionalisation exist in Swiss national sport federations?

- 2) How can the identified types be described with regard to the federations' organisational characteristics?



Forms of professionalisation in sport federations: a multi-dimensional framework



Operationalisation: Dimensions and factors

Dimension «strategies and activities»

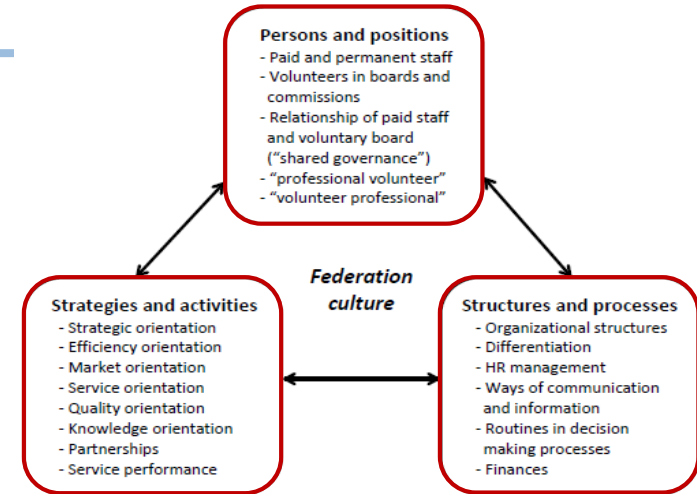
- > Growth orientation
- > Quality and service orientation

Dimension «structures and processes»

- > Formalisation of strategy
- > Formalisation of marketing and communication
- > Formalisation of HRM

Dimension «persons and positions»

- > Proportion of voluntary staff in the federation, in relation to paid staff
- > Absolute number of paid executives (management board, executive office and committees)
- > Proportion of paid staff in the sport sector (e.g. paid coaches, athletes), in relation to paid executives



Ruoranen et al. (2016)

Design

Sample

- > Online survey of Swiss national sport federations
 - N = 85
 - Response rate: 100%
 - 16 cases excluded: sample size 69 NSF's (81%)

Naturfreunde
Amis de la Nature
Schweiz | Suisse



Schweizer Wanderwege
Suisse Rando
Sentieri Svizzeri
Sendas Svizras




Schweizer
Paraplegiker
Stiftung

Fondation
suisse pour
paraplégiques

Fondazione
svizzera per
paraplegici

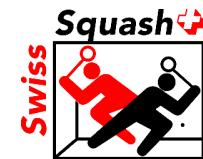
Swiss
Paraplegic
Foundation

Data analysis

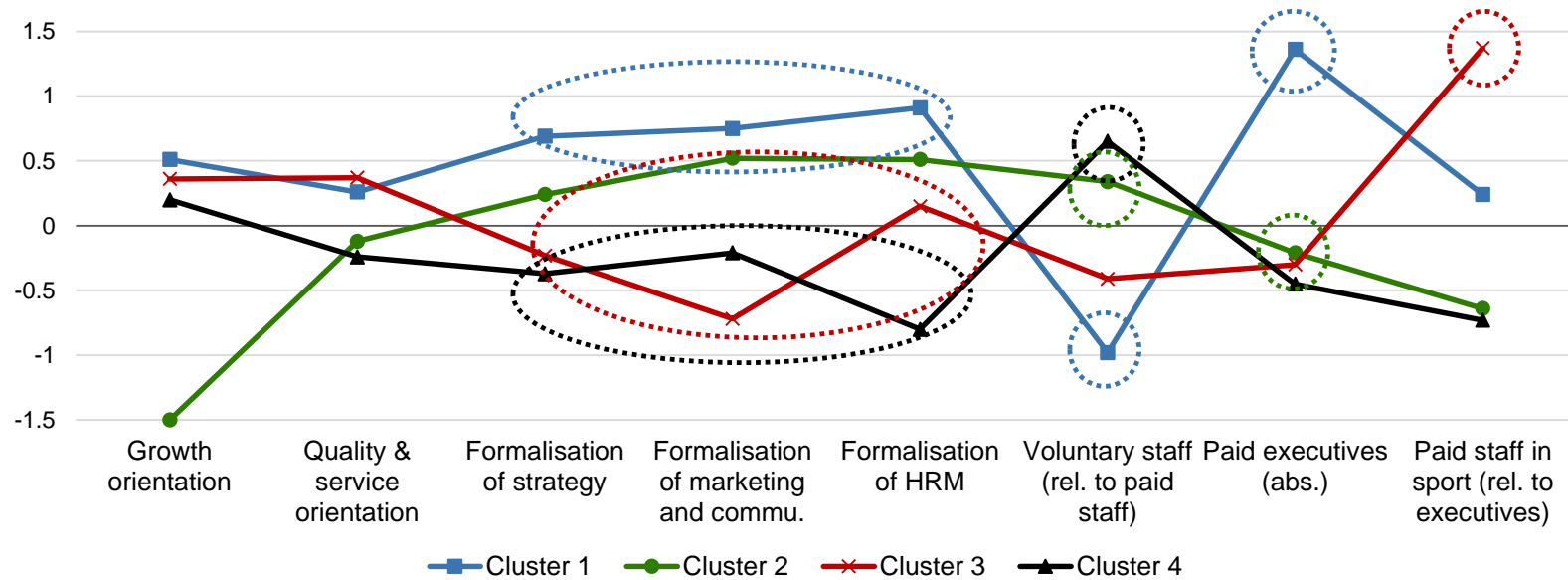
- > Hierarchical cluster analysis (Ward's algorithm, SED)
- > Analysis of organisational characteristics
 - Description of the clusters and external validation
 - E.g., size of organisation, financial resources, ...
(Nagel, Schlesinger, Bayle, & Giaucque, 2015)



SCHWEIZERISCHER VERBAND FÜR PFERDESPORT
FEDERATION SZISSE DES SPORTS EQUESTRES
FEDERAZIONE SVIZZERA SPORT EQUESTRI
SWISS EQUESTRAIN FEDERATION



Results: Four clusters



Cluster 1 (n=14; 20%)

Formalised federations managed by paid staff

Cluster 2 (n=13; 19%)

Federations managed by volunteers and a few paid executives

Cluster 3 (n=17; 25%)

Federations with differing formalisation and paid staff in the sport sector

Cluster 4 (n=25; 36%)

Moderately formalised federations managed by volunteers

Organisational characteristics of the clusters

Cluster 1 (n=14; 20%)
 Formalised federations
 managed by paid staff

Characteristics:

- Large federations
- Solid financial basis
- 93% Olympic sports
- High performance values



SWISSski+

Cluster 2 (n=13; 19%)
 Federations managed by
 volunteers and a few
 paid executives

Characteristics:

- Middle sized federations
- Relatively scarce financial resources
- 8% Olympic sports
- Low performance values



Cluster 3 (n=17; 25%)
 Federations with
 differing formalisation
 and paid staff in the
 sport sector

Characteristics:

- Rather small sized federations
- Relatively solid financial basis
- 82% Olympic sports
- Average performance values



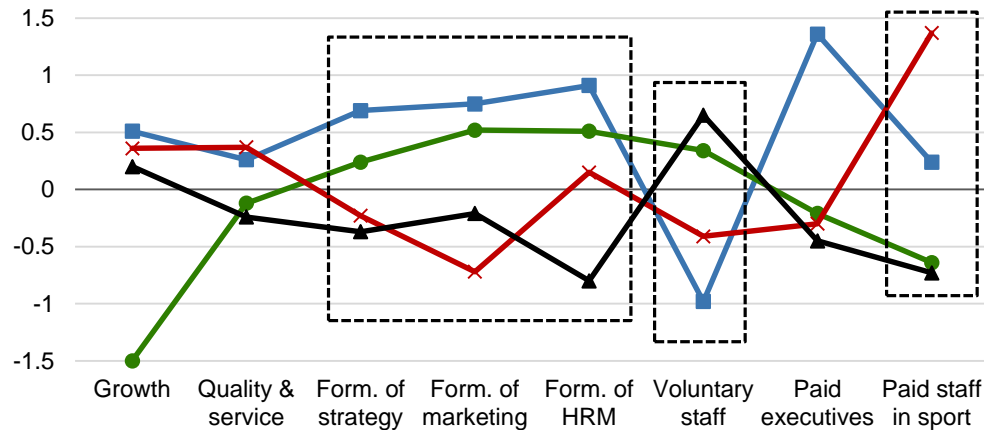
Cluster 4 (n=25; 36%)
 Moderately formalised
 federations managed by
 volunteers

Characteristics:

- Small sized federations
- Scarce financial resources
- 16% Olympic sports
- Low performance values



Forms of professionalisation & organisational characteristics



Formalised federations managed by paid staff

- Large federations
- Solid financial basis
- 93% Olympic sports
- High performance classification

Federations managed by volunteers and a few paid executives

- Middle sized federations
- Relatively scarce financial resources
- 8% Olympic sports
- Low performance classification

Federations with differing formalisation and paid staff in the sport sector

- Rather small sized federations
- Relatively solid financial basis
- 82% Olympic sports
- Average performance classification

Moderately formalised federations managed by volunteers

- Small sized federations
- Scarce financial resources
- 16% Olympic sports
- Low performance classification

Discussion / Conclusion

Discussion

Congruence with findings of Nagel et al. (2015) and situational approach (Kieser, 2006)

Discussion

Organisational characteristics (e.g., size of organisation, financial resources, Olympic vs. non-Olympic sport) appear to explain forms of professionalisation

Managerial implications

- Evaluation of a federation's organisational set-up
- Consultation in professionalisation process

Limitations

Quantitative design restricts data collection

Future research

Combining the quantitative approach with qualitative, in-depth case studies

Literature

- Kikulis, L., Slack, T., & Hinings, B. (1992). Institutionally specific design archetypes. A framework for understanding change in National Sport Organizations. *International Review for Sociology of Sport*, 27 (4), 343-368.
- Nagel, S., Schlesinger, T., Bayle, E., & Giauque, D. (2015). Professionalisation of sport federations – a multi-level framework for analysing forms, causes and consequences. *European Sport Management Quarterly*, 15 (4), 407-433.
- Ruoranen, K., Klenk, C., Schlesinger, T., Bayle, E., Clausen, J., Giauque, D., et al. (2016). Developing a conceptual framework to analyse professionalization in sport federations. *European Journal for Sport and Society*, 13 (1), 55-74.