

Types of professionalisation in Swiss national sport federations

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Introduction

- > Types have the potential to identify common patterns in organisational designs and may help to better understand professionalisation in sport organisations
- > Previously identified types refer to simplified levels of professionalisation (i.e., from low to high professionalisation) (e.g., Kikulis, Slack, & Hinings, 1992)
- > Cluster analysis may represent the distinctive patterns more precisely than the methodological approaches of previous studies
- > State of development is different in Swiss national sport federations
 - Different types of professionalisation are probable
 - Analysing the diversity in organisational design is meaningful

Study design

Sample

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

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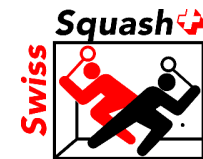
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Data analysis

- > 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)



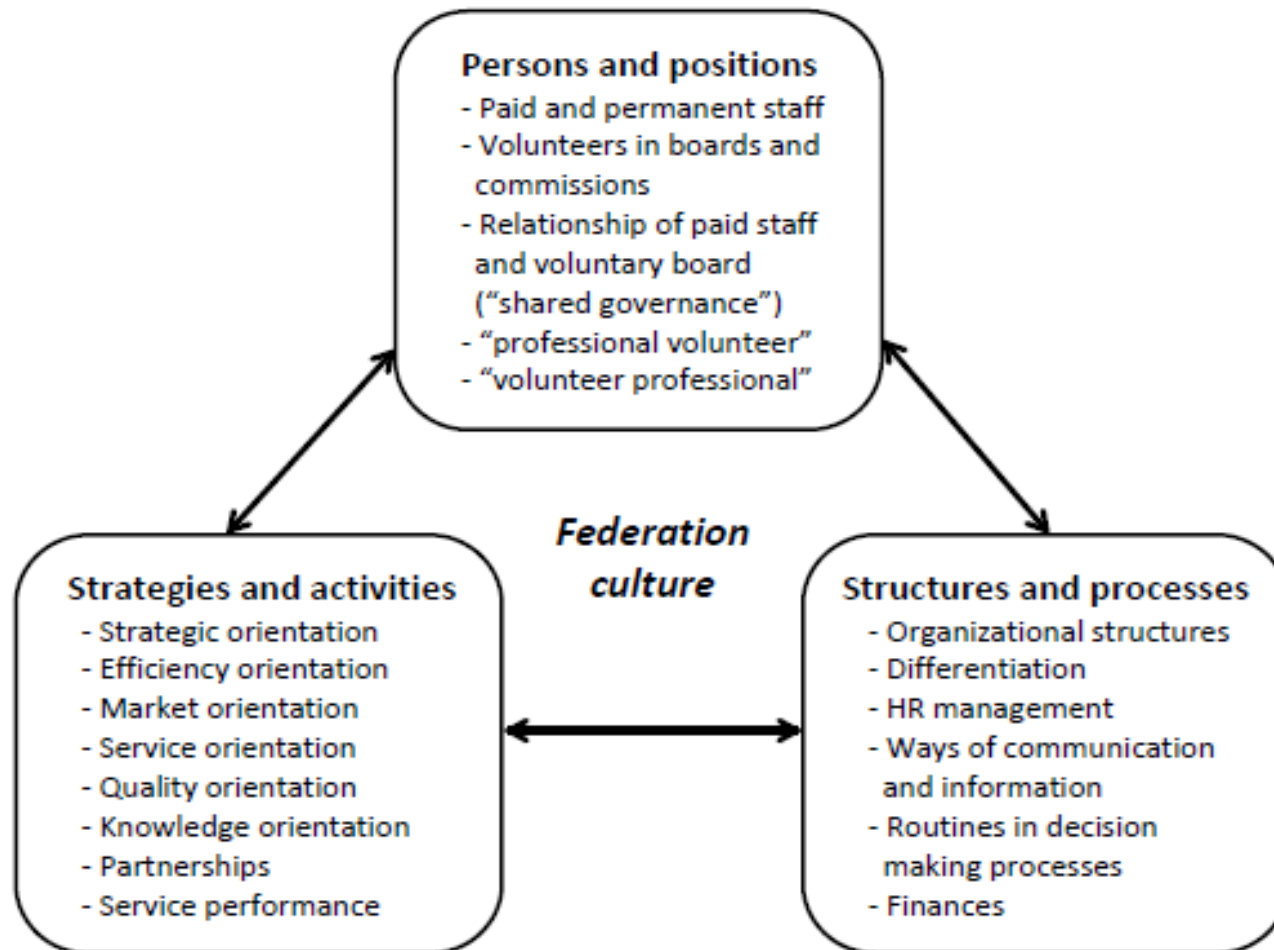
Research questions

- 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»

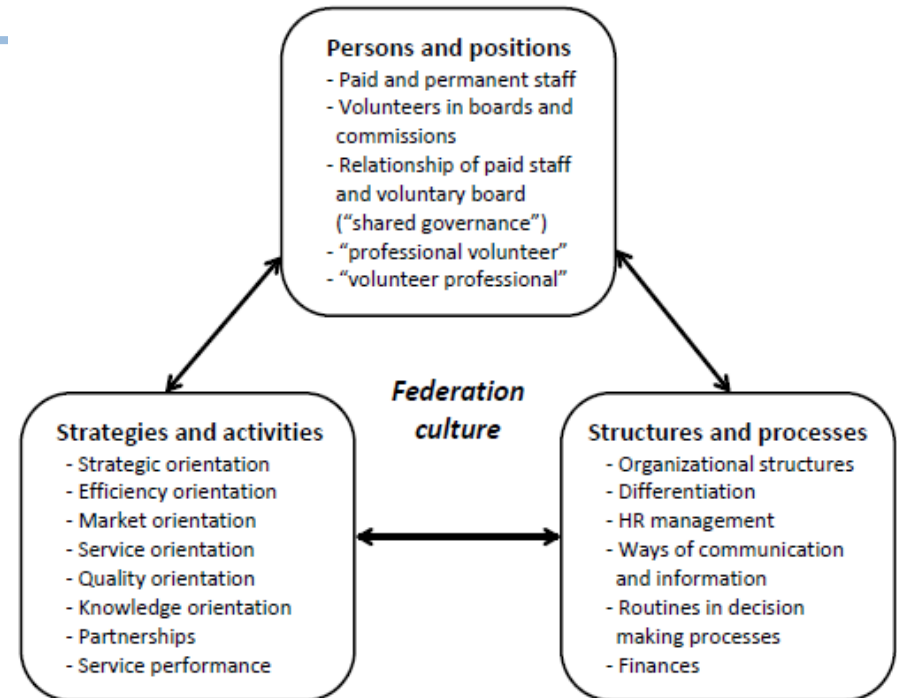
- > Growth orientation
- > Quality and service orientation

Dimension «structures and processes»

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

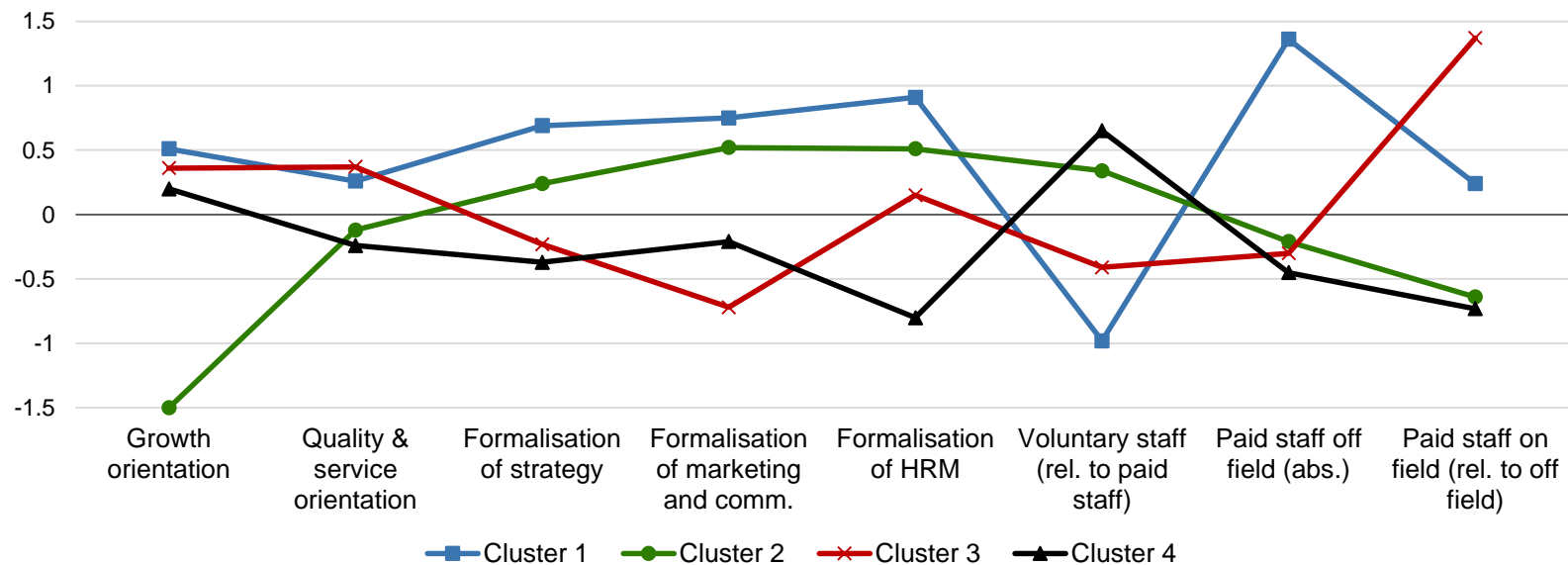
Dimension «persons and positions»

- > Proportion of voluntary staff in the federation, in relation to paid staff
- > Absolute number of paid staff off the field (management board, executive office and committees)
- > Proportion of paid staff on the field (e.g. paid coaches), in relation to paid staff off the field



Ruoranen et al. (2016)

Results: Four types of professionalisation



Cluster 1 (n=14; 20%)

Formalised federations managed by paid staff

Cluster 2 (n=13; 19%)

Federations managed by volunteers and a few paid staff off the field

Cluster 3 (n=17; 25%)

Federations with differing formalisation and paid staff on the field

Cluster 4 (n=25; 36%)

Moderately formalised federations managed by volunteers

Organisational characteristics of the types

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 staff off the field

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 on the field

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



Discussion / Conclusion

- > Different types of professionalisation exist and their forms of professionalisation appear to be related to organisational characteristics (size, financial resources, Olympic status)
 - > Olympic status highly determines professionalisation
 - > Different designs in moderately professionalised types (“different kinds of board rooms”)
 - > Quantitative design enables precise measurement of specific aspects, however, it restricts the data collection
 - > Future research
 - A follow-up study could provide data to analyse if organisations move from one type to another
 - Analysis of qualitative performance measures
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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.
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