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THE AUTONOMY OF
EXECUTIVE DIRECTORS
OF SELECTED NATIONAL
SPORT GOVERNING BODIES
IN PERFORMING THEIR DUTIES

A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF PHYSICAL EDUCATION
IN THE FACULTY OF
HUMAN KINETICS

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MAY 6, 1988

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ISBN 0-315-46796-7



UNIVERSITÉ D'OTTAWA
UNIVERSITY OF OTTAWA

A C K N O W L E D G E M E N T S

The investigator wishes to thank the following individuals/organizations:

Dr. Bernard Booth for his assistance and guidance

Dr. Fouad Kamal for his help with the statistics

The Canadian Women's Field Hockey Association for the use of their computer

The Canadian Cycling Association for their cooperation in the collection of the questionnaires

Kelly Antkowiak for her assistance with the word processing

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CHAPTER I

INTRODUCTION

CHAPTER 1

INTRODUCTION

In the past fifteen years Canada has made considerable and determinable progress in its endeavours towards recognition as a leader in the world of sport. Due largely to the physical, intellectual, administrative and financial efforts of thousands of individuals, the Canadian sport structure may now be considered as "one of the best organized national sport systems in the western world. (Jackson, 1979). These efforts were created and coordinated by a myriad of dedicated volunteers, national sport organizations, provincial governments and the federal government to permit the most favourable environment for high performance sport and improved levels of physical fitness.

This continuous progress has been brought into being in part by the work of full-time sport administrators, technical experts and coaches. "It must be recognized that full-time experts are here to stay; that without their presence, it would have been impossible to reach our present levels and will be impossible for further advances to be made". (Fitness and Amateur Sport, Government of Canada, 1979, p.7)

However, while the National Sport and Recreation Centre, as the focal point of administrative support for national sport governing bodies, gives organized sport a place to meet and

exchange views, and to present a unified voice for sport in Canada, individual sport governing bodies have encountered their share of organizational dilemmas and disappointments.

In the late seventies, following a significant increase of sport administrators within the post secondary educational system, national sport governing bodies were criticized for hiring retired successful national and international athletes, with no management experience, to fulfill senior administrative positions. As a result of popular pressure, and in an effort to correct the administrative disorder of Canadian sport, national associations began employing individuals with less technical expertise and more administrative experience.

Furthermore, in recent years, Executive Directors, from various resident settings within the Sport Centre, complained, amongst other things, of a lack of autonomy in performing their duties. Now, it has been understood that the systematic coordination of all activities within the jurisdiction of any sport association demands not only financial and technical expertise but also a high degree of administrative know-how in order for Canadians to reach acceptable standards of physical fitness and athletic excellence within the boundaries of any given sport. So as to cultivate a most prominent and efficient administrative

milieu, sport administrators, must be allowed to display their aptitudes, knowledge and creativity in their work. Some believe that when a job is undertaken within a context which does not promote autonomy and freedom of work, administrators will often become dissatisfied with their employment. Consequently, this job dissatisfaction may lead to anxiety, stress and finally burnout, in which case a definite lack of effectiveness in performance sets in.

An important contemporary characteristic of the sports world is constant change: change in levels of competition, change in training and performance techniques, change in local, national and international forms of competition. To meet these endless fluctuations, it is vital to have a national coordinating agency which is abreast of contemporary developments without undue delay". (Fitness and Amateur Sport, Government of Canada. 1979, p.8) Many national sport governing bodies are not well suited for this need. In fact, to support this allegation, one statistic tells us that, since the opening ceremonies of the Sport Administrative Centre in 1970, the average length of tenure of an Executive Director has been 3.18 years. (Wolfenden, 1983) According to Wolfenden (1983), this quick turnover appears to suggest that the consistency which the Executive Director was expected to bring to the national offices has not occurred to the degree anticipated.

STATEMENT OF THE PROBLEM

In reviewing the literature pertaining to job autonomy, it was found that no previous study had concentrated on the subject of the degree of autonomy of Executive Directors of national sport governing bodies. Recent studies (Griggs and Manning, 1985; Schnake et al, 1984; Grant, 1983; McFillen and Podsakoff, 1983; Neal, Williams and Beech, 1982; Beam, 1981; Nogradi and Koch, 1981; Teague et al, 1981; Anderson, 1980; Jobes, 1980; Zaltman, 1980; Krech et al, 1979; Avey and Dewhurst, 1976; Lewis, 1976; Toulouse and Poupart, 1976; Katz, 1974; Heizer, 1972; Rakich, 1970) have shown that there exists a significant correlation between job autonomy and three major work attributes: (a) job motivation, (b) job satisfaction, and (c) job performance. If the above mentioned statement is true, then we can assume that a lack of autonomy may contribute, in one way or another, to the quick turnover of Executive Directors. On that ground, a look at the state of the autonomy of Executive Directors in performing their duties will contribute in our efforts to identify the reason (s) which lie (s) behind the short length of tenure of the senior administrative officers.

In 1983, in an effort to identify the reasons for the quick turnover of Executive Directors, Wolfenden investigated the relative importance of forty selected responsibilities of

Executive Directors of national sport governing bodies as perceived by the Executive Director and the President of the respective sports. Wolfenden (1983) concluded that, in general, the relative importance which the Executive Directors and the Presidents attach to the responsibilities ~~is similar~~. Therefore, the cause for the quick turnover of Executive Directors must be found elsewhere. It must be noted that the measuring instrument of the present study borrows only thirty-eight of Wolfenden's forty responsibilities as it was felt that two particular responsibilities were repetitious in nature.

In order to verify whether or not the autonomy of Executive Directors in the performance of their duties represents a possible explanation, ~~or part of the explanation~~, for the high turnover rate, this study is designed to determine the degree of autonomy of Executive Directors of selected national sport governing bodies in performing their duties.

More specifically, the study attempts:

- a) to determine the actual degree of autonomy in each of thirty-eight selected responsibilities as perceived by the Executive Directors
- b) to determine the required degree of autonomy in each of thirty-eight selected responsibilities as perceived by the Executive Directors

- c) to determine the difference between the actual and the required degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors
- d) to determine the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors with a business - related background and Executive Directors with a sport - related background
- e) to determine the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies.

HYPOTHESIS

It is hypothesized that the Executive Director of national sport governing bodies is not autonomous in performing his/her duties. Subordinate hypotheses were formulated as follows:

- a) There exists a significant difference between the perceived actual degree of autonomy and the perceived required degree of autonomy of the Executive Director in performing his/her duties

- b) The Executive Directors with a business - related background have a higher degree of autonomy in performing their duties than Executive Directors with a sport - related background. If the background of employees is important to the employers, then we may assume that employers would be willing to delegate more autonomy to Executive Directors with a business-related background.
- c) The Executive Directors of financially independent national sport governing bodies have a higher degree of autonomy in performing their duties than Executive Directors of financially dependent national sport governing bodies. Since the former have less government restrictions to consider, then employers may be more willing to delegate autonomy to their employees.

IMPORTANCE OF THE STUDY

Since the arrival of the Executive Director on the scene of the National Sport and Recreation Centre in 1973, few energies have been directed towards the study of the job autonomy of senior administrators. Parkhouse et al (1982) underlined that to investigate how sports jobs rate on certain dimensions, including job autonomy, would be a research question of interest. Due to the importance of the

role of the Executive Director within the sport structure, it is necessary to identify the variable(s) which affect(s) their length of tenure, in an effort to bring consistency to the functions of the national sport governing body.

The success of thousands of Canadian athletes depends partly on the decisions taken by the senior management at the national office. The complete network of each respective sport is very much dependent on the effectiveness of the national association. Programmes such as high performance sport centres, national squads, national championships, international competitions and the like demand a high level of competency from the administrators involved. The administration of sports, like any other organization, must face constant change and revision in order to meet contemporary societal needs.

Therefore, this study will help:

- a) integrate the research presently undertaken in other fields, such as business management and education, and the research in sport administration;
- b) post-secondary institutions determine the needs and requirements of future administrators planning a career in amateur sport by providing information on the Executive Director's needs and requirements;

- c) national sport governing bodies in determining more effective and objective performance indicators for the overall improvement of national offices;
- d) in providing national sport governing bodies with the desirable degree of autonomy required by Executive Directors to better performance and to instill in them a sense of belonging;
- e) to identify problem areas relating to the performance of the Executive Director in hope of improving the overall management system within the sport network.

DELIMITATIONS OF THE STUDY

The study was delimited by three factors:

- a) Only those Executive Directors of national sport governing bodies which are responsible for one sport or a group of sports were polled.
- b) Only national sport governing bodies resident of the National Sport and Recreation Centre, 333 River Road, Vanier, Ontario at the time of the investigation were polled.
- c) The study was concerned only with the degree of autonomy of Executive Directors (or their equivalent) in performing their duties. Other positions within the national offices were ignored.

DEFINITION OF TERMS

EXECUTIVE DIRECTOR - the full-time chief administrative officer, regardless of title, of a national sport governing body, who reports to an Executive Committee or Board of Directors through the President (Wolfenden, 1983, p.11)

NATIONAL SPORT GOVERNING BODY - the duly-incorporated and nationally recognized organization or association established to promote, coordinate and develop a specific amateur sport or several sports at the national level (Wolfenden, 1983, p.12)

AUTONOMY - implies the cultivation of personal qualities which enable a person to exercise judgement within a framework of moral responsibility (Booth, 1982, p.4)

DUTY - any action necessary in or appropriate to one's occupation or position (Webster's New World Dictionary, 1964, p.452)

FINANCIALLY DEPENDENT NATIONAL SPORT GOVERNING BODIES - national sport governing bodies receiving 60 to 80 percent of their revenues from federal funds (Neill, 1983, p.2)

FINANCIALLY INDEPENDENT NATIONAL SPORT GOVERNING BODIES - national sport governing bodies subsidizing their revenues from corporate sources (Neill, 1983, p.2)

CHAPTER II

HISTORICAL CONTEXT

CHAPTER 2

HISTORICAL CONTEXT

Prior to the presentation of literature directly or indirectly related to the subject of autonomy within the work environment, the investigator believed it was important to present the evolution of the role of Executive Director within an historical context.

The first section of the present chapter refers to the evolution of the federal government's involvement in Canadian sport and recreation and depicts the arrival of the full-time professional administrator on the sport scene. The second section looks at the history of national sport governing bodies including that of the Executive Director within the Canadian sport structure.

FEDERAL GOVERNMENT INVOLVEMENT IN SPORT AND RECREATION

In the beginning, sport was not as organized and structured as it is today. Then, there were no quadrennial planning programmes, no high performance centres, nor were there national marketing initiatives to promote sport. Sport of the nineteenth century can best be described by Jackson (1979) as he captures the essence of yester-year:

"When the railway was driven through to the shores of the Pacific in the grandest of Canada's 19th century achievements, almost the first organized group to travel East was a lacrosse team. The local community in what is now New Westminster was determined the home team should defeat the established clubs of Toronto and Montreal. That, in 1885, was 'organized sport'." (Jackson, 1979, p.17)

Even in the last century, amateur sport in Canada was governed by volunteer agencies which were responsible for the development and administration of competitions such as that in New Westminster. This system, inherited from Britain, was modified to meet Canadian needs. (Schrodt, 1982) Sport was often organized in a fashion somewhat resembling our political structure with provincial and national "federations". It is believed that, as early as 1867, the first federation was born from the combined efforts and determination of volunteers. Most of these associations, like many modern sport governing bodies, were concerned with single sports whose governance was highlighted by Canadian championships. (Gear, 1973)

According to Jackson (1979), British values and Scottish purpose contributed to the development of sport in Canada. French Canadians were attracted to more informal recreational pursuits as has been witnessed in snowshoeing, the games of the "coureur des bois", and the canoe races over ice and water. The English-speaking community, considered as one of

the most creative in sport, organized competitive events such as lacrosse, ice hockey, North American style football, Canadian canoeing and modern curling. From these diversions, "a sporting structure...began to emerge from both cultures; it was Canadian, based on local community and larger federations". (Jackson, 1979)

However, as sport evolved, as volunteers emerged and as memberships increased, coaching, training and the standard of world competition improved but the Canadian sport structure became less and less adequate in providing opportunities to develop high performance excellence. Subsequently, the general frustration of Canadians mounted as international representation declined, a problem that the federal government had to study. (Jackson, 1979)

Up until the beginning of the nineteen hundreds, the Parliament of Canada had showed little interest in policies dealing with the development of national sport and recreation. In the nineteenth century, the only government involvement in physical fitness was associated with the educational system. To quote the Honourable H. Barnard, "...a healthy action of the bodily frame has an important influence on both the mind and morals". (Gear, 1973, p.1)

During the administration of the Strathcona Trust in 1908,

the intervention of the federal government in the promotion of the military drill had a significant effect on the promotion of physical fitness. Twenty years later, the government encouraged fitness programmes, such as the Pro-Rec Programme of British Columbia, which were undertaken for the purposes of maintaining morale and developing work habits and discipline. (Gear, 1973, p.16) Yet, except for reasons of health, national defense and employee productivity, the federal government felt that sport and fitness were not part of their jurisdiction. (Gear, 1973)

During a 1937 Session of Parliament, the Honourable Member for Trinity, Mr. H.J. Plaxton, speaking on behalf of sport, moved that a Ministry of Sports should be established. As he said:

"In Canada today the control of amateur sports has been appropriated by groups or associations, self-constituted in their authority, which generally speaking owe allegiance to no one, and which within the confines of their particular sports are virtually dictators, even as to the locality in which the sport may be carried on...But I must reaffirm this statement that any scheme for improving the health of the people on a national basis, involving physical and recreational training, necessarily involves a control of athletics." (Sawula, 1973,p.46)

However, most of the members of Parliament felt that such an endeavour would only overlap and infringe upon provincial responsibilities.

The National Physical Fitness Act of 1943 became the real stepping stone for government involvement in sport. Its purpose, to promote the physical fitness of the people of Canada, was to be carried out by the National Council on Physical Fitness through a series of innovative actions. A list of the National Physical Fitness Council's actions is presented in Table 1 (page 16).

In 1944, Ian Eisenhardt was appointed National Physical Fitness Director. He shocked the country when, on February 20th, 1945, he announced:

"The National Physical Fitness Branch of the Federal Health Department will in future serve as a link between Canadian sports organizations and the government."

"We will serve as the mouth-piece of sports to the government."

"Previously, sports organizations had no direct link with the government, but with the competitive contests forming an integral part of the physical fitness program, it was felt such a link should be established." (Sawula, 1973, p.48)

Unfortunately, after ten frustrating years of service, the National Physical Fitness Act was repealed in 1954.

TABLE 1 - THE NATIONAL PHYSICAL FITNESS COUNCIL'S AFFIRMATIVE ACTIONS

- (a) Assist in the extension of physical education in all educational and other establishments;
 - (b) Encourage, develop and correlate all activities relating to the physical development of the people through sports, athletics and other similar pursuits;
 - (c) Train teachers, lecturers and instructors in the principles of physical education and fitness;
 - (d) Organize activities designed to promote physical fitness and to provide facilities therefore; and
 - (e) Co-operate with organizations such as indicated in section seven engaged in the development of physical fitness in the amelioration of physical defects through physical exercise..
-

Source: Sawula, L.W., "Why 1970, Why not Before?", Canadian Journal of the History of Sport and Physical Education, 4(2), December 1973, p.47.

One important development of the national fitness organization was the Canadian Sports Advisory Council, established in 1951 and incorporated in 1959. Its purpose was to give organized sport a place to meet and exchange views and present a unified voice for sport in Canada. In 1957 and 1958, as one of its major tasks, the Council presented briefs to the Parliament concerning the decline of fitness among Canadian youth. (Sawula, 1973)

In addition to all the domestic criticisms, in the summer of 1959, His Royal Highness, Prince Philip openly criticized the health of the average Canadian. As reported in A Challenge to the Nation: Fitness and Amateur Sport in the 80's (Government of Canada, Fitness and Amateur Sport, 1981) Prince Philip criticized the health of the average Canadian:

"There is evidence that, despite everything, people in Canada are not as fit as they might be. Some scheme to encourage participation in all sports and recreations, for all ages and sections of the community, is absolutely essential to any modern community with a high standard of living. With a few notable exceptions, Canada's achievements are hardly in keeping with a country which claims the highest standard of living in the world."

Prince Philip's voice was heard by the media and discussed in the House of Commons.

Not surprisingly, the following year at the Summer Olympics in Rome, the Canadian pride was once again offended as Canada placed 26th, taking home only one silver medal. Something had to be done, both for the high performance athlete and the casual participant.

September 25, 1961 was to become a milestone in the history of amateur sport in Canada. On that day, after years of hardship, the Fitness and Amateur Sport Act, Bill C-131 was passed in Parliament. "The objects of the Act were to encourage, promote, and develop fitness and amateur sport in Canada". (Sawula, 1973, p.53) In conjunction with the Act, the National Advisory Council on Fitness and Amateur Sport was established. It was to consist of approximately 30 members, with at least one from each province. (Sawula, 1973)

The Act was a result of popular pressure exerted by citizens involved in all aspects of the sport. (Government of Canada, Fitness and Amateur Sport, 1979, p.15) They were concerned about the waistlines of Canadians, about the lack of involvement in sports and recreational activity, and about the poor performances of Canadian athletes in international competition. "For the first time, therefore, government recognized the need for a public commitment to sport, and the Act laid the foundation for continuing government interest in

sport and its endeavour to make sport more responsive to its many publics". (Government of Canada, Fitness and Amateur Sport, 1979)

For the first few years, parties involved with sport carried out their duties in an uncoordinated fashion. The sports governing bodies continued to operate in isolation with little knowledge of their colleagues' requirements and priorities. In 1968, the organizational disarray of Canadian sport, further demonstrations of the weakness of Canadian athletes and teams in international competition, and certain problems between amateur and professional sport prompted the federal government to establish the Task Force on Sport. Following a thorough investigation of the sport situation, the Task Force recommended a number of steps to improve the administrative capacity of national sport governing bodies and the creation of agencies to assist in the overall improvement of athletic performance. The day of the full-time professional fitness and sport specialists had now arrived. (Government of Canada, Fitness and Amateur Sport, 1979)

In addition to the Task Force's recommendations, the Ministry of National Health and Welfare initiated further development of the sport programme. A primary effort was to establish a

more adequate administrative base. Thus, the Sport Administrative Centre (now known as the National Sport and Recreation Centre) was conceived in 1970 as the central point of administrative support. Office space, support staff, reproduction, mailing and shipping, accounting, athletes' and coaches' data bases, translation and audio-visual services were amongst services the National Sport and Recreation Centre was to provide to the associations at subsidized rates.

The Canadian sport structure has come a long way since its beginning. From the local community of New Westminster to the Sport Administrative Centre, the national sport structure has become one of the best systems in the western world. (Jackson, 1979)

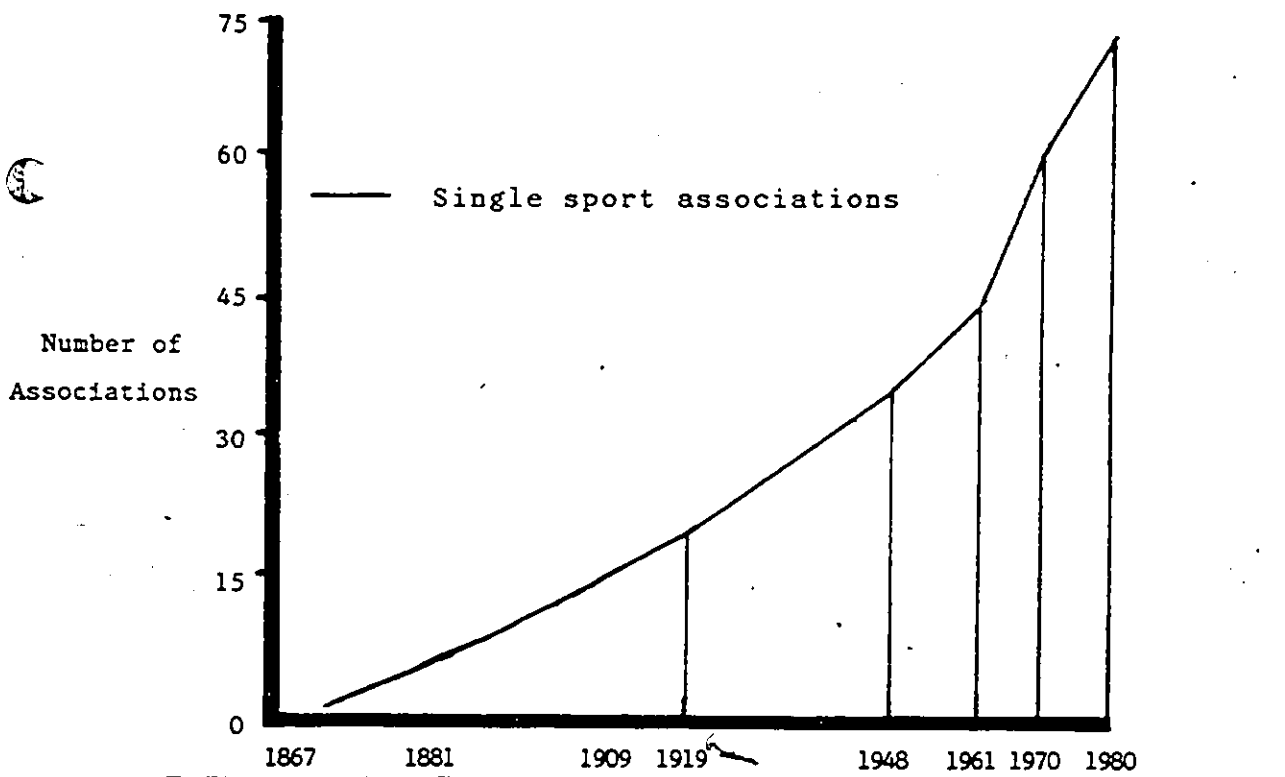
NATIONAL SPORT GOVERNING BODIES

The formation of the National Lacrosse Association in 1867 initiated an important developmental stage in the history of Canadian amateur sport - the creation of national sports governing bodies responsible for developing and administering competitive programmes. By 1948, thirty-five sports were organized on a national scale, governed by their own associations. Figure 1 (page 22) depicts the growth of Canadian national sport associations from 1867 to 1980.

Throughout the course of history, the federations evolved towards full autonomy or independence, meaning "the freedom to control a given sport within Canada, and to serve as the direct representative to the appropriate international federation or association". (Gear, 1972, p.1) By 1970, all amateur sport governing bodies had become independent. This period was also marked by the federal government adapting a policy of modest financial support towards national associations.

In 1970, "the federal government began to move in a new direction, one that has been described as more direct and intimate control of the development of sport and recreation programmes in the country". (Gear, 1972, p.11) New initiatives included the establishment of Sport Canada, the inception of the National Sport and Recreation Centre, and the employment of professional staff to oversee the administration of each national sport governing body.

FIGURE 1 - GROWTH IN NATIONAL SPORTS ASSOCIATIONS IN CANADA (1867 - 1980)



Source: Shrodt, B., "Changes in the Governance of Amateur Sport in Canada,

National sport governing bodies are single-purposed in that they are responsible for an individual sport or a group of related sports. While national sport organizations vary in size, structure of operation and degree of independence, they share a number of important features. First, they operate through a pyramidal hierarchy of associations, from local to national which work in defining national developmental programmes. Second, they are democratically based obtaining input through the Board of Directors formed, in many instances, from former players. Finally, they are voluntary in nature with a varying number of professional employees, in such positions as Executive Director, Technical Director and Programme Director, to carry out the plans and policies of the Board of Directors. (Schrodt, 1981)

In 1970, the National Sport and Recreation Centre housed thirty-three national sport governing bodies while some twenty-two others were designated as non-resident organizations. By 1974, forty-two organizations were residents of the complex. Today, more than a decade since its inception, the National Sport and Recreation Centre provides over twenty-five services at reduced prices to more

than sixty resident associations. Most services are also available to non-resident national sport associations. (National Sport and Recreation Centre, 1982)

Fifty-three percent of the associations are financially dependent on the federal government, with fifty to eighty percent of their revenue obtained from Fitness and Amateur Sport. (Sport Marketing Council, 1986) In 1970, national sport governing bodies were eligible for annual grants of up to \$12,000.00 to help employ an Executive Director. In addition, the government was prepared to offer some sport governing bodies a grant to cover the salary of a Technical Director. (Wolfenden, 1983) Today, there is a general movement on the part of the associations towards corporate sponsorship to finance their different programmes. A study by the Sport Marketing Council (1986) has demonstrated that government funding has decreased by twenty-nine to sixty percent for thirty-nine percent of the national sport governing bodies, as shown in more detail in Table 2 (page 25).

In 1979, the Minister of State, Iona Campagnolo outlined the various roles of the national sport governing bodies as follows:

- (1) To provide various levels of competition including competition at the national level;

TABLE 2 - NATIONAL SPORT GOVERNING BODIES' FUNDING SOURCES

• **Government Funding Trends : 1980 - 1985**
(% Federal Funding of Total Revenue)

ALL NSGBs	4 % INCREASE
22 NSGBs	up to 29 % DECREASE
4 NSGBs	30 % to 60 % DECREASE

AND

Annual Dollar Contribution -STATIC

• **Sport Funding Sources**

Number of Associations	Gov't Funding	Self Generated Funding
15 of 66	more than 85 %	less than 15 %
35 of 66	50 % - 85 %	50 % - 15 %
3 of 66	40 % - 50 %	60 % - 50 %
13 of 66	less than 40 %	more than 60 %

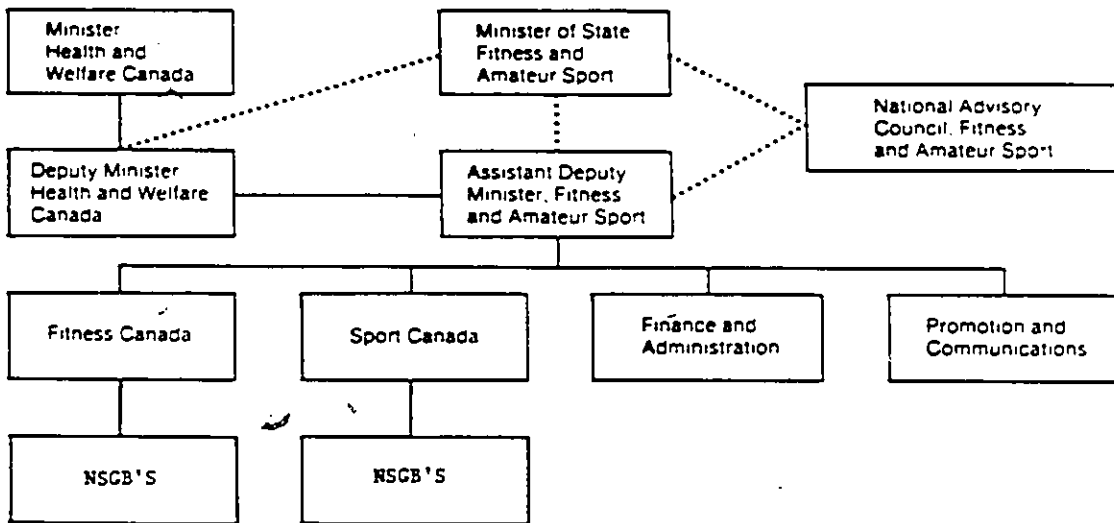
Funding Mix -	Donations	DECREASE
	Fund Raising	DECREASE
	Sponsorship	DECREASE
	Membership Fees	STATIC

Source: Canada, Sport Marketing Council, Introduction to National Sport Governing Bodies, Ottawa: Sport Marketing Council, Tuesday, February 18, 1986, p.1.

- (2) To hold the sanctioning rights as they relate to the sports at the national and international level;
- (3) To establish rules and regulations to be adopted at the national level;
- (4) To provide coaching for teams under their jurisdictions and to develop standards and certification programs for coaches;
- (5) To provide national teams;
- (6) To provide technical development programs for their sports on a national basis;
- (7) To provide promotion and fund-raising programs for their sports at the national level;
- (8) To represent the sports to, and to communicate with, the federal government;
- (9) To provide administrative support systems at the national level;
- (10) To represent and develop the sports at the international level;
- (11) To provide officials for national and international competitions and to develop standards and certification programs;
- (12) To be an active partner in the development and monitoring of a National Plan. (Government of Canada, Fitness and Amateur Sport, 1979, p.22)

National sport governing bodies form an important part of the Canadian amateur sport structure (see Figure 2, page 27). In general terms, national sport associations develop, coordinate and implement national and international

FIGURE 2 -- SIMPLIFIED CANADIAN AMATEUR SPORT STRUCTURE



Source: Canada, Fitness and Amateur Sport, Partners in Pursuit of Excellence: A National Policy on Amateur Sport, Ottawa: Supply and Services, 1979.

programmes which are made available to provincial agencies, regional agencies and finally municipal agencies. (Government of Canada, Fitness and Amateur Sport, 1979, p.22)

Through the years, as national and international sport developed higher standards of achievement, it became evident and essential that national sport governing bodies had to be structured if Canadians were to improve their worldwide performances. The federal government had to do more than consider sport for reasons of national defense and employee productivity; it had to recognize a need for public commitment to sport.

Therefore, as a result of public pressure exerted by citizens who were concerned about the waistlines of Canadians, about the lack of involvement in sports and recreational activity, and about the poor performances of Canadian athletes on the international scene, the National Sport and Recreation Centre was finally established in 1970 as the nucleus of administrative support.

Federal government grants made it possible to hire Executive Directors, Technical Directors and Programme Coordinators whose purposes served to instill a more effective and efficient administrative bearing within each individual national sport governing body. In their administrative

complex, national sport associations were able to develop, coordinate and implement national and international programmes in an effort to meet the needs and aspirations of Canadian athletes.

CHAPTER III

REVIEW OF LITERATURE

CHAPTER 3

REVIEW OF LITERATURE

The Review of Literature examines the material related to the various aspects of the position of Executive Director. It must be noted at this time that, due to the lack of literature concerned with the position of Executive Director of national sport governing bodies, the present chapter includes material related to various positions in sport management, including athletic coach, Physical Education Department Head, Physical Education Director, Athletic Director, State Director, physical education administrator, manager and administrator. The investigator believes that there are significant similarities in terms of job descriptions as is demonstrated in this chapter.

The first section presents a chronological review of the literature depicting the duties and responsibilities of sport administrators. The second section examines the relationship between autonomy and motivation. The third section deals primarily with the relationship which exists between autonomy and job satisfaction. Section four attempts to demonstrate the relationship between autonomy and job performance (the reader will note that sections two to four of this chapter

are interrelated). Finally, the fifth section presents the literature pertaining to studies related to the autonomy of employees. Chapter three is concluded by a brief summary of the information introduced in the preceding pages.

EXECUTIVE DIRECTOR'S DUTIES AND RESPONSIBILITIES

The Executive Director of a national sport governing body is a key figure in the effective development of the organization. It is known that the organization's ability to reach its expected goals depends in part on the capability of the Executive Director to utilize the available resources to achieve these goals. For this reason, the selection of an Executive Director becomes one of the most important decisions of the Board of Directors. (Government of Canada, National Sport and Recreation Centre, 1980)

In recent years, sport management officials have made an attempt in determining the roles and responsibilities of the sport executive. From these guidelines, employers have been in a better position to detail a job description and managers have in hand a blueprint from which to base their workplans.

A handful of important studies have contributed to the evolution of the sport administrator. These studies are discussed hereafter. The pioneer study in this field is that

of Monroe (1929). Through the use of a questionnaire, Monroe hoped to identify the duties of high school athletic coaches to help those people planning athletic coaching curricula for schools or departments.

Five years later, Shepard (1934) undertook a study to discover the specific duties performed by boys' physical education department heads in senior high schools in Los Angeles, California. He formulated a list of 206 administrative and supervisory duties relating to the physical education and athletic programmes.

Humphrey (1952) identified 127 duties of the public school physical education Director. In addition, Humphrey discovered that the public school physical education Director spent, on an average, fifty hours per week on all phases of the job.

Through the use of a checklist containing 128 clearly defined duties, Rice (1955) analyzed the job of the physical education Director. The author rated each duty according to criteria for frequency of performance and importance in fulfilling administrative responsibilities.

According to Kelliher (1956), the frequency of duties of Athletic Directors occurred in this order: administrative

duties, public relations, finances, coaches and contests, property and equipment, and duties related to athletes. The author noted that Athletic Directors could expect to work approximately fifty-one hours per week.

Richey ,(1963) studied the job responsibilities of selected American college Athletic Directors -utilizing two questionnaires, one of which was sent to the Athletic Director and the other to the college President. Enos (1964) concluded that the Directors in the larger junior colleges spent more time with administrative and supervisory duties while the Directors in the smaller settings had a wider variety of duties and functions to perform.

It was the purpose of Sutton's (1968) study to make an analysis of the tasks and competencies of state Directors of health, physical education and recreation, and to determine the functions performed by the state Directors in terms of skills, knowledge, abilities and understandings which they considered to be of importance in carrying out the role of state Director.

Hansan (1969) sought to identify the duties of men physical education administrators and to evaluate the duties in terms

of frequency, importance and difficulty in their performance. Two individual studies were undertaken in nineteen seventy-two. Curcuru and Healy (1972) attempted to delineate the many roles played by a manager during his normal work.

Davis (1972) identified 95 duties of the administrative head in health, physical education and recreation. The analysis revealed that 72.7 percent of the administrative head's time was spent in the areas of general administrative duties, instructional programme, personnel and supervisory duties.

Mintzberg (1973) presented some interesting statistics through his study. According to him, the business manager spends as little as 22 percent of his time at his desk. The manager devotes 60 percent of his time at scheduled meetings and 10 percent of his time at unscheduled meetings. In addition, of all the activities accomplished by the manager, half of them have a duration of less than nine minutes and only ten percent are more than one hour in duration.

Foley (1974) provided a master list of duties of personnel serving as administrators, in the areas of health, physical education and recreation, and determined the frequency, difficulty and importance of these duties. A revised measurement instrument with 93 duties was administered. In

his conclusion, 21 duties were identified as being critical to the job performance of an administrator.

In 1975, the Council of Executive Directors formulated a composite job description of the position of Executive Director. Their framework describes a total of ten roles and six responsibilities. The following conclusions were drawn from Burelle's (1975) findings:

- (a) Canadian athletic Directors are well qualified for their positions in terms of general education, coaching experience, sports participation and professional involvement;
- (b) Canadian athletic Directors are not as well qualified in terms of administrative experience and "related" education courses;
- (c) The younger Canadian athletic Directors (under 30 years of age) are the weakest in terms of essential administrative qualifications;
- (d) The most deficient athletic Directors in terms of essential "related" education courses are those 50 years of age and over and /or those with no collegiate degree.

According to Mintzberg (1975), managers work at an unrelenting pace. Their activities are characterized by brevity, variety and discontinuity. Managers are strongly oriented to action and dislike reflective activities. In addition, managers strongly favor the verbal media, namely telephone calls and meetings. Sutton (1975) attempted to determine the functions actually performed and those which

ideally should be performed by male intercollegiate Athletic Directors. He concluded that male intercollegiate Athletic Directors were perceived as actually performing and ideally performing many different functions.

Kurtzman (1976), in presenting a model for the administration of an amateur sports association national office, offered a revised plan for administration. According to the author, the Executive Director should:

- "(a) Monitor all functions of administrative assistant;
- (b) Direct liaison with committees, other sport governing bodies, government, professional associations and provinces;
- (c) Identify delivery systems;
- (d) Ensure all functions related to national programs occur;
- (e) Public relations, promotion/fund raising." (Kurtzman, 1976, p.5)

The Fitness and Amateur Sport branch (1979) presented their own job description for the Executive Director. Their presentation was divided into four roles, each subdivided into several headings. More specifically, the job description embraced such responsibilities as financial management, office management, communications, planning and decision-making, training programmes, records and files, external liaison, public relations, meetings, goal setting, analysis and reporting.

In the Application of Managerial Roles and Practices in Amateur Sport, Lyle Makosky (1979) describes the importance of systematic management in amateur sport:

"The conscientious, ever-growing, systematic manager tries to apply as many of the following practices as seem practical, in order to lead his sport governing body more efficiently and effectively toward the goals it exists for."
(Makosky, 1979, p.49)

In 1980, Landahl pointed out some interesting facts concerning the manager. Based on Landahl's study, the average manager divides his workday in the following fashion: 50 percent is spent doing what he or she is paid to do, 25 percent goes to future-oriented work, 15 percent is given to organizational trivia, and the remaining 10 percent is wasted on nonproductive activities and padded effort. The author's analysis shows that, of an eight hour workday in which only 4.8 hours are actually spent working, the rest of the time is spent on coffee breaks, bathroom visits, resting, walking, fiddling around, day dreaming, and trying to determine what to do next.

In an attempt to facilitate the hiring of an Executive Director, the National Sport and Recreation Centre (1980) published the duties and responsibilities of an Executive Director employed at the National Sport and Recreation Centre. In its manual entitled How to Hire an Executive

Director, the Centre presents 27* responsibilities of the Executive Director. These responsibilities are gathered under four headings: administration, budgeting, public relations and policy development.

In 1982, Medalha studied the implications for the professional preparation of sport administrators in Brazil. The administrators identified 91 duties which were performed independently, cooperatively or on a delegated basis. They were perceived as performing more than 71 percent of the duties listed on the questionnaire.

Wolfenden (1983) identified 40 selected responsibilities of the Executive Directors of national sport governing bodies housed in the National Sport and Recreation Centre (see Table 3, page 40). Two questionnaires were distributed: one to the Executive Directors and the other to the Presidents of their respective Board of Directors. It was concluded that, in general, the relative importance which the Executive Directors and the Presidents attach to the responsibilities, is similar. In particular, they agree that those responsibilities of the financial management and public sector grant application kind, were of the highest priority, and those of the program development and private sector fund-raising kind, were of lowest priority.

Finally, the latest addition in describing the job of the Executive Director is seen in a manual published by the New South Wales Department of Leisure, Sport and Tourism (1984). This attempt clearly summarizes 14 duties of the sport administrator.

The job of individuals serving as administrators in the field of health, physical education, recreation and sport, has been analyzed scrupulously by a number of investigators and management officials. Such an analysis has contributed immensely in the work of authors such as Wolfenden (1983) who was able to suggest a list of forty responsibilities of Executive Directors of national sport governing bodies. This list was yielded from a review of literature related to the responsibilities, duties, functions and roles of executive officers. This same list of forty responsibilities provided the basis for the list of duties used in this study. It is by providing these "guidelines" that the job of Executive Director has developed into what it is today.

TABLE 3 - WOLFENDEN'S 40 SELECTED RESPONSIBILITIES OF EXECUTIVE DIRECTORS

1. Managing national office personnel;
2. Serving as liaison officer on behalf of the national sport governing body with Sport Canada;
3. Serving as liaison officer on behalf of the NSGB with agencies other than Sport Canada;
4. Preparing the annual report for the NSGB;
5. Evaluating the NSGB's effectiveness;
6. Assisting in the development of long-range planning;
7. Planning fund-raising activities;
8. Soliciting financial support from potential individual and corporate sponsors;
9. Planning for the NSGB's annual and special meetings;
10. Submitting of regular reports and statements on the activities of the NSGB to the Executive Committee;
11. Maintaining a files and records system;
12. Assisting and guiding volunteer members of national committees;
13. Serving as an ex-officio member on committees;
14. Serving as recording secretary at annual and special meetings of the NSGB;
15. Handling daily correspondence, inquiries, etc...
16. Undertaking research for the NSGB;
17. Assisting in the development of the NSGB's goals and objectives;

18. Preparing grant applications to the federal government;
19. Negotiating grant applications with the federal government;
20. Serving as executive editor of the NSGB's official publications;
21. Solving problems within the NSGB;
22. Assisting in the organization of national events including national championships;
23. Providing consultative service to the NSGB's branches/members;
24. Attending major competitions in the sport;
25. Ensuring that audit requirements are met;
26. Serving as a representative of the NSGB at meetings of other related organizations;
27. Assisting in the development of national policy;
28. Implementing policy decisions resulting from Board and Committee meetings;
29. Implementing new national programs;
30. Supervising national programs;
31. Supervising national program budgets;
32. Supervising membership registration;
33. Visiting branch or regional offices;
34. Serving as a representative of the NSGB at events and functions;
35. Organizing a membership recruitment program;
36. Developing strategies for marketing the sport;

37. Maintaining positive relationships with members of the media on behalf of the NSGB;

38. Coordinating the preparation of the annual budget;

39. Supervising general accounting procedures of the NSGB;

40. Negotiating rights-and-properties contracts.

Source: Wolfenden, D.T., "Relative Importance of Forty Selected Responsibilities of Executive Directors of Canadian National Sport Governing Bodies", University of New Brunswick, Fredericton, 1983, p.137.

In studying the factors that influence the work of an individual, an investigator would discover that one's autonomy in performing his/her duties plays a role of paramount importance in the attitude adopted towards his/her employment. A review of literature of business management, and sport and recreation management related materials supports the statement that job autonomy considered within a variety of other factors such as work environment, challenging work, task variety, etc..., is closely related to the performance of the work force. An elaborate look at the literature shows that there exists a significant correlation between job autonomy and three major work attributes: (a) job motivation, (b) job satisfaction, and (c) job performance. To demonstrate this important relationship, the remainder of this chapter shall be divided into three sections:

1. Relationship between job autonomy and job motivation;
2. Relationship between job autonomy and job satisfaction;
3. Relationship between job autonomy and job performance.

RELATIONSHIP BETWEEN JOB MOTIVATION AND JOB AUTONOMY

Since the beginning of the 1970s, investigators have devoted much of their time to delineating the factors most significant for the motivation of employees, whether managers or manual labourers. Psychologists maintain that motivation

is a product of satisfied needs, whether they be inferior or superior needs (Krech et al., 1979) This section seeks to define the relationship between job motivation and one of these needs, autonomy.

Toulouse and Poupart (1976) stress that employees' dissatisfaction is a result of task monotony, and lack of responsibility and autonomy. From their observations, one would be tempted to conclude that employees are not motivated at work.

Jobes (1980) underlines the fact that man wants to control the events of his environment. He wants to be responsible for his behaviour in his environment. Job enrichment in the organization consists of increasing the employee's responsibilities so as to give him a sense of autonomy, appreciation and realization. Restructuring the job seeks to increase task variety and autonomy. Job enrichment satisfies the employee's needs of competence, creativity and accomplishment.

Zaltman (1980) encourages managers to integrate the need satisfaction of employees with the achievement of organizational goals. In his view, each employee has a certain type and level of needs, and he is motivated to behave in ways to satisfy these needs. In the "higher-order

needs", people need to use their skills and talents, to express themselves. As the author explains, "there is increasing interest in such things as "doing your own thing",...and individual development on the job". (Zaltman, 1980, p.81) Employees who are seeking higher-order need satisfaction on the job want autonomy in their work.

Neal, Williams and Beech (1982) believe professionals in leisure services must understand the essence of motivation in order to increase productivity in the organizations. As Zaltman (1980), they advise managers to provide employees with an opportunity to meet their personal needs. By doing so, the managers can productively tap the energies of employees to mutually benefit the organization and the individual. In their study, supervisors and employees ranked items related to quality experience, growth and self-improvement, involvement and recognition as the most important.

McFillen and Podsakoff (1983) support the view that non-financial means of motivation must be developed if employees are expected to work beyond the acceptable level of performance. In an anecdote described by the authors, a supervisor could not understand why a college-educated hourly worker would not transfer from a \$7.50 per hour, late shift

janitorial job to the assembly line, where the employee could earn ten percent more per hour. As the situation was examined, it became apparent that the job change would mean, amongst other motivation-related issues, a decline in autonomy which was important to the college graduate.

The major findings of Griggs and Manning (1985) revealed that the most important sources of motivation, satisfaction and retention of professionals are: (1) the nature of the work itself; (2) organizational processes; and (3) the extent to which professionals feel they have a career, as opposed to a job. One of the intrinsic rewards identified by the respondents concerns the opportunity to influence and be part of the business success of the organization. The authors feel we can expect professionals in the future to have a larger sense of autonomy.

RELATIONSHIP BETWEEN JOB SATISFACTION AND JOB AUTONOMY

Several components have been identified as having a positive ~~impact on motivation, performance and attitudes. Needless to~~ say, psychological studies have demonstrated that a motivated employee is a satisfied employee. (Toulouse and Poupart, 1976) For this reason, employee autonomy has a positive effect on job satisfaction. The following section

establishes the relationship between job satisfaction and autonomy.

Rakich (1970) investigated the problem of employee performance through the examination of the effects the individual's attitudes has on his level of job performance. The attitudes were those of perceived job autonomy, job involvement and job satisfaction. Results showed that there was a significant relationship between an individual's (1) level of perceived job autonomy and his level of job performance, (2) his level of perceived job autonomy and his level of job involvement, and (3) his level of perceived job autonomy and his level of job satisfaction. Rakich (1970) concluded that the individual's perception of his job autonomy was important in so far as it was the most significantly associated variable with the individual's level of job satisfaction.

According to Teague et al. (1981), three organization components - (1) relationship dimensions, (2) personal growth and career dimensions, and (3) systems maintenance and system change dimensions - determine the amount of autonomy, participation and control available to any member of the system. Role overload, role conflict, role ambiguity, and the amount of challenge, variety and autonomy available to

the individual are the principal characteristics related to job strain. (Hahn et al. (1964) in Teague et al. (1981))

"Low-burnout individuals described their work environments as offering (1) more staff support, (2) more peer cohesion, (3) more autonomy, (4) more task orientation, (5) less work pressure, (6) more clarity, (7) more control, (8) more innovation, and (9) more physical comfort than high-burnout individuals' work environments." (Teague et al., 1981, p. 63)

The purpose of Beam's (1981) research was to develop a theory about the process of teacher burnout. Beam concluded that all psychologically growth-oriented dropouts, whether frustrated or bored, were seeking greater autonomy and a higher salary with which to pursue leisure time.

As related in Schnake et al. (1984), Avey and Dewhurst (1976) found no significant relation between three needs (achievement, autonomy and affiliation) and job satisfaction. In Schnake et al.'s study (1984), intrinsic job satisfaction was measured by means of a five-item scale. Respondents were asked to indicate how satisfied they were with the following aspects of their job:

"The amount of freedom you have on your job."

"The chances you have to learn new things."

"The chances you have to accomplish something worthwhile."

"The chances you have to do something that makes you feel good about yourself as a person."

"The chances you have to take part in making decisions."

Results showed that individuals who are allowed to participate in goal setting report significantly higher intrinsic job satisfaction.

RELATIONSHIP BETWEEN JOB PERFORMANCE AND JOB AUTONOMY

Many authors, such as Nogradi and Koch (1981), believe that the degree of autonomy given to the employee in doing his/her job will influence his/her performance. Employees need to freely express themselves, to deploy their creativity. This section identifies the relationship between job performance and autonomy.

In 1972, Heizer investigated the work of managers by attempting to determine exactly what managers do during those instances when they are effective and ineffective. Heizer concluded that four "support actions" contributed to ineffectiveness when they were not accomplished or when accomplished poorly. These were "need satisfaction", "supervision", "authority emphasis" and "other". They were called "support actions" because they entail support for subordinates and support from superiors and company (Heizer, 1972). Katz (1974) suggests that the success of an administrator rests on three basic skills: technical, human

and conceptual. An individual with good human skill works to create an atmosphere in which subordinates feel free to express themselves. Such an executive will encourage subordinates to participate in the planning and carrying out of those things which directly affect them. As Katz (1974) relates, refusing to allow an employee "to run his own show" discourages the assumption of responsibility.

In 1976, Dennis Lewis, then the Executive Director of the Canadian Youth Hostelling Association, identified the staff-volunteer relationships in volunteer associations. According to Lewis (1976), as expansion, growth and promotion develop, a decision is made to hire a "paid person" to handle the problem-solving. This paid person is often a highly motivated volunteer who often becomes what is known in the associations as a "paid volunteer". A common error is seen when the volunteer group is so relieved to see the employee take office that they overwork him "because he is full time and gets paid". (Lewis, 1976, p.6) A good employee should be able to exert some freedom in his position; he should be encouraged to explore, present his point of view, challenge and stimulate. With varying levels of motivation within associations, the compatibility between staff and top volunteers must be in tune.

According to Anderson (1980), it is imperative to select personnel on the basis of their qualifications which will give them the freedom to function with sound judgement. Such a principle will help administrators to manage in a more efficient and effective manner.

Nogradi and Koch (1981) maintain that participation in the decision-making process will lead to improved job performance. However, because most municipal recreation administrators are already involved in as many decisions as they desire, the introduction of additional decision-making opportunities will not necessarily improve employee productivity.

By providing a quality work environment, challenging work and work enrichment, managers can increase the productivity of employees. (Grant, 1983) High salaries, good fringe benefits, achievement-opportunities can keep workers highly satisfied with employment.

JOB AUTONOMY

This section presents the literature directly related to the autonomy of employees.

Kruger (1970) identified middle management as a group of followers. They carry out the policies of top management.

"Their primary job is to make the "boss" look good to the end that the mission of the organization is achieved effectively and efficiently. They run the detail of the organization, leaving top management as free as possible for their other responsibilities." (Kruger, 1970, p.935)

However, they have the freedom to utilize properly their immediate subordinates; an important ingredient for management effectiveness as they communicate to their staff by their actions or inactions.

A study conducted by Dennis (1971) to examine the administrative behaviour of "successful" and "unsuccessful" Athletic Directors revealed that both sets of Directors, in describing their roles, felt they were responsible for making decisions which define operating procedures.

In 1971, Akers set out to determine the degree of autonomy of the Athletic Director. He sought the opinions of both Athletic Directors and their Presidents or Chairmen of faculty committees on Athletics, as to the amount of autonomy that the Athletic Director should have in various areas. Generally, the Athletic Directors possess the greatest autonomy in administering the athletic budget, in purchasing supplies and equipment, in scheduling games, and

in arranging travel arrangements. According to Mintzberg (1973), the participants in his study had the freedom to make numerous crucial decisions which would have an impact on the organization.

In Derr's opinion, "a person needs the freedom to be able to express his own capabilities and concerns for improving the system so that he feels essential to its effectiveness." (Derr, 1975, p.16) This autonomy, which allows one to be his own man, can become a cause of a power struggle if the drives for autonomy are incompatible. Also, people with needs for autonomy for their own interests tend to resist organizational interdependence if the imposition of joint activity is too demanding. In such a case, the people involved will consider it an invasion of their right to pursue some of their own interests.

Sandefur and Oglesby (1982) suggest that the Department Head of college athletics needs the required "tools" if his department is to be successful - quality staffing, funding, facilities and autonomy, to function effectively. In a good Dean/Department Head relationship, the Dean delegates the authority necessary for the Department Head to fulfill his duties and responsibilities. In addition, the Department Head should have the freedom to make decisions necessary to reach departmental goals and functions, effectively.

Hughes (1983) offers his thoughts on the successful working relationship between the elected and/or appointed Board and the professional staff. In his view, it is necessary for Commission members to respect the knowledge, experience and abilities of the administrator, and to use the administrator's talents in a positive sense.

The staff with a sense of mission, working within a positive work environment and with a commitment to cooperative decision-making will have a greater sense of accomplishment. (Cooper, 1984) The author states that in a positive communication climate, people are sensitive to each others' needs, members actively include each other, and power is shared. Cooper (1984) firmly believes that faculty and staff members want to be involved in decision-making.

McBeth and Mondy (1985) attempted to identify the factors that cause some managers to stay affiliated with a club for a period of many years and the factors that can induce a manager to leave. The results demonstrate that managers with jobs offering more autonomy were likely to have longer tenure. Managers, who were allowed to participate in establishing policies and procedures, tended to stay longer with the club. Several respondents noted that "they had enjoyed considerable autonomy when they were first hired but

that with the passage of time and changes in board membership, they found they had increasingly less say in the club's operation". (McBeth and Mondy, 1985, p.14) Several participants complained about a lack of job autonomy asserting that club managers should be allowed to manage. McBeth and Mondy concluded that the club managers seek the opportunity to use their talents and recognition for doing so.

SUMMARY

The Review of Literature shows that job autonomy is an important aspect of an individual's employment. An autonomous employee is a motivated person whose job satisfaction leads to increased productivity/performance in terms of efficiency and effectiveness. In this regard, the autonomy of Executive Directors in performing their duties may be a factor in the short tenure of their position.

CHAPTER IV

METHOD

CHAPTER 4

METHOD

The national office employees play a vital role in the development of programmes for their respective sports. One of them, the Executive Director, is a key figure in the overall effective functioning of the organization. In an attempt to standardize the job of the Executive Director, job descriptions have been presented by potential individuals and organizations. In addition, research has contributed immensely in capturing the essence of the duties and responsibilities of a sport administrator. The major problem of this study is to determine the degree of autonomy of Executive Directors of selected national sport governing bodies in performing their duties.

Forty-eight national associations housed by the National Sport and Recreation Centre were invited to participate in the investigation. Each Executive Director was asked to complete a two-part questionnaire (see Appendix 2) that was primarily designed to identify the degree of perceived actual autonomy of his/her position in relation to various areas regarding the operation of the sport governing body. Furthermore, the measuring instrument allowed the investigator to determine the degree of autonomy which the

Executive Directors considered necessary for peak performance and effective productivity.

The following procedure was employed:

- a) Identification of the survey sample;
- b) Development of the measuring instrument;
- c) Determination of the validity and reliability of the measuring instrument;
- d) Collection of the data;
- e) Tabulation and analysis of the data.

IDENTIFICATION OF THE SURVEY SAMPLE

Wolfenden (1983) stated that the National Sport and Recreation Centre houses a number of sport organizations which, within their respective structure, advocate different mandates. He also stated that organizations such as the Canadian Olympic Association handle large-scale sporting events. Others such as the Canadian Intramural Recreation Association are responsible for the coordination of sport-related groups, while some like the Sports Federation of Canada act as umbrella agencies for several associations. However, the majority are single-purpose bodies in that they promote, coordinate and develop one sport or a group of related amateur sports at the national level. Today,

forty-eight such national sport governing bodies are situated in the National Sport and Recreation Centre. In an effort to establish a certain consistency in the results of our findings, the Executive Directors (or their equivalent) of forty-eight resident national sport governing bodies were selected to participate in the initial investigation.

It is important to note that, since not all chief administrative officers of the selected forty-eight associations have as official title that of "Executive Director", the investigator included in the survey those officers with the equivalent title to that of "Executive Director". Organizations which were invited to participate in the study have been listed in Appendix 2.

DEVELOPMENT OF THE MEASURING INSTRUMENT

The data for this study was gathered via the use of a questionnaire. The latter was developed from the review of literature; two major sources, Akers (1971) and Wolfenden (1983), were utilized as a model throughout the development of the questionnaire.

The investigator sub-divided the measuring instrument into two major areas. Area A was concerned with the profile of the Executive Director and the National Sport Governing Body.

For the purpose of this study, nine statements were included so as to outline a number of personal characteristics of the participants.

Area B constituted the focal point of the present investigation and was developed from Akers' (1971) and Wolfenden's (1983) questionnaires. Each participant in the study was required to rate his/her autonomy under two distinct headings: actual and required. Actual autonomy related to the degree of autonomy an Executive Director felt he/she actually had in performing his/her duties. Required autonomy regarded the autonomy a respondent felt would be desirable to perform his/her duties in a most effective manner. Under each label, actual and required, five possibilities were presented to the participants as far as rating the degree of autonomy for each duty was concerned:

1. Does not apply;
2. None;
3. Provide information;
4. Shared;
5. Major responsibility.

The labels and ratings are similar to those found in Akers' (1971) study since these could be used efficiently with our own population, without major changes.

Yet, as much as Akers' labelling and rating were considered to be appropriate to this investigation, it was concluded that for more adequate results Wolfenden's (1983) forty responsibilities should constitute Area B, for two reasons. Firstly, Akers' duties were formulated in 1971, one year following the inception of the National Sport and Recreation Centre. Since then, many changes have marked the administration of national sport organizations. Akers' duties would surely be outdated. Secondly, Akers' duties, which were related to the job of the Athletic Directors of selected educational institutions, differed significantly from those presented by Wolfenden. His duties had already been submitted to Executive Directors of national sport governing bodies. For the above-mentioned reasons, thirty-eight of Wolfenden's forty responsibilities, which were initially adopted from a list of one hundred and forty-three possible responsibilities yielded from a review of literature related to the responsibilities, duties, functions and roles of executive officers, were included in the measuring instrument at hand. The complete questionnaire is included in Appendix 1.

VALIDITY AND RELIABILITY OF THE MEASURING INSTRUMENT

In order to establish the validity of the measuring

instrument, both the questionnaire and a letter of explanation were sent to a panel of experts at the University of Ottawa. This panel of experts included university professors involved in the education of various facets of sport administration at the post graduate level. The list of participating individuals appears in Appendix 3.

More specifically, this validation was conducted to:

- a) Evaluate the stated form of the responsibilities;
- b) Determine whether additions or deletions should be made to the list of responsibilities;
- c) Evaluate the general structure and features of the instrument; and
- d) To establish that the content of the questionnaire measures the perceived actual and required degree of autonomy of Executive Directors.

Based on the comments/suggestions received from the panel of experts, the following changes were made to the measuring instrument:

- a) The wording of the questions was verified and changed, where appropriate, for clarification purposes;
- b) More explicit definitions were developed for the rating value of each responsibility; and
- c) Responsibilities #26 and #29 were deleted from the original questionnaire due to their repetitious nature.

By integrating the above amendments, it was concluded that the measuring instrument was valid and, therefore acceptable for the purposes of this study. It is interesting to note that Wolfenden's measuring instrument, which is very similar to that of the present study, had previously been validated through a pilot study involving the executives of fifteen provincial sport governing bodies in the province of Nova Scotia.

The reliability of the questionnaire was determined through a test, re-test procedure. Through random selection, ten percent of the Executive Directors who had participated in the original study, were requested, through a letter of explanation, to answer and return a second questionnaire. A Pearson correlation coefficient was run between the two sets of scores to establish the reliability of the measuring instrument and it was found that the reliability was $r = .87$. Therefore, it is concluded that the measuring instrument is reliable.

COLLECTION OF THE DATA

The initial contact with the Executive Directors was done through an introductory letter which was sent to them by mail. This first letter, while stating the purpose of the

study, solicited the incumbents' participation in the investigation. An appointment was later scheduled by telephone. The meetings were intended to further define the study, answer questions and give instructions as to the completion of the questionnaire. The return deadline was also clearly stated. A letter of notice was sent to those participants who had not responded by the deadline. Copies of the correspondence are included in Appendix 4.

TABULATION AND ANALYSIS OF THE DATA

Thirty-two questionnaires were returned. The return rate was 66.7 percent. Once the questionnaires were gathered, a number of statistical analyses were completed for the needs of this study.

The profile of the Executive Director was determined through statistical descriptive analysis.

Thirty-eight responsibilities were chosen to determine the perceived actual and required degree of autonomy of the Executive Director. The analysis, of both perceived actual and required autonomy, was made by tabulating the rating given each item by the respondents to develop a total score for each questionnaire. In order to establish a total score

for each participant, the following values were assigned to the responses:

Major responsibility	5
Shared	4
Provides information	3
None	2
Does not apply	1

The possible total score was 190 under both required and actual autonomy. Percentages were then calculated to present the degree of autonomy. The T-test was used to compare the total scores for perceived actual autonomy and for perceived required autonomy as reported by the participants of the study. In addition, the T-test was used to compare the total scores for perceived actual autonomy of Executive Directors with a business-related background and Executive Directors with a sport-related background. Finally, total scores for perceived actual autonomy of Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies were compared by means of the T-test.

A Pearson correlation coefficient was run to establish the relationship between the level of confidence and the level of education of Executive Directors. A Pearson correlation

coefficient was also run to establish the relationship between the level of confidence and the level of participation of Executive Directors in the sport for which they were employed at the time of the study. In addition, a Pearson correlation coefficient was run to establish the relationship between the desirability to leave and the level of education of Executive Directors. Finally, a Pearson correlation coefficient was run to establish the relationship between the desirability to leave and the level of participation of Executive Directors in the sport for which they were employed at the time of the study.

CHAPTER V

PRESENTATION AND ANALYSIS
OF THE DATA

CHAPTER 5

PRESENTATION AND ANALYSIS OF THE DATA

This chapter presents and analyzes the responses of the participants in each item of the measuring instrument in order to determine the degree of autonomy Executive Directors had in performing their duties.

Forty-eight national sport governing bodies located in the National Sport and Recreation Centre were invited to take part in the investigation. Thirty-two associations responded to the invitation for a return rate of 66.7 percent. It must be noted that two associations had no Executive Directors at the time the questionnaire was distributed. These responses were withheld from the results presented. All other responses were collated and analyzed and are presented in the following fashion:

- a) Presentation of an outline of the characteristics of the Executive Director and the sport organization;
- b) Presentation of the actual and required degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors;
- c) Determination of the difference between the actual and required degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors;

- d) Determination of the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors with a business-related background and Executive Directors with a sport-related background;
- e) Determination of the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies;
- f) Discussion of the findings.

CHARACTERISTICS OF EXECUTIVE DIRECTOR AND NATIONAL SPORT GOVERNING BODY

Executive Directors were requested to respond to nine questions regarding general characteristics of the senior administrative officer and the national sport organization.

These characteristics were presented as follows:

- 1) Official Title
- 2) Gender
- 3) Tenure
- 4) Education
- 5) Administrative Experience
- 6) Sport Participation
- 7) Funding

- 8) Level of Confidence
- 9) Desirability to Leave

1) Official Title

Throughout this document, the investigator has referred to the subjects as Executive Directors. However, we must emphasize that the study was concerned with the position of Executive Director or its equivalent. The official title of the respondents' position at the time of the study is indicated below:

<u>Title</u>	<u>Number of Responses</u>
Executive Director	24
Director General	3
Chief Executive Officer and President	2
General Manager	2
Managing Director	1

2) Gender

Our survey sample consisted of twenty-four male Executive Directors and eight female Executive Directors.

3) Tenure

Because our investigation will prove significant in so far as it contributes to further the identification of the reason(s) which lie(s) behind the short length of tenure of the senior administrative officers of national sport governing bodies,

(Wolfenden, 1983), the subjects were asked to indicate the number of years for which they had been of service in the position they occupied at the time of the study. 53.1 percent indicated they had served between one and three years in the above mentioned position. The results are presented in the immediate following:

<u>Years of Service</u>	<u>Number of Responses</u>	<u>Percent</u>
Less than 1	6	18.8%
1 - 3	17	53.1%
4 - 6	4	12.5%
7 - 9	4	12.5%
10 - 12	1	3.1%

4) Education

53.1 percent of the survey sample had a university Baccalaureate degree while 31.3 percent boasted a university Master degree. Only 6.3 percent indicated having received less than a college education (high school diploma, trade certificate).

<u>Degree</u>	<u>Number of Responses</u>	<u>Percent</u>
High School/Trade	2	6.3%
College	2	6.3%
Baccalaureate	17	53.1%
Master	10	31.3%
Doctorate	1	3.1%

5) Administrative Experience

All participants revealed having had administrative experience previous to undertaking the position for which they were employed at the time of the survey. 90.6 percent were familiar with sport administration while 34.4 percent had been trained through other types of administration. 25.0 percent had been exposed to both sport and other types of administration.

<u>Type of Administration</u>	<u>Number of Responses</u>	<u>Percent</u>
Sport	29	90.6%
Other	11	34.4%

6) Sport Participation

More than 81 percent of the Executive Directors had participated, at one level or another, in the sport for which they were employed at the time of the research. The most common levels of involvement were at the community level (18.8 percent), the international level (18.8 percent) and the provincial level (12.5 percent).

7) Funding

The majority of funding for the national sport organizations comes from the federal government and/or private sponsorship. In a large sense, the proportion of an association's total budget received as subsidy from Fitness and Amateur Sport

determines the degree of dependence towards government restrictions. In our sample, Fitness and Amateur Sport funds more than 80 percent of an organization's annual budget in 31.3 percent of the cases. 28.1 percent receive between 60 and 80 percent while 25.0 percent rely on the federal government to contribute 40 to 60 percent to their financial plan. Less than 15 percent receive the majority of their funds (more than 60 percent) from private sources.

8) Level of Confidence

The participants were requested to rate their level of confidence in performing the duties assigned to their position at the time of the study. The scale provided ranges from "1" (low) to "5" (high). The information provided via questions #8 and #9 serves a supporting role in our deliberations.

The participants in the investigation were very confident as far as the performance of their duties was concerned. More specifically, 59.4 percent rated their level of confidence a "5", 37.5 percent rated their level of confidence a "4" and 3.1 percent rated it a "3".

9) Desirability to Leave

Question #9 of the measuring instrument asked the senior administrative officers to rate their desirability to leave

the position they were fulfilling at the time they responded to the questionnaire. As in Question #8, the scale provided ranged from "1" (low) to "5" (high). 37.5 percent of the respondents described their desirability to leave as low (1), 34.4 percent rated it a "2", and 15.6 percent described their desirability to leave as medium (3). Only 9.4 percent had a high (5) desirability to leave their positions.

ACTUAL AND REQUIRED DEGREE OF AUTONOMY

The core of the study consisted in the analysis of the perceived degree of autonomy of Executive Directors in the performance of their duties. Each participant in the investigation was required to rate his/her autonomy under two distinct headings, actual and required. For each heading, the participants could choose amongst five possibilities when deciding how to rate each duty. The following pages present the average rating obtained for each responsibility.

1. Managing national office personnel

Perceived actual autonomy:	Major responsibility	78.1%
	Shared	15.6%
	None	3.1%
	Does not apply	3.1%
Perceived required autonomy:	Major responsibility	87.5%
	Shared	9.4%
	Does not apply	3.1%

Average rating:	Perceived actual autonomy	4.67
	Perceived required autonomy	4.82

2. Serving as liaison officer on behalf of the national sport governing body with Fitness and Amateur Sport

Perceived actual autonomy:	Major responsibility	56.3%
	Shared	43.8%

Perceived required autonomy:	Major responsibility	53.3%
	Shared	46.9%

Average rating:	Perceived actual autonomy	4.51
	Perceived required autonomy	4.57

3. Serving as liaison officer on behalf of the national sport governing body with agencies other than Fitness and Amateur Sport

Perceived actual autonomy:	Major responsibility	53.1%
	Shared	53.1%
	Provides information	3.1%

Perceived required autonomy:	Major responsibility	40.6%
	Shared	59.4%

Average rating:	Perceived actual autonomy	4.40
	Perceived required autonomy	4.40

4. Preparing the annual report for the national sport governing body

Perceived actual autonomy:	Major responsibility	37.5%
	Shared	56.3%
	Provides information	6.3%

Perceived required autonomy:	Major responsibility	31.3%
	Shared	65.6%
	Provides information	3.1%
Average rating:	Perceived actual autonomy	4.29
	Perceived required autonomy	4.32

5. Evaluating the national sport governing body's effectiveness

Perceived actual autonomy:	Major responsibility	18.8%
	Shared	65.6%
	Provides information	9.4%
	None	3.1%
	Does not apply	3.1%
Perceived required autonomy:	Major responsibility	12.5%
	Shared	78.1%
	Provides information	6.3%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	3.96
	Perceived required autonomy	3.98

6. Assisting in the development of long-range planning

Perceived actual autonomy:	Major responsibility	25.0%
	Shared	62.5%
	Provides information	12.5%
Perceived required autonomy:	Major responsibility	18.8%
	Shared	68.8%
	Provides information	12.5%

Average rating:	Perceived actual autonomy	4.09
	Perceived required autonomy	4.05

7. Planning fund-raising activities

Perceived actual autonomy:	Major responsibility	28.1%
	Shared	50.0%
	Provides information	18.8%
	None	3.1%

Perceived required autonomy:	Major responsibility	18.8%
	Shared	62.5%
	Provides information	18.8%

Average rating:	Perceived actual autonomy	4.15
	Perceived required autonomy	4.13

8. Soliciting financial support from potential individual and corporate sponsors

Perceived actual autonomy:	Major responsibility	37.5%
	Shared	46.9%
	Provides information	6.3%
	None	6.3%
	Does not apply	3.1%

Perceived required autonomy:	Major responsibility	25.0%
	Shared	59.4%
	Provides information	12.5%
	Does not apply	3.1%

Average rating:	Perceived actual autonomy	4.11
	Perceived required autonomy	4.11

9. Planning for the national sport governing body's annual and special meetings

Perceived actual autonomy:	Major responsibility	56.3%
	Shared	43.8%
Perceived required autonomy:	Major responsibility	56.3%
	Shared	43.8%
Average rating:	Perceived actual autonomy	4.67
	Perceived required autonomy	4.67

10. Submission of regular reports and statements on the activities of the national sport governing body to the Executive Committee and Board of Directors

Perceived actual autonomy:	Major responsibility	53.1%
	Shared	40.6%
	Provides information	6.3%
Perceived required autonomy:	Major responsibility	46.9%
	Shared	43.8%
	Provides information	9.4%
Average rating:	Perceived actual autonomy	4.48
	Perceived required autonomy	4.38

11. Establishing a files and records system

Perceived actual autonomy:	Major responsibility	59.4%
	Shared	28.1%
	Provides information	9.4%
	None	3.1%

Perceived required autonomy:	Major responsibility	53.1%
	Shared	28.1%
	Provides information	12.5%
	None	6.3%
Average rating:	Perceived actual autonomy	4.51
	Perceived required autonomy	4.40

12. Assisting and guiding volunteer members of national committees

Perceived actual autonomy:	Major responsibility	31.3%
	Shared	46.9%
	Provides information	21.9%
Perceived required autonomy:	Major responsibility	21.9%
	Shared	62.5%
	Provides information	15.7%
Average rating:	Perceived actual autonomy	4.11
	Perceived required autonomy	4.04

13. Serving as an ex-officio member on committees

Perceived actual autonomy:	Major responsibility	28.1%
	Shared	53.1%
	Provides information	12.5%
	None	3.1%
	Does not apply	3.1%

Perceived required autonomy:	Major responsibility	28.1%
	Shared	59.4%
	Provides information	6.3%
	None	3.1%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	4.05
	Perceived required autonomy	4.13

14. Serving as recording secretary at annual and special meetings of the national sport governing body

Perceived actual autonomy:	Major responsibility	28.1%
	Shared	25.0%
	Provides information	6.3%
	None	15.7%
	Does not apply	25.0%
Perceived required autonomy:	Major responsibility	18.8%
	Shared	21.9%
	Provides information	18.8%
	None	15.6%
	Does not apply	25.0%
Average rating:	Perceived actual autonomy	3.15
	Perceived required autonomy	2.96

15. Handling daily correspondence, inquiries, etc

Perceived actual autonomy:	Major responsibility	37.5%
	Shared	56.3%

	Provides information	3.1%
	Does not apply	3.1%
Perceived required autonomy:	Major responsibility	28.1%
	Shared	56.3%
	Provides information	9.4%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	4.21
	Perceived required autonomy	3.84

16. Identifying research possibilities for the national sport governing body

Perceived actual autonomy:	Major responsibility	6.3%
	Shared	43.8%
	Provides information	21.9%
	None	15.7%
	Does not apply	12.5%
Perceived required autonomy:	Major responsibility	6.3%
	Shared	37.5%
	Provides information	34.4%
	None	6.3%
	Does not apply	15.7%
Average rating:	Perceived actual autonomy	2.94
	Perceived required autonomy	3.05

17. Assisting in the development of the national sport governing body's goals and objectives

Perceived actual autonomy:	Major responsibility	18.8%
	Shared	65.7%
	Provides information	15.7%
Perceived required autonomy:	Major responsibility	15.7%
	Shared	68.8%
	Provides information	15.7%
Average rating:	Perceived actual autonomy	3.94
	Perceived required autonomy	3.92

18. Preparing grant applications to the federal government

Perceived actual autonomy:	Major responsibility	50.0%
	Shared	50.0%
Perceived required autonomy:	Major responsibility	28.1%
	Shared	68.8%
	Provides information	3.1%
Average rating:	Perceived actual autonomy	4.55
	Perceived required autonomy	4.17

19. Negotiating grant applications with the federal government

Perceived actual autonomy:	Major responsibility	68.8%
	Shared	31.3%
Perceived required autonomy:	Major responsibility	53.1%
	Shared	46.9%
Average rating:	Perceived actual autonomy	4.76
	Perceived required autonomy	4.57

20. Serving as executive editor of the national sport governing body's official publications

Perceived actual autonomy:	Major responsibility	28.1%
	Shared	37.5%
	Provides information	9.4%
	None	9.4%
	Does not apply	15.7%
Perceived required autonomy:	Major responsibility	12.5%
	Shared	46.9%
	Provides information	15.7%
	None	15.7%
	Does not apply	9.4%
Average rating:	Perceived actual autonomy	3.57
	Perceived required autonomy	3.38

21. Solving problems within the national sport governing body

Perceived actual autonomy:	Major responsibility	25.0%
	Shared	68.8%
	Provides information	6.3%
Perceived required autonomy:	Major responsibility	15.7%
	Shared	75.0%
	Provides information	9.4%
Average rating:	Perceived actual autonomy	4.09
	Perceived required autonomy	4.01

22. Assisting in the organization of national athletic events including national championships

Perceived actual autonomy:	Major responsibility	9.4%
	Shared	53.1%
	Provides information	21.9%
	None	6.3%
	Does not apply	9.4%
Perceived required autonomy:	Shared	59.4%
	Provides information	31.3%
	None	3.1%
	Does not apply	6.3%
Average rating:	Perceived actual autonomy	3.32
	Perceived required autonomy	3.21

23. Providing consultative service to the national sport governing body's branches/members

Perceived actual autonomy:	Major responsibility	15.6%
	Shared	50.0%
	Provides information	25.0%
	None	9.4%
Perceived required autonomy:	Major responsibility	6.3%
	Shared	71.9%
	Provides information	18.8%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	3.69
	Perceived required autonomy	3.77

24. Attending major competitions in the sport

Perceived actual autonomy:	Major responsibility	18.8%
	Shared	50.0%
	Provides information	9.4%
	None	9.4%
	Does not apply	12.5%
Perceived required autonomy:	Major responsibility	9.4%
	Shared	68.8%
	Provides information	6.3%
	None	3.1%
	Does not apply	12.5%
Average rating:	Perceived actual autonomy	3.40
	Perceived required autonomy	3.65

25. Ensuring that audit requirements are met

Perceived actual autonomy:	Major responsibility	65.6%
	Shared	21.9%
	Provides information	6.3%
	None	3.1%
	Does not apply	3.1%
Perceived required autonomy:	Major responsibility	46.9%
	Shared	46.9%
	Provides information	6.3%
Average rating:	Perceived actual autonomy	4.63
	Perceived required autonomy	4.48

26. Assisting in the development of national policy

Perceived actual autonomy:	Major responsibility	21.9%
	Shared	59.4%
	Provides information	18.8%
Perceived required autonomy:	Major responsibility	12.5%
	Shared	65.6%
	Provides information	21.9%
Average rating:	Perceived actual autonomy	3.90
	Perceived required autonomy	3.86

27. Implementing policy decisions resulting from Board and committee meetings

Perceived actual autonomy:	Major responsibility	50.0%
	Shared	50.0%
Perceived required autonomy:	Major responsibility	40.6%
	Shared	59.4%
Average rating:	Perceived actual autonomy	4.55
	Perceived required autonomy	4.48

28. Supervising national programs

Perceived actual autonomy:	Major responsibility	25.0%
	Shared	53.1%
	Provides information	12.5%
	None	9.4%

Perceived required autonomy: Major responsibility	21.9%
Shared	65.6%
Provides information	6.3%
None	6.3%
Average rating: Perceived actual autonomy	3.84
Perceived required autonomy	3.86

29. Supervising national program budgets

Perceived actual autonomy: Major responsibility	46.9%
Shared	50.0%
Provides information	3.1%
Perceived required autonomy: Major responsibility	37.5%
Shared	62.5%
Average rating: Perceived actual autonomy	4.38
Perceived required autonomy	4.34

30. Supervising membership registration

Perceived actual autonomy: Major responsibility	12.5%
Shared	40.6%
Provides information	15.6%
None	9.4%
Does not apply	6.3%
Perceived required autonomy: Major responsibility	28.1%
Shared	34.4%
Provides information	12.5%

	None	9.4%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	3.71
	Perceived required autonomy	3.75

31. Visiting branch or regional offices

Perceived actual autonomy:	Major responsibility	6.3%
	Shared	50.0%
	Provides information	6.3%
	None	18.8%
	Does not apply	18.8%
Perceived required autonomy:	Major responsibility	12.5%
	Shared	62.5%
	Provides information	9.4%
	Does not apply	15.6%
Average rating:	Perceived actual autonomy	3.04
	Perceived required autonomy	3.76

32. Serving as a representative of the national sport governing body at events and functions

Perceived actual autonomy:	Major responsibility	9.4%
	Shared	81.3%
	Provides information	6.3%
	None	3.1%
Perceived required autonomy:	Major responsibility	9.4%
	Shared	84.4%

	Provides information	3.1%
	None	3.1%
Average rating:	Perceived actual autonomy	3.98
	Perceived required autonomy	4.05

33. Organizing a membership recruitment program.

Perceived actual autonomy:	Major responsibility	12.5%
	Shared	37.5%
	Provides information	12.5%
	None	12.5%
	Does not apply	25.0%
Perceived required autonomy:	Major responsibility	15.6%
	Shared	37.5%
	Provides information	25.0%
	None	3.1%
	Does not apply	18.8%
Average rating:	Perceived actual autonomy	3.09
	Perceived required autonomy	3.65

34. Developing strategies for marketing the sport

Perceived actual autonomy:	Major responsibility	31.3%
	Shared	53.1%
	Provides information	12.5%
	Does not apply	3.1%

Perceived required autonomy:	Major responsibility	25.0%
	Shared	68.8%
	Provides information	6.3%
Average rating:	Perceived actual autonomy	4.15
	Perceived required autonomy	4.26

35. Maintaining positive relationships with members of the media on behalf of the national sport governing body

Perceived actual autonomy:	Major responsibility	28.1%
	Shared	53.1%
	Provides information	9.4%
	None	6.3%
	Does not apply	3.1%
Perceived required autonomy:	Major responsibility	21.9%
	Shared	68.8%
	Provides information	6.3%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	4.11
	Perceived required autonomy	4.21

36. Coordinating the preparation of the annual budget

Perceived actual autonomy:	Major responsibility	50.0%
	Shared	43.8%
	None	3.1%
	Does not apply	3.1%

Perceived required autonomy:	Major responsibility	37.5%
	Shared	59.4%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	4.48
	Perceived required autonomy	4.32

37. Supervising general accounting procedures of the national sport governing body

Perceived actual autonomy:	Major responsibility	46.9%
	Shared	43.8%
	Provides information	3.1%
	None	3.1%
	Does not apply	3.1%
Perceived required autonomy:	Major responsibility	43.8%
	Shared	46.9%
	Provides information	6.3%
	Does not apply	3.1%
Average rating:	Perceived actual autonomy	4.40
	Perceived required autonomy	4.32

38. Negotiating rights-and-properties contracts

Perceived actual autonomy:	Major responsibility	31.3%
	Shared	46.9%
	Provides information	9.4%
	Does not apply	12.5%

Perceived required autonomy: Major responsibility		28.1%
	Shared	56.3%
	Provides information	6.3%
	Does not apply	9.4%
Average rating:	Perceived actual autonomy	3.90
	Perceived required autonomy	3.96

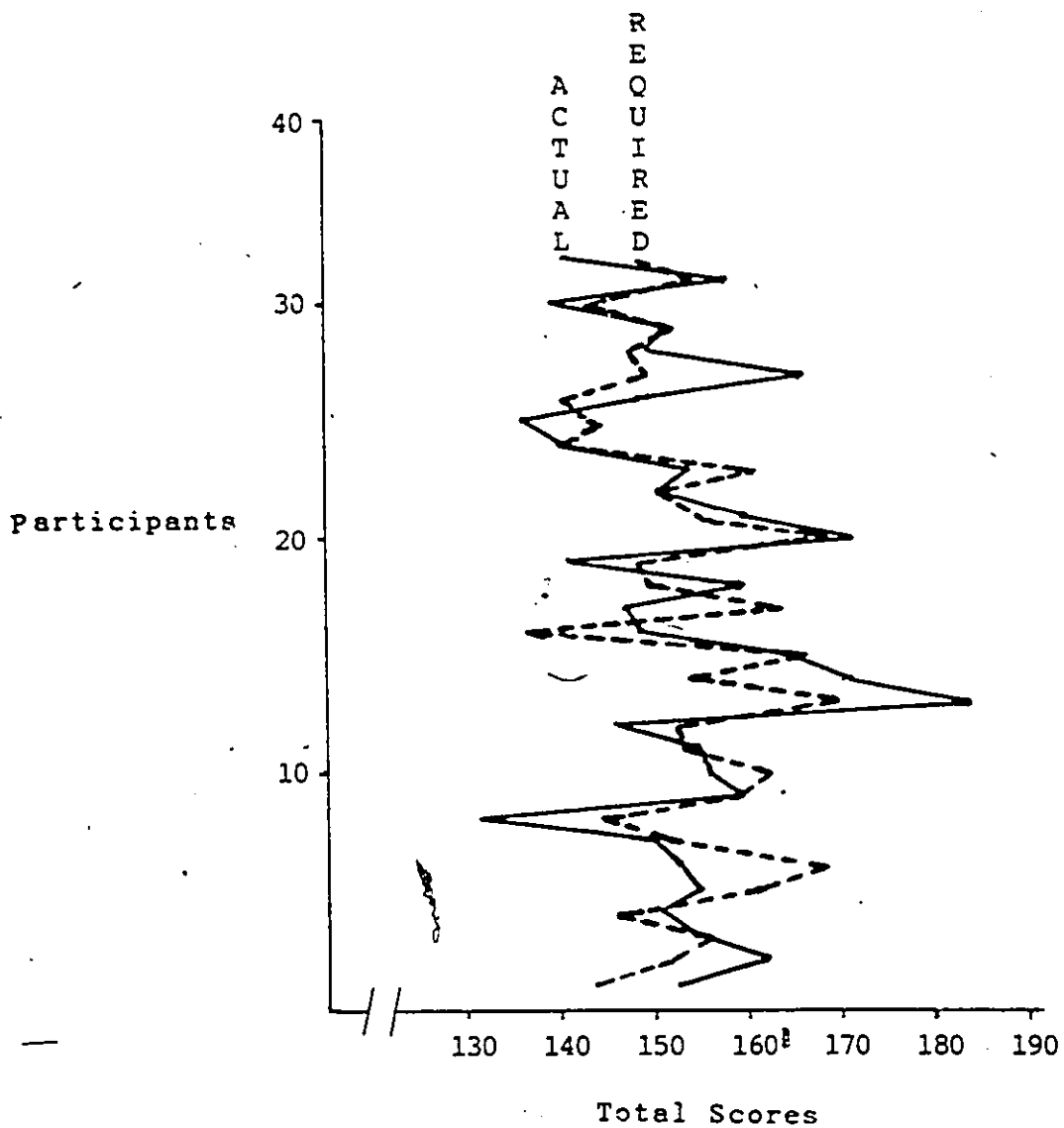
DIFFERENCE BETWEEN THE ACTUAL AND REQUIRED DEGREE OF AUTONOMY

The total scores for actual and required autonomy were compared (see Figure 3, page 91). 46.9 percent of the participants rated the required autonomy higher than the actual autonomy. 46.9 percent of the respondents indicated having 80 percent actual autonomy in performing their duties. These percentages were in accordance with Akers' findings (1971). Only 3.1 percent revealed having less than 70 percent actual autonomy (see Table 4).

TABLE 4 - PERCENTAGES OF PERCEIVED ACTUAL AND REQUIRED AUTONOMY

% 90+ 80+ 70+ -70	ACTUAL		REQUIRED	
	#	%	#	%
	3	9.4	0	0.0
	15	46.9	18	56.3
	13	40.6	14	43.8
	1	3.1	0	0.0
Totals	32	100%	32	100%

FIGURE 3 - RATINGS OF PERCEIVED ACTUAL AND REQUIRED AUTONOMY



However, the calculation of the mean score for both actual and required autonomy reveal that the former was rated higher (see Table 5). Furthermore, the tabulation of the results of our investigation have shown that there exists no significant difference between the perceived actual and required autonomy of Executive Directors as the T value = .159, with the degree of freedom of 32.

TABLE 5 - MEAN SCORES OF PERCEIVED ACTUAL AND REQUIRED AUTONOMY

Perceived actual autonomy	(\bar{X} = 153.7)
Perceived required autonomy	(\bar{X} = 153.4)

DIFFERENCE BETWEEN THE ACTUAL DEGREE OF AUTONOMY OF EXECUTIVE DIRECTORS WITH A BUSINESS-RELATED BACKGROUND AND EXECUTIVE DIRECTORS WITH A SPORT-RELATED BACKGROUND

To help us determine the difference between the perceived actual degree of autonomy of Executive Directors with a business-related background and Executive Directors with a sport-related background, the researcher considered the background of the participants (business/other administration vs sport administration) and the involvement of the respondents in the sport for which they were employed at the time of the study..

In the first case, total scores for actual autonomy of Executive Directors with a business-related background (Group

A) and Executive Directors with a sport-related background (Group B) were calculated and compared (see Table 6).

TABLE 6 - MEAN SCORES OF PERCEIVED ACTUAL AUTONOMY BETWEEN EXECUTIVE DIRECTORS WITH A BUSINESS-RELATED BACKGROUND AND EXECUTIVE DIRECTORS WITH A SPORT-RELATED BACKGROUND

Perceived Actual (Business)	(\bar{X} = 153.8)
Perceived Actual (Sport)	(\bar{X} = 153.6)

The results of our study show that there exists no significant difference between the perceived actual degree of autonomy of Executive directors with a business-related background and Executive Directors with a sport-related background as the T value = .059, with the degree of freedom of 30.

In the second case, total scores for actual autonomy of Executive Directors who have participated in the sport for which they were employed at the time of the study and Executive Directors who have not participated in the sport for which they were employed at the time of the investigation were tabulated and compared (see Table 7).

TABLE 7 - MEAN SCORES OF PERCEIVED ACTUAL AUTONOMY BETWEEN EXECUTIVE DIRECTORS WHO PARTICIPATED IN THE SPORT AND EXECUTIVE DIRECTORS WHO DID NOT PARTICIPATE IN THE SPORT

Perceived Actual (Participation)	(\bar{X} = 152.9)
Perceived Actual (No Participation)	(\bar{X} = 156.8)

The results of the research indicate that, as above, there exists no significant difference between the perceived actual degree of autonomy of Executive Directors who have participated in the sport for which they were employed at the time of the study and Executive Directors who have not participated in the sport for which they were employed at the time of the study as T value = $-.786$, with the degree of freedom of 30.

DIFFERENCE BETWEEN THE ACTUAL DEGREE OF AUTONOMY OF EXECUTIVE DIRECTORS OF FINANCIALLY INDEPENDENT NATIONAL SPORT GOVERNING BODIES AND EXECUTIVE DIRECTORS OF FINANCIALLY DEPENDENT NATIONAL SPORT GOVERNING BODIES

Total scores for actual autonomy of Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies were calculated and compared (see Table 8).

TABLE 8 - MEAN SCORES OF PERCEIVED ACTUAL AUTONOMY BETWEEN EXECUTIVE DIRECTORS OF FINANCIALLY INDEPENDENT NATIONAL SPORT GOVERNING BODIES AND EXECUTIVE DIRECTORS OF FINANCIALLY DEPENDENT NATIONAL SPORT GOVERNING BODIES

Perceived Actual (Independent)	(\bar{X} = 156.6)
Perceived Actual (Dependent)	(\bar{X} = 151.6)

The results of our investigation demonstrate that the T value = 1.326 , with the degree of freedom of 30, failed to

reach the required level of significance between the two groups. Therefore, there exists no significant difference between the perceived actual degree of autonomy of Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies.

DISCUSSION OF THE FINDINGS

The information provided in this investigation is unique because no previous studies had concentrated on the subject at hand. However, similar findings can be found in the work of Burelle (1975), Akers (1971), Anderson (1980), Wolfenden (1983), Beam (1981), Jobs (1980), Rakich (1970), and McBeth and Mondy (1985).

According to Burelle (1975), general education and sports participation, amongst others, qualified Canadian Athletic Directors for their positions. Similarly, the findings of our study revealed that 87.5 percent of the Executive Directors possessed a Baccalaureate degree or better, and more than 81 percent had participated in the sport for which they were employed at the time of the research. However, contrary to Burelle's findings, the participants of our study showed no signs of weakness in administrative experience. In

fact, all indicated having considerable experience in sport administration, business administration or a combination of both. Based on Anderson's (1980) assumption, that it is imperative to select personnel on the basis of their qualifications, it would appear that senior officials of the national sport governing bodies have selected Executive Directors on the basis of their qualifications which would give them "the freedom to function with sound judgement".

Wolfenden (1983) concluded that the responsibilities related to financial management and public sector grant application were of the highest priority, while those associated with program development and private sector fund-raising, were of lowest priority. Our results show that public sector grant applications has remained the highest priority since 1983, but financial management has been replaced by planning of annual and special meetings, although four of seven responsibilities concerned with finances prevailed in the top ten. Tasks related to the identification of research possibilities and the visiting of provincial offices supersede those identified by Wolfenden as lowest priority. These modifications may be due, at least in part, to the adaptation of national sport organizations to the Best Ever and Quadrennial Planning Programs of Fitness and Amateur Sport. Moreover, in 1971, Akers deduced that Athletic

Directors possessed the greatest autonomy in administering the budget, in purchasing and equipment, in scheduling games, and in directing travel arrangements. Notwithstanding the differences in tasks performed by both Athletic Directors and Executive Directors, responsibilities of the financial management type appear to be rated highest in terms of degree of autonomy.

Also, it must be noted that there exists no significant difference between Executive Directors with a business-related background and Executive Directors with a sport-related background, nor was there any significant difference noted between Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies. In other words, neither the background of the Executive Director nor the financial status of the organization have a significant influence on the degree of autonomy allocated to the Executive Director. This last statement appears to support the assumption alluded to earlier, that Executive Directors are hired on the basis of their qualifications.

As mentioned in Chapter I, Wolfenden (1983) identified the average length of tenure of Executive Directors to be 3.18

years, which suggests that the consistency which the Executive Director was expected to bring to the national office has not occurred to the degree anticipated. Since 1983, the situation has declined as was indicated by the participants in our study who averaged 2.97 years of service in the position for which they were employed at the time of the study. More than 71 percent showed a length of tenure of three years or less.

The need for autonomy among managers has not been described in lengthy detail, although it has been referred to in several documents. Studies have shown that people need autonomy at work because it enhances satisfaction and increases productivity. Organizations benefit from employee autonomy because organizational effectiveness depends, in part, on employee productivity. Beam (1981) determined that teacher dropouts were seeking greater autonomy. According to Beam, his subjects identified autonomy as the major cause of dropout. Our conclusions clearly indicate that the degree of autonomy did not represent a major factor in the high turnover of Executive Directors. On the contrary, our findings tend to agree with Jobes' (1980) who states that autonomy contributes to an employee's confidence, competence, creativity and accomplishment. Granting that our results found no relationship between the level of

confidence of Executive Directors and the degree of autonomy, it was interesting to note that 96.9 percent of the participants rated their level of confidence "4" or higher, on a scale from "1" to "5".

Three particular studies offer some interesting comments with regard to autonomy and its relationship to job motivation, job satisfaction and job performance. Rakich (1970) concluded that an individual's perception of his/her job autonomy was important in so far as it was the most significantly associated variable with the individual's level of job satisfaction. Our investigation was concerned solely with the autonomy of Executive Directors and our conclusions show that the Executive Director is autonomous in performing his/her duties. Because the study focussed on one single variable, we are not in a position to compare it to other variables. However, our conclusions brought us to assume that another variable might be more significantly associated with the subject's level of job satisfaction.

The results of McBeth and Mondy's (1985) research demonstrated that managers with jobs offering more autonomy were likely to have longer tenure. Furthermore, several respondents to their study noted that they had enjoyed significant autonomy at the beginning of their employment but

that, as time passed and board membership changed, they found their degree of autonomy decreasing. Therefore, McBeth and Mondy's findings may be applicable to the participants of this study. It has been noted earlier that 71 percent of the survey sample had served less than three years in their position. With this in mind, it is possible to assume that Executive Directors are experiencing the kind of treatment described in the above mentioned study which would explain the high degree of autonomy described by the respondents. If such was the case, those Executive Directors would be experiencing a decrease in autonomy as they become more familiar in their position. If measured, such autonomy could become a significant variable of job satisfaction and a possible cause of dropout. It should be noted that, even though no relationship was found between the level of desirability to leave and the degree of autonomy, 87.5 percent of the Executive Directors indicated having a low degree of desirability to leave their positions.

Based on the results of our study, it would appear that the Executive Directors of national sport governing bodies are autonomous, motivated, satisfied with their employment, and performing at a most efficient level. There are no indications of increased autonomy being requested. As Nogradi and Koch (1981) remarked, because administrators are already involved in as many decisions as they desire, the introduction of additional responsibilities would not necessarily improve their productivity.

CHAPTER VI

SUMMARY, CONCLUSIONS AND
RECOMMENDATIONS

C H A P T E R V I

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

SUMMARY

Since the inception of the National Sport and Recreation Centre in 1970, the administration of the sport structure in Canada has developed progressively. A milestone was reached with the venue of the full-time sport administrator who was expected to contribute to the consistent advancement of amateur sport. Without the paid staff, it would have been impossible to reach the present levels of our successes. However, with success often comes disappointment and failure. For example, the short length of tenure of Executive Directors leads us to believe that the consistency which the full-time administrator was expected to instill in the national headquarter has not reached the degree anticipated.

In order to verify whether or not the autonomy of Executive Directors in performing their duties represents a possible explanation for the short length of tenure, this study was designed to determine the degree of autonomy of Executive Directors of selected national sport governing bodies in the performance of their duties. More specifically, the study attempted to (a) determine the actual degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors, (b) determine the required degree of

autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors, (c) determine the difference between the actual and the required degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors, (d) determine the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors with a business-related background and Executive Directors with a sport-related background, and (e) determine the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies.

The survey sample included Executive Directors of forty-eight national sport governing bodies, resident of the National Sport and Recreation Centre and responsible for the promotion of one sport or a group of amateur sports at the national level. To measure the degree of autonomy of the participants, a questionnaire was developed and validated by a panel of experts. The reliability was established by a test, re-test procedure. The final version of the measuring instrument was distributed in person to all participants. 70.8 percent of the survey sample returned the completed questionnaire. Upon reception of the research instrument, the data was collated and tabulated. The profile of the

Executive Director was determined through statistical descriptive analysis. The analysis of both perceived actual and required autonomy was made by tabulating the rating given each item by the respondents to develop a total score for each questionnaire. Percentages were then calculated. T-tests were used to compare (1) the total scores for perceived actual autonomy and perceived required autonomy, (2) the total scores for perceived actual autonomy of Executive Directors with a business-related background and Executive Directors with a sport-related background, and (3) the total scores for perceived actual autonomy of Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies. In addition, a series of Pearson correlation coefficient was run to determine the level of confidence and the desirability to leave of Executive Directors in relation to the level of education and the level of participation in the sport for which the participants were employed at the time of the study.

Area A of the measuring instrument was designed to gather information about certain characteristics of the Executive Director and the national sport governing body. The data collected was used to present a brief profile of the subject. The average Executive Director is male, has served one to three years in his position, holds a university Baccalaureate degree, has been trained in sport administration, and has

participated, at one point or another, in the sport for which he was working at the time of the survey. In addition, the Executive Director has a high level of confidence in performing his duties and has a low level of desirability to leave the position occupied.

Sub-problem (a) focused on determining the actual degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors. The average score obtained for the perceived actual autonomy was 153.7 out of a possible total score of 190. The Executive Directors indicate having above 80% autonomy in the accomplishment of their duties.

Sub-problem (b) focused on determining the required degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors. The mean score calculated for the perceived required autonomy was 153.4 out of a possible total score of 190. The data revealed that, on the average, the Executive Directors require approximately 80 percent autonomy to perform their duties effectively.

Sub-problem (c) focused on determining the difference between the actual and the required degree of autonomy of thirty-eight selected responsibilities as perceived by the Executive Directors. The results of our investigation show

that there exists no significant difference between the perceived actual and perceived required autonomy of Executive Directors.

Sub-problem (d) focused on determining the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors with a business-related background and Executive directors with a sport-related background. The survey has shown that there exists no significant difference between the perceived actual autonomy of Executive Directors with a business-related background and Executive Directors with a sport-related background. In a similar fashion, a comparison of the perceived actual autonomy of Executive Directors who have participated in the sport for which they were employed at the time of the study and Executive Directors who have not participated in the sport for which they were employed at the time of the study has shown that there exists no significant difference between the two.

Sub-problem (e) focused on determining the difference of the perceived actual degree of autonomy of thirty-eight selected responsibilities between Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies. No significant difference was recorded between the two groups.

CONCLUSIONS

Based on the results obtained from the survey, the following general conclusions can be drawn:

1. The average Executive Director is male, has served 2.97 years in his position, holds a Baccalaureate degree, has some background in sport administration and has participated in the sport for which he was employed at the time of the study.
2. The average Executive Director is confident in performing his duties and his desire to leave the position he held at the time of the survey was low.
3. Nearly fifty percent of the Executive Directors have an 80 percent autonomy level in the performance of their duties. A very minor proportion (3.1 percent) revealed having less than 70 percent actual autonomy.
4. Over fifty percent of the Executive Directors indicated that 80 percent, or more, autonomy is required to perform their tasks effectively. The lowest required degree of autonomy is 72.1 percent.
5. The Executive Directors perceive that they have the required amount of autonomy to accomplish their work in a most efficient manner.
6. The type of background of the Executive Directors does not play a role in the degree of autonomy delegated to them by their superiors.
7. The participation involvement of Executive Directors in the sport for which they were employed at the time the

study was conducted does not influence the degree of autonomy delegated to them by their superiors.

8. The financial status of the national sport governing bodies does not affect the degree of autonomy delegated to the Executive Directors by their superiors.
9. Autonomy at work does not represent an explanation for the high turnover rate of Executive Directors.

On the basis of the above mentioned conclusions, it is evident that the main hypothesis, that "the Executive Director of national sport governing bodies is not autonomous in performing his/her duties", is not supported. Subordinate hypothesis (a), that "there exists a significant difference between the perceived actual degree of autonomy and the perceived required degree of autonomy of the Executive Director in performing his/her duties", is not supported. Subordinate hypothesis (b), that "Executive Directors with a business-related background have a higher degree of autonomy in performing their duties than Executive Directors with a sport-related background", is not supported. Similarly, subordinate hypothesis (c), that "Executive Directors of financially independent national sport governing bodies have a higher degree of autonomy in performing their duties than Executive Directors of financially dependent national sport governing bodies" is not supported.

RECOMMENDATIONS FOR ORGANIZATIONS

The following recommendations are made on the basis of the foregoing conclusions and in view of the information revealed in this study:

1. That national sport organizations seek to identify those variables which are most significantly associated with the Executive Director's level of job satisfaction in an effort to extend their length of tenure. Such an endeavour would contribute to instill a sense of consistency to the functions of the national sport governing body.
2. That national sport organizations work with the Executive Directors in maintaining the required degree of autonomy needed by Executive Directors to perform their duties effectively. It is imperative for Executive Directors to maintain this level of autonomy in order that they may perform to the best of their ability. As McBeth and Mondy (1985) have indicated, some managers have enjoyed autonomy at the beginning of their careers but as time went on, and as membership changed, the autonomy diminished. National sport organizations are encouraged to avoid this situation.
3. That national sport organizations work with the Executive Directors in revising the job descriptions of Executive Directors in order to eliminate those tasks

which should or could be delegated to subordinate administrators in the organization. From the results of our findings, it appears that a number of tasks of the Executive Director have not been well delegated. A look at the actual and required autonomy for each task supports this statement.

RECOMMENDATIONS FOR FUTURE STUDIES

The following recommendations are made on the basis of experiences gained through the conduct of this investigation:

1. A study to determine the motivational factors of Executive Directors should be conducted. This type of study may be more successful in identifying the reason(s) which lie(s) behind the short length of tenure of Executive Directors.
2. A study to evaluate the level of job satisfaction of Executive Directors should be conducted. Such a study would provide more insight as to what incites managers to leave their positions within three years.
3. A study to identify the factors influencing the level of job performance of Executive Directors should be conducted. Do Executive Directors perceive their level of job performance as satisfactory? Does their perception affect their motivation at work?

4. A study to determine the relationship between job autonomy, job motivation, job satisfaction and job performance of the Executive Directors should be conducted. As discussed in Chapter 3, many authors see a definite relationship between these four variables. Should this relationship be established for Executive Directors, answers to the brevity of their stay within national sport organizations may be provided.

Executive Directors of national sport governing bodies play an important role within our sport structure. If Executive Directors are to bring consistency to national sport organizations, efforts must be made to ensure that, they extend their length of tenure within the organizations.

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B I B L I O G R A P H Y

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APPENDICES

A P P E N D I X 1

JOB AUTONOMY OF THE EXECUTIVE DIRECTOR
OF NATIONAL SPORT GOVERNING BODIES

RESEARCH INSTRUMENT

UNIVERSITY OF OTTAWA
FACULTY OF HUMAN KINETICS

AREA 'A' - PROFILE OF THE EXECUTIVE DIRECTOR AND NATIONAL SPORT GOVERNING BODY

Please complete questions #1 to #9 by filling in the blanks or by checking the appropriate boxes. Give one answer per question.

1. Official title of your present position (e.g. Executive Director, Director General, etc...)

2. Sex Male Female

3. Years of service in position occupied today

Less than 1	<input type="checkbox"/>	7 - 9	<input type="checkbox"/>
1 - 3	<input type="checkbox"/>	10 - 12	<input type="checkbox"/>
4 - 6	<input type="checkbox"/>	More than 12	<input type="checkbox"/>

4. Formal education (give highest degree obtained). Specify area of specialization.

High School Diploma/Certificate	<input type="checkbox"/>	_____
College Diploma/Certificate	<input type="checkbox"/>	_____
University Baccalaureate Degree	<input type="checkbox"/>	_____
University Master Degree	<input type="checkbox"/>	_____
University Doctorate Degree	<input type="checkbox"/>	_____
Other (please specify)		_____

5. Years of administrative experience previous to your present position

In sport administration # of years _____

In other administration # of years _____

(please specify) _____

6. Level of participation as an athlete in the sport for which you are presently employed

- Community
- Interscholastic
- Intercollegiate
- Interuniversity
- Regional

- Provincial
- National
- International
- Semi-professional
- Professional

Other (please specify) _____

7. Percentage of your Association's annual budget funded by Fitness and Amateur Sport and/or other government agencies

- Less than 40%
- 40 - 60%
- 60 - 80%
- More than 80%

8. On a scale from 1 to 5, please describe the level of confidence you have in performing your duties in the position occupied today

1	2	3	4	5
LOW				HIGH

9. On a scale from 1 to 5, please describe your desirability to leave your present position

1	2	3	4	5
LOW				HIGH

AREA 'B' - JOB AUTONOMY OF THE EXECUTIVE DIRECTOR

In the left-hand side column, please indicate the amount of autonomy you feel you actually have to perform each responsibility. In the right-hand side column, please indicate the amount of autonomy you feel the Executive Director should have to perform each responsibility in a most efficient manner. Please use the following definitions when deciding which value to circle:

1. Does not apply: Responsibility does not apply or uncertainty about your autonomy toward this responsibility.
2. None: The Executive Director does not have anything to do with making this decision. The decision is made by another member of the Association without consultation of the Executive Director.

3. Provides information: The Executive Director only provides information to help the person making the decision and this person is not responsible to him/her.
4. Shared: The decision is made jointly by the Executive Director and by someone of his/her staff who is responsible to him/her.
5. Major responsibility: The decision is made by the Executive Director without consultation of another member of the Association.

ACTUAL AUTONOMY

REQUIRED AUTONOMY

<u>ACTUAL AUTONOMY</u>					<u>REQUIRED AUTONOMY</u>				
none	provides information	shared	major responsibility		does not apply	none	provides information	shared	major responsibility
3	4	5		1. Managing national office personnel	1	2	3	4	5
2	3	4	5	2. Serving as liaison officer on behalf of the NSGB with Fitness and Amateur Sport	1	2	3	4	5
2	3	4	5	3. Serving as liaison officer on behalf of the NSGB with agencies other than Fitness and Amateur Sport	1	2	3	4	5
2	3	4	5	4. Preparing the annual report for the NSGB	1	2	3	4	5
2	3	4	5	5. Evaluating the NSGB's effectiveness	1	2	3	4	5
2	3	4	5	6. Assisting in the development of long-range planning	1	2	3	4	5
2	3	4	5	7. Planning fund-raising activities	1	2	3	4	5
2	3	4	5	8. Soliciting financial support from potential individual and corporate sponsors	1	2	3	4	5
2	3	4	5	9. Planning for the NSGB's annual and special meetings	1	2	3	4	5
2	3	4	5	10. Submission of regular reports and statements on the activities of the NSGB to the Executive Committee and Board of Directors;	1	2	3	4	5
2	3	4	5	11. Establishing a files and records system	1	2	3	4	5
2	3	4	5	12. Assisting and guiding volunteer members of national committees	1	2	3	4	5

2	3	4	5	13. Serving as an ex-officio member on committees.	1	2	3	4	5
2	3	4	5	14. Serving as recording secretary at annual and special meetings of the NSGB	1	2	3	4	5
2	3	4	5	15. Handling daily correspondence, inquires, etc ...	1	2	3	4	5
2	3	4	5	16. Identifying research possibilities for the NSGB	1	2	3	4	5
2	3	4	5	17. Assisting in the development of the NSGB's goals and objectives	1	2	3	4	5
2	3	4	5	18. Preparing grant applications to the federal government	1	2	3	4	5
2	3	4	5	19. Negotiating grant applications with the federal government	1	2	3	4	5
2	3	4	5	20. Serving as executive editor of the NSGB's official publications	1	2	3	4	5
2	3	4	5	21. Solving problems within the NSGB	1	2	3	4	5
2	3	4	5	22. Assisting in the organization of national athletic events including national championships	1	2	3	4	5
2	3	4	5	23. Providing consultative service to the NSGB's branches/members	1	2	3	4	5
2	3	4	5	24. Attending major competitions in the sport	1	2	3	4	5
2	3	4	5	25. Ensuring that audit requirements are met	1	2	3	4	5
2	3	4	5	26. Assisting in the development of national policy	1	2	3	4	5
2	3	4	5	27. Implementing policy decisions resulting from Board and committee meetings	1	2	3	4	5
2	3	4	5	28. Supervising national programs	1	2	3	4	5
2	3	4	5	29. Supervising national program budgets	1	2	3	4	5
2	3	4	5	30. Supervising membership registration	1	2	3	4	5
2	3	4	5	31. Visiting branch or regional offices	1	2	3	4	5
2	3	4	5	32. Serving as a representative of the NSGB at events and functions	1	2	3	4	5
2	3	4	5	33. Organizing a membership recruitment program	1	2	3	4	5
2	3	4	5	34. Developing strategies for marketing the sport	1	2	3	4	5

2	3	4	5	35. Maintaining positive relationships with members of the media on behalf of the NSGB	1	2	3	4	5
2	3	4	5	36. Coordinating the preparation of the annual budget	1	2	3	4	5
2	3	4	5	37. Supervising general accounting procedures of the NSGB	1	2	3	4	5
2	3	4	5	38. Negotiating rights-and-properties contracts	1	2	3	4	5

Thank you for your cooperation and consideration in responding to this questionnaire. Your help is greatly appreciated.

Sincerely,



Charles Laframboise

A P P E N D I X 2

ORGANIZATIONS INVITED TO PARTICIPATE IN THE STUDY

1. Federation of Canadian Archers Inc.
2. Canadian Badminton Association
3. Canadian Federation of Amateur Baseball
4. Basketball Canada
5. Biathlon Canada
6. Canadian Amateur Bobsleigh and Luge Association
7. Canadian Amateur Boxing Association
8. Canadian Amateur Hockey Association
9. Canadian Canoe Association
10. Curl Canada
11. Canadian Cycling Association
12. Canadian Amateur Diving Association
13. Canadian Equestrian Federation
14. Canadian Fencing Association
15. Canadian Field Hockey Council
16. Canadian Figure Skating Association
17. Canadian Amateur Football Association
18. Canadian Gymnastics Federation
19. Canadian Hostelling Association
20. Judo Canada
21. Canadian Lacrosse Association
22. Canadian Ladies' Golf Association
23. Lawn Bowls Canada
24. Canadian Oldtimers' Hockey Association
25. Canadian Orienteering Federation

26. Canadian Racquetball Association
27. Canadian Rhythmic Sportive Gymnastics Federation
28. Ringette Canada
29. Canadian Amateur Rowing Association
30. Canadian Rugby Union
31. Shooting Federation of Canada
32. Canadian Ski Association
33. Canadian Soccer Association
34. Canadian Amateur Softball Association
35. Canadian Amateur Speed Skating Association
36. Canadian Sport Parachuting Association
37. Canadian Squash Racquets Association
38. Canadian Amateur Swimming Association
39. Synchro Canada
40. Canadian Table Tennis Association
41. Canadian Team Handball Federation
42. Canadian Track and Field Association
43. Canadian Volleyball Association
44. Canadian Water Polo Association
45. Canadian Water Ski Association
46. Canadian Weightlifting Federation
47. Canadian Amateur Wrestling Association
48. Canadian Yachting Association

APPENDIX 3

UNIVERSITY OF OTTAWA PANEL OF EXPERTS

Dr. Charles Cotton

Dr. Jacques Grenier

Dr. Hal Hansen

Dr. Daniel Soucie

A P P E N D I X 4

UNIVERSITÉ D'OTTAWA



UNIVERSITY OF OTTAWA

August 31, 1987

Dear Sport Administrator:

I am a candidate of the Master degree in Physical Education (Sport Administration) at The University of Ottawa and I am in the process of collecting data for my dissertation entitled:

"The Varied Degrees of Autonomy of The Executive Directors of Selected National Sport Governing Bodies in Performing Their Duties"

It would be greatly appreciated if you could complete the enclosed questionnaire describing the autonomy of Chief Executive Officers (Executive Director, Director General, etc...) of the National Sport Governing Body for whom you are presently working. Please complete the questionnaire prior to September 24, 1987 and return it to the Canadian Cycling Association, Tower A, 11th Floor.

Please be assured that all replies will be kept strictly confidential and no individual person or N.S.G.B. will be identified in presenting the research results.

Thank you very much for taking the time from your busy schedule to complete the questionnaire.

Sincerely yours,

Charles Laframboise

CL/ka

Enclosure



October 21, 1987

Dear Sport Administrator:

On August 31, 1987, you were asked to complete a questionnaire entitled "Job Autonomy of the Executive Director of National Sport Governing Bodies". This questionnaire is a vital component in collecting data for my dissertation, en route to completing a Master Degree in Physical Education at the University of Ottawa. However, I have yet to receive your completed questionnaire.

It would be greatly appreciated if you could complete the questionnaire describing the autonomy of Chief Executive Officers of the National Sport Governing Body for which you are presently working. A second copy of the questionnaire has been enclosed for your convenience. Please complete the questionnaire prior to October 30, 1987 and return to my attention at the Canadian Cycling Association, Tower A, 11th Floor.

Please be assured that all replies will be kept strictly confidential and no individual person or N.S.G.B. will be identified in presenting the research results.

Thank you very much for taking time from your busy schedule to complete the questionnaire and for supporting research in Sport Administration.

Sincerely yours,

Charles Laframboise

CL.

Encl.

ABSTRACT

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A B S T R A C T

The purpose of this study is to determine the degree of autonomy of Executive Directors of selected national sport governing bodies housed at the National Sport and Recreation Centre.

Forty-eight Executive Directors were invited to participate in the study. Each of the participating Executive Directors was asked to complete a questionnaire which had been validated by a panel of experts. The reliability was determined by using a test, re-test procedure.

Thirty-two Executive Directors responded to the invitation. The analysis of both perceived actual and required autonomy was made by tabulating the rating given each item by the respondents to develop a total score for each questionnaire. Percentages were then applied to determine the degree of autonomy. The T-test was used to compare the perceived and required autonomy of the participants. Standard T-tests were also used to determine the difference in the degree of perceived actual autonomy between Executive Directors with a sport-related background, and Executive Directors with a business-related background, and between Executive Directors

of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies. In addition, a series of correlation coefficient were run to determine the level of confidence and the desirability to leave in relation to the level of education and the level of participation in the sport for which Executive Directors were employed at the time of the study.

The results of our investigation show that there exists no significant difference between the perceived actual and required autonomy of Executive Directors ($T = .159$, $df = 32$). After comparison of the backgrounds (sport-related vs business-related), and involvement in the sport (participation vs non-participation), it was concluded that there exists no significant difference between the perceived actual autonomy of Executive Directors with a business-related background and Executive Directors with a sport-related background ($T = .059$, $df = 30$; $T = -.786$, $df = 30$). Finally, our findings demonstrate that there is no significant difference between the perceived actual degree of autonomy of Executive Directors of financially independent national sport governing bodies and Executive Directors of financially dependent national sport governing bodies ($T = 1.326$, $df = 30$).

In light of the results of our findings, it is concluded that the Executive Director of national sport governing bodies is autonomous in performing his/her duties, is satisfied with his/her employment and has confidence in the accomplishment of his/her tasks.