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ORGANIZATIONAL EFFECTIVENESS AS PERCEIVED BY JYVÄSKYLÄ SPORTS
CENTRE STAKEHOLDERS

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M.Sc - thesis in sports administration
and planning 1997

ABSTRACT

To be successful an organization needs to take into consideration the perspectives held by its stakeholders who act as judges of its effectiveness and the criteria on which their judgements are based. Accordingly, the focus of the present study was on the effectiveness related criteria of Jyväskylä Sports Centre most important stakeholders i.e. the top administrators (members of the Board of Sports of Jyväskylä city and the general manager of the organization), the employees and the users of the services provided by the organization. Jyväskylä Sports Centre is a public organization which provides extensive sport and physical activity services located in Jyväskylä, Finland.

The general aims of this study could be defined as follows: Firstly, to identify all the relevant stakeholders that interact with Jyväskylä Sports Centre. Secondly, to examine the criteria employed by the above mentioned key stakeholders when they make judgements about the effectiveness of the focal organization. Thirdly, to determine whether or not differences existed in the perceptions of the effectiveness related criteria among subgroups within the users constituency based on gender, age and purpose for using the facilities. Finally, for the practitioners the explicit formulation of the constituencies criteria will enable them to prioritize the organizational outcomes for the accomplishment of organizational effectiveness.

Three different survey questionnaires were used for the collection of perceptual data from the three selected constituencies. The questionnaire addressed to the top administrators consisted of effectiveness criteria relevant to the administrative domain of the organization, the employees' questionnaire included criteria relevant to their job satisfaction while the users' questionnaire comprised of criteria relevant to the services domain. A total of 381 respondents were identified within the three stakeholder categories. The response rate was 64,8% which in number is equivalent to 247 returned questionnaires.

The analysis of the data from the top administrators showed that the 22 criteria examined could be classified into 7 distinct dimensions: input-finance, processes-finance, processes-planning, processes-communication, processes-responsiveness, processes-output employees and outputs-performance. All these dimensions were

perceived as important when assessing the effectiveness the administrative activities. Of all the dimensions processes-finance was ranked as the most important indicator followed by processes-communication while input-finance was viewed as the least important.

The employees' data analysis disclosed that the 23 criteria examined fell under the following three dimensions: human relations, participation and reward, and managerial skills and interest in employees. All of these dimensions were found to constitute important criteria of employee satisfaction with human relations standing out as the most important one. Managerial skills and interest in employees was perceived as the least important.

Finally, the results from the users constituency revealed that 21 out of the initial 22 criteria were retained to establish four dimensions of services: ambiance and outlook of the facilities, assortment of facilities, quality per price dimension and supportive services. The overall ratings of the users showed that all dimensions, but supportive services were perceived as important criteria when assessing the effectiveness of the services domain. Among these dimensions, the ambiance and outlook dimension which was rated almost equally with the assortment of facilities, were both considered as having the greatest effect in users satisfaction with the services provided.

As for the subgroups, although some differences were found among them in the absolute rating of the four dimensions, there was an overall consistency in the rating of ambiance and outlook dimension along with the assortment of facilities as contributing mostly to the effectiveness of the organization. Consensus also existed across all subgroups about the insignificance of the supportive services dimension.

Key words: Organizational effectiveness, stakeholder approach, administrative processes, job satisfaction, sport and physical activity services

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1. INTRODUCTION

1.1 State of Conceptual and Empirical Literature of Organizational Effectiveness

“How well is Jyväskylä Sports Centre performing?”

This is one of the questions with which any organization must deal in its efforts to perform better and succeed. However, it seems that organizational theorists in search for answers have always been caught between two extremes: “sympathy” and “antipathy”. “Sympathy”, for the agony of the organizations to perform the desired outcomes which are considered critical for the satisfaction of the various groups associated with them. To deal with the agony of organizational effectiveness, several diagnoses in the form of theoretical frameworks and research designs have been developed and articulated over the years. On the other extreme, “antipathy” exists because despite the extensive literature published, confusion and disarray still persists among researchers with regard to effectiveness.

Lack of agreement exists concerning both the definitions and the theories that have been developed about effectiveness. There is not a definite theory nor a single definition of organizational effectiveness. Many models for the evaluation of effectiveness have emerged and a continuous debate for the approach which most appropriately assesses organizational "goodness" has continued over the years. In turn, the differences in the conceptualization of effectiveness are reflected in the empirical works which show no cumulative progress and therefore comparisons among them are hindered. We will substantiate this statement by citing that the criteria that have been used to assess effectiveness vary along with the number of the studies and there have been only a limited number of them in which the variables utilized were common. (Steers 1975; Goodman and Pennings 1977, 2-4; Cunningham 1977; Hannan and Freeman 1977, 106-107; Cameron 1978; Bluedorn 1980; Bourgeois 1980; Hitt 1988; Shenhav et al. 1994.)

Much to their dismay with the theoretical disarray and methodological inadequacies,

some authors proposed that the construct should no longer be a subject of inquiry in scholarly activities but should only remain as a concept in the literature (Hannan and Freeman 1977; Bluedorn 1980). Cameron and Whetten (1983, 1-2), refuted their argument by stressing that the construct of effectiveness is at theoretical level a central theme in all the models of organizational studies and at empirical level it constitutes the ultimate dependent variable of organizational research. Others have also reinforced the argument that effectiveness is a prominent theme in any organizational analysis (Hall 1980; Hitt 1988).

Currently, attempts to study organizational effectiveness favour approaches that integrate several of the existing models developed for the assessment of the organizational performance (Connolly et al. 1980; Quin and Rohrbaugh 1983; Cameron and Whetten 1983, 262-267; Gaertner and Ramnayan 1983; Daft 1992, 53; Chelladurai 1987; Chelladurai and Haggerty 1991; Koski 1995a).

Despite the controversies in the meaning of effectiveness and the measures taken into account in order to properly assess it, organizational performance is decided by value-judgements (Zammuto 1984; Keeley 1984; Cameron 1986). Value judgements impair implicitly or explicitly what the organization should be doing. Since organizations interact with a variety of groups, the most appropriate approach for the treatment of organizational effectiveness is the one that incorporates the experiences and viewpoints of these different groups we shall refer to as constituencies or stakeholders. (Cameron and Whetten 1983, 269; Papadimitriou 1994.)

Along this stream, this research operationalized the constituency approach (or also called stakeholder approach) a contemporary integrative approach, developed for the study of organizational effectiveness (see chapter 3.6).

To return to the question posed in the beginning of this chapter, to the study of effectiveness the present study focused on a sport centre, namely Jyväskylä Sports Centre, which "provides conditions for physical activities, sports, outdoor activities and recreation, organises and offers services for these activities" (Regulations of the

sport responsibilities of the city of Jyväskylä Nro 21, 1996). Given that facilities contribute to appropriate conditions for participation in regular physical activity and sport and therefore their role is essential for the development of sports and implementation of sports policy, the investigation of their effectiveness is of particular interest.

In Jyväskylä Sports Centre multiple constituencies come in contact with the organization, constituencies that exist both in its internal and external environment. Since a variety of groups is involved with the operation of Jyväskylä Sports Centre by making contributions to activity it, it is important that first these groups be sufficiently defined. Following that, great attention has to be paid to key stakeholders, without whom the organization would cease to exist, by investigating their effectiveness related judgements. In order to do that, the two steps that initially need to be taken are first the establishment of the criteria they use when they individually judge the effectiveness of the organization and secondly the weighting of these criteria.

It has been hoped that this study, as it is extensively explained below, would provide some insight into the most relevant constituency groups of Jyväskylä Sports Centre and then the criteria employed by key stakeholder groups when they make effectiveness-related judgements.

1.2 Purpose and Problems of the Research

This research set out to first examine the constituency groups that interact with Jyväskylä Sports Centre on a regular basis and then to investigate the effectiveness-related criteria of key stakeholders on lists of pre-determined variables. The key constituency categories selected were the users, the employees working in the organization and top administrators i.e. members of the Board of Sports of the Municipality of Jyväskylä and the general manager of the centre. These three groups were chosen a priori to be surveyed for the extraction of a composite set of criteria for each group.

The objectives of the current research could be defined as follows:

1. To identify empirically the stakeholder categories that primarily engage in an interaction relationship with Jyväskylä Sports Centre.
2. To determine the criteria which key stakeholder categories employ when they make judgements about the effectiveness of Jyväskylä Sports Centre.
3. To examine the criteria empirically by approaching the set of Jyväskylä Sports Centre stakeholders described above.
4. To determine differences, if existing, in the perceptions of the effectiveness related criteria among subgroups within the users constituency based on sex, age and purpose for using the facilities.
5. For the practitioners, to set up a prioritization of outcomes for the accomplishment of organizational effectiveness based on the desires of each stakeholder group as these were disclosed in the present study.

The relevant study problems were:

1. What groups does Jyväskylä Sports Centre recognize to be its most relevant stakeholders?
2. What are the effectiveness-related criteria of Jyväskylä Sports Centre as perceived by its key stakeholders?

In particular:

- 2.1 What are the effectiveness-related criteria of the organization as perceived by its top administrators?
- 2.2 What are the effectiveness-related criteria of the organization as perceived by its employees?
- 2.3 What are the effectiveness-related criteria of the organization as perceived by its users?
- 2.4 Do the subgroups within the users constituency differ in their perceptions of the effectiveness criteria?

1.3 Limitations of the Research

The present study dealt only with Jyväskylä Sports Centre limiting the population from which the samples were drawn to participants of this particular organization which therefore can not be representative of all public sport facilities. Inference can only be made to this organization under examination. No wider generalizations can be made.

Limits were also drawn to explore the criteria which three constituency groups utilize in their evaluations of the effectiveness of Jyväskylä Sports Centre. These constituencies were selected on the basis of their critical contributions to the organization upon which its function depends. The constituencies taken into consideration were restricted to the most important ones. However the viewpoints of additional groups need to be incorporated in future studies as well.

For the identification of the organizational effectiveness criteria all the groups were investigated on a selected set of variables which means that certain effectiveness variables were imposed on the organization. Since subjects' perceptions were forced into a few fixed variables some other important effectiveness criteria existing outside the ones examined may have been lost. It would be appropriate that upcoming studies allow these criteria to emerge by providing respondents the possibility to offer responses that the researcher did not include.

The study was completed within the 1996-1997 year.

2. DESCRIPTION OF THE ORGANIZATION AND DEFINITION OF THE CONCEPTS USED

2.1 Management of Sport Facilities In Finland Today: A Short Overview

Sport has been holding a central role in all societal contexts and dominates in their various fields: political, educational, and economic. Its survival and development is critical for the well being of every society.

In Finland, like in every other country a great part of the responsibility for the development of sports lies with the systems delivering the sports services: sports facilities. The provision of services in sport facilities aims at meeting the sport needs and rising up to the expectations of the current and potential users in the serviced areas. The services offered are contingent upon the availability of the facilities, the personnel assigned for the operation of the facilities, the technical personnel charged with the organization of sport and medical activities. (Antonelli et al. 1993.) Taking these into account it is both desirable and imperative to underscore that the plethora of sports offered, the quality of the services and the used capacity of sport facilities in Finland rank them in leading position worldwide (Ilmarinen (ed.) 1993).

Apparently, due to their role as distribution channels for sport, facilities and consequently their management are of great importance. This holds true especially nowadays because of several developments which have occurred over the last years. The most prominent ones are reported below:

Firstly, the increase of the number of the facilities in Finland, especially during the last 20 years. Today there are 28 000 registered facilities which proportionally means 1 facility per 180 persons (Ilmarinen (ed.) 1993).

Secondly, the heightened level of demand for sporting activities. The number of the Finnish population taking part in physical activities showed an increase of 73.5% between 1971 and 1983 (Ilmarinen (ed.) 1993). These results are reinforced by a

somewhat later study which examined the respective percentages of physically active youth in the 1970s and 1980s. The 1980s is the so-called era of physical movement. (Suomi 1991.)

The increase of people taking up sports is attributed to a great extent to the development of physical activity environments during the same period and especially it is worth considering the tremendous boom in the construction of sport facilities in the latter part of the 1980s. Evidently, there is a clear link between the environment provided for the practice of sports and the participation of people in it. (Ilmarinen (ed.) 1993.)

Along with these developments there were also shortcomings. These were associated with the financial recession in the 1980s which adversely affected the covering of the building, the operation and the maintenance expenses of the sport facilities. (Ilmarinen (ed.) 1993.) Unavoidably, these changes in the reality of the Finnish economy invoked difficulties which the management of sport facilities has been currently confronting.

To sum up, sport facilities constitute a key determinant for the active involvement of people in sport. Due to the unfavourable economic conditions the tasks of the management to strive to satisfy the sport demands of the users by delivering services with quality and to ensure the financial stability of the organization through coping with the fiscal difficulties has been an arduous task to handle.

The effectiveness of an organization that incorporates a variety of sport facilities and operates within the context just described has been on the focus of the present study.

2.2 Case Description

The case organization of this study, Jyväskylä Sports Centre, is a large complex which houses purpose-built facilities for teaching, research, training, and competition activities located in Jyväskylä, Finland. These activities performed in the organization relate to physical culture and top sport as well as cater for the different recreational and spare time activities and interests of a diversity of groups within the region.

It is comprised of an indoor sports centre, Hippos Building which is a multiuse building that serves a wide range of physical activities along with research work, a research laboratory of sport and health sciences, AaltoAlvari aquatic centre, an ice stadium and outdoor arenas. With the exception of the research laboratory facility, in each of the other facilities of the centre numerous sport sites are included allowing enthusiasts to participate in a host of sports. A detailed description of the sport sites and the physical activities that can be practised in Jyväskylä Sports Centre is presented in Appendix 1.

In this research all the above mentioned facilities were included, besides Alvari aquatic centre and both the research laboratory and the unit for research work in Hippos Building.

Jyväskylä Sports Centre accommodates in its premises local sport clubs which organize both competitive and recreational level activities, the Faculty of Sport and Health Sciences of the University of Jyväskylä and schools within the periphery of Jyväskylä to hold their physical education teaching or to fulfil other needs of their groups. It provides possibilities to companies to organize activities for their employees and it is certainly available to people who wish to participate in unorganized physical recreation. Finally, it hosts national and international events.

Jyväskylä Sports Centre is a public, non-profit entity, owned by the Municipality of Jyväskylä. Hansmann (1980 as quoted by Lovelock and Weinberg 1984, 28-30) classified the nonprofit organizations into four categories: Firstly, he distinguished

them into donative and commercial. Donative are these nonprofit organizations which are mainly funded by grants and donors while the commercial are those whose major part of the funds is generated by the services' fees. Secondly, he categorized them into mutual and entrepreneurial based on whether they are controlled by their financiers or not. Mutual are controlled while entrepreneurial are not. Lovelock (1984, 29) exemplified a number of combinations of these categories within this typology of which the most suitable for Jyväskylä Sports Centre appears to be the commercial-mutual category (see Figure 1). "Commercial-mutual organizations exist primarily to serve their members directly in return for the fees they pay". In Jyväskylä Sports Centre the largest part of the income is covered by the payments of its users while the remaining comes from municipal grants. To illustrate how control is exercised over the organizational functions we will refer to the policy guidelines that Jyväskylä Sports Centre follows as these are determined by the Sport Board which as described below (see p. 10) has the ultimate power to approve or disapprove the activities planned by the general manager for the realization of the policy established.

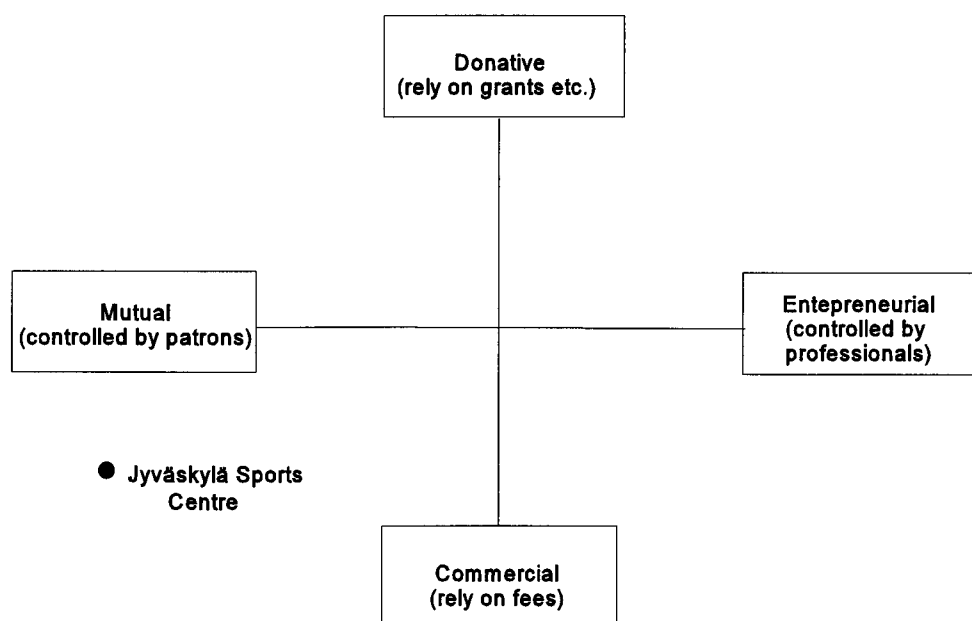


Figure 1. Categorization of nonprofit organizations by source of funds and nature of control (Lovelock and Weinberg 1984, 29)

It is useful at this point to give an overview of how the organization works in general and the roles performed by major stakeholder groups. The Board of Sports of Jyväskylä city consists of 10 members and a Chairman. It is elected by the Council of Municipality of Jyväskylä and the tenure for both the members and the Chairman lasts for four years. It is responsible for governing and controlling the management of the organization and it has the ultimate power to reject, revise or accept proposals made by the general manager in regard with the operation of the facilities. Monthly meetings are held between the Sport Board and the general manager who submits reports and decisions that require ratification. Besides the meetings, the Chairman in particular has very close contact with the organization and is informed on a frequent basis about all running organizational issues.

The general manager is responsible for many organizational aspects and therefore performs miscellaneous tasks. In particular the tasks fulfilled by the general manager pertain to the management of human resources, financial management and control, planning, management of the services (for example setting prices of the services and time schedules) and the organization of sporting activities (i.e. organizes what kind of activities can be practised in the facilities). It is within the power of the general manager to make a broad number of decisions about organizational activities without prior approval by the Board of Sports but which are nevertheless inspected and verified in the upcoming meetings.

The number of Jyväskylä Sports Centre personnel equals to 50 of which according to the workforce breakdown, about 16 percent is administrative staff and the remaining 84 percent is staff charged with the functioning of the technical systems, maintenance, care and preparation of the facilities.

2.3 Definition of Stakeholders

The introduction of the definition of stakeholders or constituencies was supplied by Eric Rhenman (1964 as quoted by Näsi 1995, 98) to describe the "individuals and

the groups who are depending on the firm in order to achieve their personal goals and on whom the firm is depending for its existence". Representative groups of stakeholders are the employees, owners, customers, suppliers, competitors, government and many others which interact with the organization. The same groups were labelled as "constituencies" by other authors in organizational theory (Pfeffer and Salancik 1978). A later version of the definition, in agreement with the one mentioned above states:

A stakeholder is an individual or group that asserts to have one or more of the kinds of stakes in the business. Just as stakeholders may be affected by the actions, decisions, policies or practices of the business, these stakeholders also may affect the organizations actions, decisions, policies or practices. (Carrol 1993, 60.)

Freeman (1984, 8-22) pointed out that two types of changes occur in organizations, internal and external which are originated by different groups. The categorization of these groups is related to the type of change they impose on the organization.

Groups such as owners, customers, employees and suppliers are associated with internal changes by posing new demands with which management is expected to cope by reshaping the goals and redirecting the activities so that balance between each of these stakeholders and the organization is preserved.

Changes that set out in the "environment" of the organization by the appearance of new groups, events and issues are the external changes. Governments, competitors, special interest groups and the media are representative groups initiating external changes. Environmental changes cause uncertainty to the organization and when they coincide with the internal changes, management faces a hard time to cope with them successfully in order to ensure organizational effectiveness.

Carrol (1993, 62-67) classified them into primary and secondary stakeholders. Primary are the ones who have formal, official or contractual relationship with the organization while the secondary do not. Having identified the groups belonging in each of these categories a second distinction into generic and specific stakeholder

groups may be proved even more useful for their management.

Using the same terms, primary and secondary, Clarkson (1992 as quoted by Niskala and Näsi 1995, 127) described as primary stakeholder group the "one without whose continuing participation the corporation cannot survive as a going concern". A dissatisfaction and ultimately a termination of the interaction of this group (e.g. employees, customers) with the organization would damage it significantly, even threaten its survival. Secondary stakeholder groups are "those who influence, affect or are influenced and affected by the corporation, but are not engaged in transactions with the corporation and are not essential for its survival".

Taking into consideration Clarkson's definition of primary and secondary stakeholders, the focus of this study was on primary stakeholders which existed both in the internal and external environment of the organization.

2.4 The Relationship of Stakeholders to the Organization: Application in Jyväskylä Sports Centre

In this study Jyväskylä Sports Centre is viewed as an open system. In general the open system view of organizations emphasises their openness to their environment, with which it is required to build proper relations in order to survive. It is a holistic perspective and organizations are understood as systems comprised of interrelated subsystems.

The main feature of the open system approach is the environment in which an organization exists and its interdependency with this environment (see Figure 2). For its maintenance an organization engages in exchange activities with both its "task environment" (e.g. customers) which is in the front line of the interactions and the broader "contextual" or "general environment". The organization as a system is seen to have processes of cyclical events, it imports input from the external environment, it transforms it in the throughput processes and exports the output back to the

environment. The cycle is completed with the feedback mechanism. (Morgan 1986, 44-48.)

The interdependency of the organization with its environment is clearly reflected in the acquirement of resources from the environment and the discharge of the outputs back to it (Daft 1992, 10).

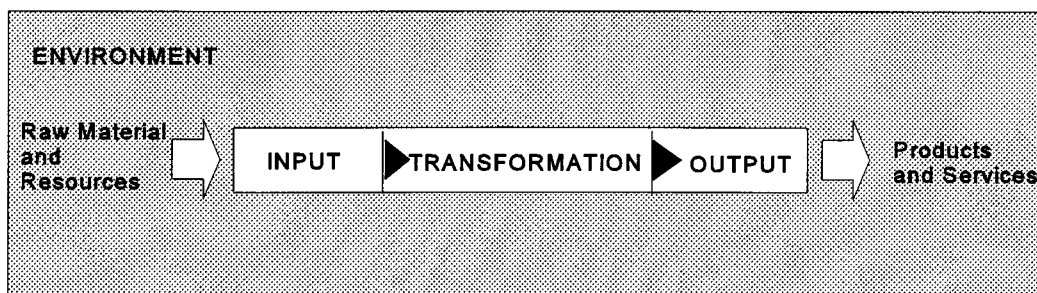


Figure 2. An open system (Daft 1986, 11)

Stakeholders make inputs to the organization by contributing their resources which take different forms, they may be material for example, and in return they demand to be rewarded for these inputs (see Figure 3). The satisfaction of the stakeholders with the organizational outcomes is a key issue for the continuity of their interaction with the organization. (Näsi 1995, 99.) The operations of the organization should ensure that constituents in each stakeholder group are satisfied with the analogy of what they give to the organization and what they get from it (Näsi 1995, 10). The contentment of their demands with the organizational outputs initiates further contributions which will reactivate the organization to start processing afresh. Work is done in the system and the input is transformed in the organizational processes into output. (Näsi 1995, 99.)

Apparently, stakeholder theory holds a people-oriented view of organizations. "Organizations are seen as a form of cooperation where people in different roles cooperate in order to attain their goals, satisfy their needs, or for some other reason". (Niskala and Näsi 1995, 124.) The plurality of stakeholders in the environ-

ment gives rise to a complexity of expectations that need to be satisfied. Each of the constituencies may hold different perspectives about the activities and interaction styles with the organization. (Tsui 1987.)

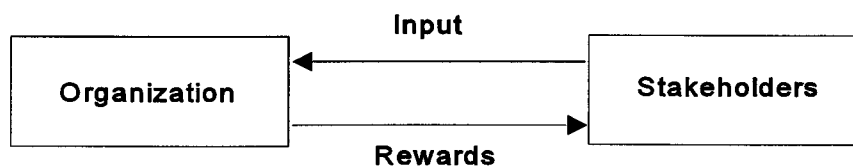


Figure 3. The interdependency of an organization and its stakeholders (Ahlstedt-Jahnukainen 1971 as illustrated by Näsi 1995, 105)

To exemplify how the discussed issues apply to the operating context in question, Jyväskylä Sports Centre, we provide several illustrations below (see Figure 4). The examples presented here concern stakeholders that Jyväskylä Sports Centre typically interacts with, since the identification of all the most relevant stakeholder groups has been attempted to be more extensively covered in this study. Stakeholders that Jyväskylä Sports Centre typically interacts with are the Sport Board of Jyväskylä city, the management, the employees and the users.

The Sport Board mainly contributes regulatory and financial inputs, clarification of the organizational objectives, direction and control. The management contributes expertise, work performance, positive influence on others at work, information, planning, organization and clarification of the objectives, the employees job-relevant skills, knowledge, experience, and the users payments for the fees charged for the services. At the same time with their contributions, these groups expect to be compensated in a satisfactory degree with the organizational outcomes.

One major expectation of the Board of Sports is that Jyväskylä Sports Centre be extensively used by the citizens of Jyväskylä. The active participation of people in sport has been proved profitable for the larger society, a part of which is Jyväskylä, for many different reasons: decreases in sickness expenses, prevention of early

retirement due to illnesses, improved productivity, earning of funds in the form of income taxes and purchase taxes from the procurement of services and equipment (Ilmarinen (ed.) 1993).

In general, the Sport Board is concerned with the overall performance and the economic health of the organization. It expects the organization to carry out its role through undertaking activities that contribute towards the achievement of its objectives and conforming to regulations. Therefore, the Sport Board is particularly interested in making sure that Jyväskylä Sports Centre *engages in sound administrative practices*. Outcomes desired by the users relate to the *services produced and delivered* by the organization while employees seek mainly to be sufficiently satisfied with their *job*.

Obviously, each of the stakeholder groups evaluates both organization's processes and outcomes based on certain criteria and these criteria vary across different stakeholders. In this study the criteria employed by three stakeholders, the users, the employees and the top administrators of Jyväskylä Sports Centre when they make their evaluations for the organization were aimed to be explored as cited earlier in the purpose and problems of the research (see chapter 1.2). It should be underscored here that the general manager and the sport board members were grouped in the same constituency group due to their common responsibility, accountability and interest in the organizational activities in the administrative domain.

The basis of the formulation of these criteria are the needs that each stakeholder seeks to satisfy. The expectations of the stakeholders which are created by the same source, their needs, is also a central element in the evaluation of the organization by these groups. Stakeholders expect that their needs will be met by the organizational output. In case their satisfaction with the organizational performance is within an acceptable zone, stakeholders will continue to allocate their resources to the organization. On the other hand, in case organizational output exceeds the critical threshold of their minimum level of tolerability, stakeholders will withdraw from the exchange relationship with the organization and reallocate their resources in

alternatives which are able to satisfy them. (Kankkunen and Matikainen 1995, 244-252.)

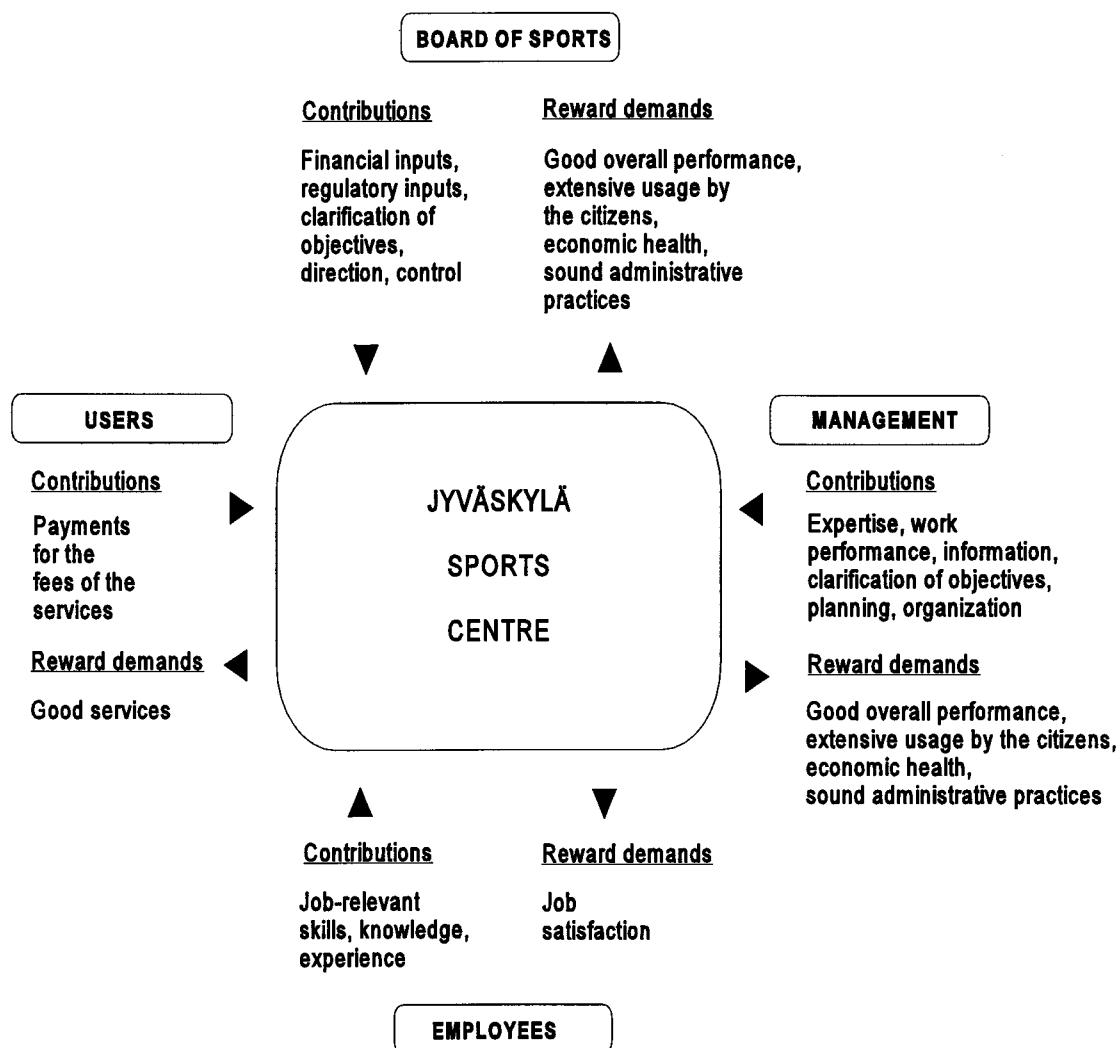


Figure 4. The stakeholder contributions and reward demands in Jyväskylä Sports Centre

2.5 Description of the Stakeholders Used in the Study

Board of Sports: this constituency group is empowered by the by-laws of the organization to oversee its operation and set policy. In general, it represents the interests of the Council of Municipality of Jyväskylä for all the sport issues of the city including of course the ones concerning Jyväskylä Sports Centre.

General manager: is responsible for carrying out the policy decisions made by the Sport Board. The general manager allocates the budget in accordance with the earlier approval of the Board of Sports and runs the facilities on daily basis. He has autonomy over an extensive range of decisions and has to report to the Sport Board for the organizational activities and outcomes.

Employees: perform the actual work, that is produce the services and along with the management adapt the facilities to the needs of the users. They are responsible for making it possible to use the facilities for the practice of the physical activities and safeguard the security of the users.

Users: this constituency group makes use of the services provided by Jyväskylä Sports Centre. A distinction is drawn between users participating in the organized and non organized sporting activities. Organized users are these ones affiliated in sport clubs while non-organized are the free-users, who do not belong in sport clubs. In this study in particular, from the organized category only the ones practising a sport in competitive level were sampled and from the non organized the ones practising sports for recreation. Users of the facilities are also the coaches who provide technical support to accommodate the needs of the athletes in order to perform well. The coaches drawn for the samples in this study were performing the job on voluntary or professional basis in sport clubs and were responsible for competitive level athletes.

2.6 Definition of Organizational Effectiveness

The conceptualization of effectiveness, even though widely encountered in the literature has been surrounded with confusion and ambiguity. As Campbell (1977, 15) pinpoints "no definite definition of organizational effectiveness can be given. The meaning of organizational effectiveness is not a truth that is buried somewhere waiting to be discovered if only our concepts and data collection methods were good enough".

The attempts to define its meaning vary along with the approaches that have been developed to address the effectiveness issue. Daft (1992, 47-58) draw a dichotomy to divide these approaches into traditional and contemporary ones.

The widely acknowledged traditional approaches are the goal approach, the system resource approach and the internal process approach. A brief review of the way that effectiveness has been conceptualized by each of these approaches follows on.

Within the goal approach, goal attainment and output have been traditionally used as criteria for the assessment of organizational effectiveness (Georgopoulos and Tannenbaum 1957; Price 1972). Since the emphasis of this approach is placed on goals, their specification is in order. A broadly quoted definition provided by Etzioni (1964 as quoted by Daft 1992, 37) states that "a goal is a desired state of affairs which the organization attempts to realize". The rationale for the utilization of the goal approach rests on the argument that all organizations pursue the achievement of certain objectives may they be output or profit (Daft 1992, 48). In the light of this approach goals can be stated clearly and thus may be distinguished and further on measured on how well they have been realized (Price 1972; Campbell 1977, 19).

The goal model was challenged by the system resource model which views the organization as an open system and emphasises its interdependency with its environment. The system resource model was introduced by Yutchman and Seashore (1967) and defines the effectiveness of the organization "in terms of its bargaining position, as reflected in the ability of the organization in either absolute or relative terms, to exploit its environment in the acquisition of scarce and valued resources".

Finally aside from these approaches, a third model, the internal process model was developed to highlight the primacy of the transformation processes through which the inputs are converted into outputs. Within the internal process model, an organization is effective if it can convert smoothly the inputs into outputs. The focus is on the internal functioning of the organization which is expected to render the desired

outputs by using efficiently the available resources. (Nadler and Tushman 1980, 268-277.)

Besides the efforts of the theorists of the above approaches other writers assert that the diverse array underlying "effectiveness" exists because effectiveness is not a concept as supported earlier but a construct (Cameron 1978; Cameron and Whetten 1983, 7-11). Concepts are based on facts describing characteristics of the organizational reality and therefore can be defined fairly accurately. In opposition with concepts, constructs are abstractions formed by observations of non-objective phenomena. Abstractions give subjective meanings to ideas or interpretations. Intelligence and satisfaction are typical examples of constructs. The meaning of effectiveness as a construct can not be exactly specified and due to its loose boundaries it can never be known what is included within the construct space and what is not. An illustration of a concept at this point would be helpful to indicate the contrast with the constructs. Productivity is a concept because it's total meaning can be embraced in the measurement of the volume of products or services that the organization provides. By using productivity as the sole criterion in the assessment of effectiveness as in the case of the goal model for example, only one part of the construct space is covered and therefore productivity or any other single criterion does not accommodate the whole meaning of effectiveness. (Cameron and Whetten 1983, 7.)

Against the traditional approaches and in accordance with the treatment of effectiveness as a construct, contemporary approaches have been introduced. These are comprehensive and multivariate by utilizing multiple models and criteria in the evaluation of the organizational success.

As one of them, the multiple constituency approach suggests "a view of organizational effectiveness in which several (potentially, many) different effectiveness statements can be made about the focal organization, reflecting the criterion sets of different individuals and groups we shall refer to as constituencies" (Connolly et al. 1980). Apparently this model counters earlier models whose underlying assumption

is that effectiveness assessments are reached by a single statement reflecting a single set of evaluative criteria by proposing that multiple criteria held by different stakeholders should be incorporated when judgements for the effectiveness of the organization are made.

2.7 Jyväskylä Sports Centre and the Present Effectiveness Study

There is no question about the crucial role of the facilities for the practice of sports. "Facilities are highly influential and important in the production and consumption of sport" (Westerbeek 1995). Depending on how well each individual facility plays its role, the success of the whole system is predicated. For that, Jyväskylä Sports Centre gets financial support by the Board of Sports of Jyväskylä city, which is committed to encourage sport development. Since the latter one is subjected to financial constraints, facilities have subsequently to deal with the difficulties imposed on them. All these lead to the fact that in order Jyväskylä Sport Centre to sustain its position and meet its mission, particular emphasis has to be put on its effectiveness. This study has been undertaken in an attempt to provide some knowledge about the effectiveness of the organization since it has chosen to investigate effectiveness criteria relevant to the administrative domain, the services domain and the job satisfaction of the employees.

The top administrators constituency was surveyed on criteria relevant to the effectiveness of the administrative domain within which "the development of human resources, financial system, organizational planning procedures would result in sound administrative practices, facilitating the attainment of organizational goals" (Vail 1985, 3). The significance of the effectiveness of this domain can be understood by the fact that the production of the services is determined upon the administrative ability of the organization. The calibre of the "back office part" of the organization where administrative action is undertaken, though not visible to the users, directly affects the production of the end product. (Westerbeek 1995.)

In the services domain, although an influential factor for the allocation of resources by the decision makers is the extent of usage of Jyväskylä Sports Centre by the sport participants, it has never been systematically investigated before users' effectiveness perceptions as these are related to the services offered. This study examined the criteria relevant to the effectiveness of the service domain by surveying the users of the facilities. Such an investigation of the criteria by which users assess the effectiveness of the organization may be proved a useful tool for the organization's improvement since it can orient its efforts towards the expectations of the patrons. Using the feedback acquired and by being aware of the preferences of the users and the degree of importance of each service dimension the attention of the management may be turned to the areas identified and the endeavours may be directed with more confidence towards customer satisfaction. As Mackay and Crompton (1988) underscored, the challenge for the supply of services with good quality is easier to face when organizations are familiar with what their users demand from a service and which dimensions are dominant in their decisions to visit and use the facilities.

Finally, criteria relevant to the job satisfaction of the employees have been provided in this study. Koiranen (1982, 38) defined as job satisfaction the "fit between what an individual or a group is seeking from the work situation and what they are receiving from it". The significance of revealing factors related to the fulfilment of employees with their jobs can be understood by the fact that this constituency group is the one upon whom the organization depends for the production of the services.

3. REVIEW OF THE LITERATURE

3.1 Models for Studying and Measuring Organizational Effectiveness

For many years there has been a continuous discussion for the model which in the most appropriate way evaluates organizational effectiveness. The early approaches of organizational effectiveness claimed to focus on the assessment of a specific organizational aspect or dimension. As one of them, the system resource approach has concentrated on the initial phase of the cyclic processes, the inputs acquired by the organization. Similarly, the internal process approach has been concerned with the internal activities and processes while the goal approach assesses organizational outputs.

However, in later developments in the study of organizations it has been acknowledged that all these processes are integral aspects of the organizational success and approaches emphasising the multidimensionality of effectiveness have emerged. An approach that incorporates all the above dimensions into a single framework is the constituency approach by inviting the perspectives of various constituencies in the assessment of organizational effectiveness.

In this literature review the four approaches mentioned above are covered, with references from both theoretical studies and empirical works.

3.2 Goal Approach

Several researchers have advocated in favour of the goal approach, which is the oldest among the existing approaches of organizational effectiveness (Scott 1977, 64-95; Campbell 1977, 46-55).

In this approach, goals is a crucial point to begin with. Scott (1977, 64-72) stressed the importance of their existence in the organizational settings by stating that

besides that they give direction and motivation to the participants' activities, they also set the standards against which the evaluation of the actual performance is compared. By setting standards they provide a basis for the establishment of the evaluation criteria which may be used by the organizational participants in their assessments. This is not a simple task because dissensus exists among participants about which goals organizations should adopt. This is attributed to the fact that each of these participants is guided by its own self interests. Consequently, the criteria generated by these goals vary as well.

The diversity of the criteria utilized in different studies has been clearly shown by Campbell (1977, 35-55) who after conducting a literature review of all the criteria of effectiveness employed empirically by that time he came up with 30 variables and little overlap among them in different studies. To contend the question of which variables should be used, he called the attention of researchers to first identify the objectives pursued by the organization, secondly to make the distinction between the "means" and "end" objectives and thirdly to weight the relevant importance of the "end" goals. Fully supporting the goal approach he defined organizational effectiveness as "the degree to which the task objectives judged to be "ends" should be accomplished given the prevailing conditions in which the organization must work". The variables to be used become in this view a straightforward task: they should be the ones that measure the degree of achievement of the "end" objectives.

A widely cited distinction in the literature is the one provided by Perrow (1961) who discerned two types of organizational goals: the official and the operative ones. Official goals are the formal purposes of the organization, outlined in the charters, policy manuals and public statements. As Daft (1992, 40) remarked they legitimise the existence of the organization. Operative goals are the ends which the organization strives to accomplish through the actual operating procedures, policies and decisions. In terms of organizational effectiveness, it has been supported that the measurement of the operative goals produces more fruitful results (Perrow 1961; Price 1972; Steers 1975; Hall and Clark 1980). The preference of the operative goals over the officials is due to their being specific, compatible with what the organization

is actually trying to do and broad enough to encompass the necessary operational activities (Etzioni 1960; Perrow 1961).

This position, favouring operative goals over officials, is in alignment with the one earlier taken by Price (1972) who proposed that in order to determine the goals, a necessary condition to judge the effectiveness of the organization, the focus should be on the operative goals at organizational level as these are espoused by the decision makers and the data from the measurements to reflect their intentions and activities.

Steers (1975) also endorsed the use of operative goals and insisted on an inclusion of criteria that reflect a broad array of goal preferences. He recommended that attempts to measure or define effectiveness should not rely on a static set of variables and criticised earlier efforts which suffered from the oversight to weight the evaluation criteria exposing the valences attached to each goal.

Bluedorn (1980) although rejected the traditional definition of effectiveness in terms of goal attainment, acknowledged the importance of goals and proposed a framework mapping their structural hierarchy. To build the goal pyramid, he elaborated on the means-ends sequence by using Mohr's (1973 as quoted by Bluedorn 1980) distinction of reflexive (desired internal states for the organization) and transitive (desired states of affairs outside of the organization). By incorporating in his framework goals from within and outside the organization he integrated the open-systems with the traditional goal approach. Even though the end goals are on the top of the hierarchy determined by the dominant coalition he claimed that since organizations are loosely coupled systems the degree of goal achievement is not a reliable measure. Nevertheless, he agreed that goals are a valuable conceptual tool and suggested that the focus should be on the goal formulation process, the "process by which an organization comes to be defined as effective or ineffective" and "the consequences of such judgement on the organizational constituencies" because these are by far more important issues attached with the concept of effectiveness.

Typical examples of the goal approach are as follows:

Management by objectives is a typical goal oriented model, highlighting the process of the goal formulation and the worth of pursuing these goals. To compensate the question "how well did we do?" or "where are we now or where do we want to be?" the measurement of objectives constitutes the appropriate indicator of effectiveness. (Jackson 1981, 298.) The objectives are time limited and unique for each organization which is judged effective or ineffective on the basis of whether it reached these defined goals or not (Campbell 1977, 25-26).

Cost-benefit analysis measures the cost-benefit ratio of alternative action strategies in regard with a goal to be accomplished. The focus is on the relative "effectivenesses" of these action courses instead of the overall effectiveness of the organization. (Campbell 1977, 189-190.)

3.3 System Resource Approach

The resource system approach, mainly advocated by Yuchman and Seashore (1967), is underpinned on the open system approach according to which organizations are characterized by their permeable boundaries through which energy flows continuously in and out of the system. The energetic input-output cycle is nourished by the environment the organization exists in, with which it carries on transactions in order to maintain itself. To function, the system receives energy and releases energy, which is used to reactivate it all over again. (Katz and Kahn 1966, 16-17.)

The focus of this model is on the input phase of the cycle and in particular on the ability of the organization to acquire resources for its function. Although the resource acquisition is a prerequisite for organizational effectiveness the function of the throughput and the output phases is also necessary for further mobilization of inputs.

According to Yuchman and Seashore (1967), the replacement of an ultimate goal as

the only criterion of effectiveness paves the way for a broadened range of variables whose selection for measurement purposes depends on the situation. In addition by using a multidimensional set of criteria for assessing effectiveness in single cases, organizations under study are assisted to have an overall understanding of what contributes to their effectiveness.

3.4 Internal Process Approach

Working with the same concept Nadler and Tushman (1980, 265-278) treated effectiveness using as cornerstone the open system theory as well. Their focus was on the transformation phase of the cycle which processes the received inputs for the production of outputs. According to the authors processes consist of the interaction among four components of the system: the tasks of the organization, the individuals, the organizational arrangements and the informal organization. These components are sought to be in an equilibrium state, to "fit" well with one another. The effectiveness or ineffectiveness of the system depends on the degree of "fit", in other words the greater the "fit" the more effective the organization is and vice versa. Effective behaviour as defined by these authors is the "behaviour which leads to higher levels of goal attainment, effective utilization of resources and adaption". Aside from the processes, the relationships among all the cyclic events are emphasised since they have bear on organizational behaviour.

Processes have also been seen as a key issue of organizational effectiveness by Pfeffer (1977, 144-145). The processes Pfeffer referred to, regard the placement of demands upon the organization by its various groups, the way these demands are perceived by the organization and its response to them. When these processes result in the realization on behalf of the organization of both its dependency on the environment and the expectations of these groups and its response caters for the expectations of the powerful group then the organization is deemed effective.

The organizational development model places also high value on the internal health

of the organization. The focus of this approach is on human resources and human relationships because when these are improved the whole functioning of the organization is advanced as well. According to organizational development, effectiveness can be achieved by developing organizational members and making full use of their potential. Enhancement in the performance occurs when relationships are based on trust, employee empowerment, conferring of responsibility and participation in decision making. Management and employees need to share the same values, communication has to be open and undistorted and conflict to be resolved. On the whole the primary concern of the approach is the satisfaction of the members through fulfilment and personal growth. (Campbell 1977, 31-33; Daft 1992, 268-269.)

On the whole the emphasis of the internal process approach is on the internal health and efficiency of the organization. A useful distinction to bear in mind is that of Lumijarvi's (1989 as quoted by Koski 1995) who looked at internal health and efficiency as two different dimensions of organizational effectiveness. The relationships prevailing among organizational members have been treated as the internal atmosphere dimension while the processing of plans as well as other internal activities have been seen as the efficiency of the throughput processes dimension.

2.5 Need for Integrative Approaches in the Study of Effectiveness

Each of the models described above determines effectiveness based on a specific set of evaluative criteria. The focus of these approaches is limited and narrow since they concentrate their evaluation efforts on only one organizational dimension - resource acquisition, internal processes, productivity- throwing light on only a certain organizational aspect (Daft 1992, 53). However as noted earlier the open view of organizations suggests that inputs affect throughputs which affect outputs which are released in the environment to facilitate further contribution of inputs (Chelladurai 1987). An organization which is good at marshalling resources from the environment may not convert them efficiently in the throughput processes resulting in a failure to achieve its goals. From these observations the point to be made is that there is not

an ultimate criterion of effectiveness, "there is no single measure, single theory that will allow us to arrive at an unequivocal measurement of performance". (Daft 1986, 110.)

Similarly, Cameron and Whetten (1983, 268-275) condemned the use of a single model with the respective criteria that yields and favoured attempts incorporating multiple models. The effectiveness construct is broad and in order to map it multiple models are required. When univariate indicators are utilised as these are generated by a single theory of effectiveness the construct space is impossible to be covered. To produce a cumulative body of knowledge about effectiveness research designs should not ignore the composite nature of the construct which necessitates the abandonment of the application of "one best model". Because of the complexity of the effectiveness it is inappropriate to rely on univariate measures and singular ratings. Following the axiom that a measuring device must be as complex as the phenomenon it is measuring, multiple indicators of effectiveness are essential".

Steers (1975) in accordance with all the above, also pointed out the inadequacy of utilizing certain variables since they can not be comprehensive enough to encompass the effectiveness construct. Job satisfaction for example, although a significant variable in the effectiveness construct covers only one part of its space. Even further it has not been sufficiently defined how each isolated variable influences effectiveness by itself. The author fully supported multivariate approaches because only by using integrative approaches the relationships among important variables as jointly influence organizational effectiveness can be revealed.

The multiple constituency approach is an integrative approach that acknowledges the multidimensionality of effectiveness and elaborates further on the synthesis of the system resource, internal process and goal model.

2.6 Constituency Approach

Proponents of this model conceptualize organizations "as intersections of particular influence loops each embracing a constituency biased towards assessment of the organization's activities in terms of its exchange within the loop" (Connolly et al. 1980).

The constituency approach broadens the perspective from which organizational effectiveness is assessed (see Figure 5). In contrast with the traditional approaches of effectiveness which focus on one dimension of the organization this approach assesses the effectiveness on one or more dimensions subsuming all the models described so far (Chelladurai and Haggerty 1991). This is because it takes into consideration various constituencies by incorporating their perspectives in the evaluation of the organizational action. One major assumption here is that each of the parties relevant with an organization forms its evaluation criteria based on its own preference for the organizational performance (Scott 1977, 70-71; Goodman and Pennings 1977, 152; Pfeffer and Salancik 1978, 85-86; Connolly et al. 1980; Mendelow 1983). These evaluation criteria may relate to any of the systemic phases of the open system organization (Chelladurai and Haggerty 1991) demonstrating the embracing power of the approach to handle several criteria simultaneously, inputs, internal processing, outputs.

Along this vein, the evaluation criteria investigated in this study related to the input-throughput-output dimensions of the organization. In particular, the criteria relevant to the administrative domain pertained to the ability of the organization to acquire resources, to the efficiency of the throughput processes (for example ability to proceed with plans, communication with external parties, efficient use of financial resources) and finally to outputs (for example expansion of services, numbers and growth in users and employees). The second set of evaluation criteria were relevant to the services produced which are clearly organizational outputs. Finally, the third set of evaluation criteria were relevant to the fulfilment of the employees with their jobs which pertain to the internal process approach.

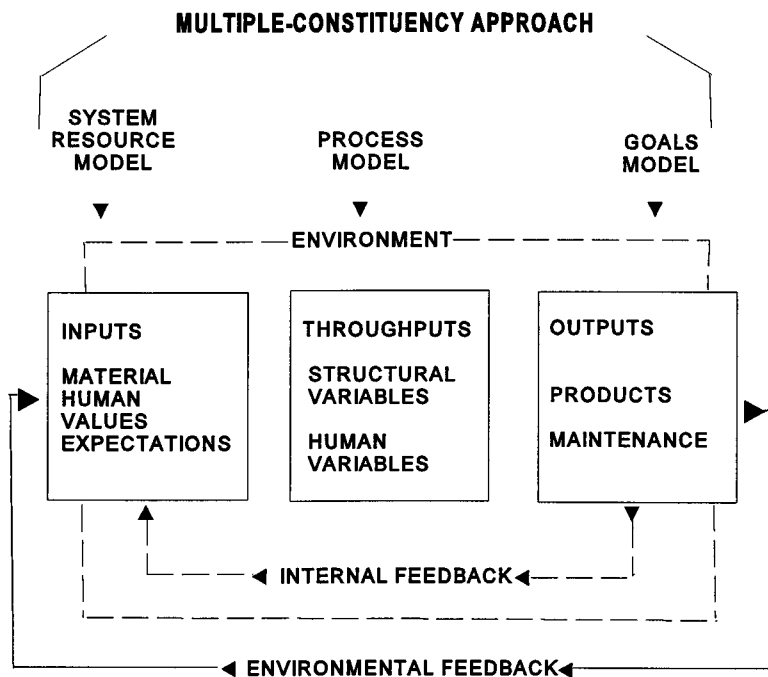


Figure 5. A systems view of models of organizational effectiveness (Chelladurai 1985, as illustrated by Chelladurai 1987)

The constituency approach avoids the question "How well is entity X performing?" because a simple and unambiguous answer can not be possibly given (Vartiainen 1994). To respond appropriately to this question, three more need to be addressed:

- What constituencies exist in a particular setting?
- What effectiveness assessments does each now reach?
- What are the consequences of these assessments?

One will receive different evaluative statements, which may be inconsistent and even conflicting, depending upon whom the organizational assessments are asked to be made.

Although theorists agree that the inclusion of the views of the various constituencies is valuable yet they disagree on which groups should be selected as the most appropriate to be addressed for the evaluation purposes as well as on the relative

importance of each constituency's effectiveness statements (Cameron and Whetten 1983, 16). Pfeffer and Salancik (1978, 84-87) provided a framework to assist organizations to respond successfully to their dealings with these dilemmas. For the identification of the relevant groups organizations need to determine which ones have a hold on the critical resources for the conduct of their activities. Having listed these groups, they may proceed to the weighting of their relevant importance, placing on the top of the hierarchy the most powerful groups with control over critical resources. The determination of the evaluation criteria of all the identified groups follows on and finally the impacts that future organizational actions will have on their (dis)satisfaction need to be predicted as well. Being aware of the criteria utilized by different constituencies, the priority of the organizations should be the satisfaction of the most powerful constituency in order to continue its contribution of critical resources.

Although the position taken here seems to work towards the benefit of the powerful, the authors supported that it is actually a means for the attainment of the goals of every organizational participant. This is because one common interest of all participants is the survival of the organization "it is in the interests of all coalition participants to have the organization survive, for their continuing participation in the organization indicates they are obtaining benefits they would like continued". To survive organizations need to distinguish the critical resources and make sure that their priorities lie with the constituencies with control over them. (Pfeffer and Salancik 1978, 47.)

Opposing to the power perspective, Keeley (1978) introduced the social justice approach according to which organizational attention should focus on the least advantaged constituency. Keeley asserted that disadvantaged constituencies are probable sources of conflict and organized resistance. To resolve conflict and gain the support of the most regretful constituencies organizations should strive to maximize their welfare and consequently minimize their regret over the consequences of their involvement with the organization. The more the regret of the most regretful constituency is minimized the more effective an organization is. This is

because harmful and aversive effects that may be inflicted on any organizational participants are lessened and the system becomes more stable in the long run.

Chelladurai (1987) suggested that in the evaluation of any type of organization the perspective of the "prime beneficiary" should dominate. "Prime beneficiary" is the constituency which predominantly benefits from the existence of the organization. For example in a business the owner is the prime beneficiary, in a service organization the public in contact. The expectations of the "prime beneficiary" should be sought to be satisfied first. It is not implied here that the preferences of the other constituencies should be ignored. On the contrary they should be satisfied to a certain degree even if they are incompatible with the needs of the prime beneficiary. Unless these groups are minimally satisfied it will be impossible for the prime beneficiary to have maximization in return in the long run.

Goodman and Pennings (1977, 152) suggested that the evaluation criteria of the dominant coalition should prevail. Members of the dominant coalition are representatives from both vertical and horizontal constituencies, which may have different expectations for the organizational performance and therefore different criteria to judge the effectiveness of the organization. However, by negotiation a consensus is reached among the members of the coalition about which criteria to be used in any effectiveness discussion. The criteria finally set reflect the relative power of each of the members of the coalition over the strategic resources.

Cameron (1978) in his study for the measurement of effectiveness in institutions of higher education treated the dominant coalition as the most reliable source of all organizational constituencies for the generation of effectiveness related criteria. He asserted that besides that the members of the dominant coalition establish the evaluation criteria in the first place through their participation in the negotiation process, are also the ones who articulate the organizational goals and make major decisions about processes with major influence on the organizational functioning such as resource allocation and policy.

Cummings (1977, 60) looked at constituencies as structured entities and stressed the need to take into account the perspectives of the external constituencies. Since resources for the organizational functioning are generated by these constituencies it is required to meet their expectations in order to ensure that they will continue to provide for the organization. Emphasis on the external constituencies was also placed by Schneider et al. (1980) who examined empirically whether organizations undertake activities to meet their needs by investigating the perceptions of the customers in retail service organizations. They were based on the core proposition that "more effective organizations engage in practices and procedures that are responsive to environmental pressures, in the present case, the pressure for good service".

Connolly et al. (1980) opposed to the idea that one constituent group is more appropriate to be addressed to make organizational assessments than the others. From their perspective organizations exist to serve the multiple interests of their various stakeholder groups and therefore effectiveness statements require to incorporate the judgements of all the relevant groups associated with the focal organization. The inclusion of a wide cross section of constituencies has been also defended by Van de Ven and Ferry (1980, 34) for a number of reasons. First, the myopia in organizations or assessments would be minimized. Secondly, the divergent, even conflicting goals each of the constituencies expect of the organization to pursue would be brought in light. That would facilitate problem solving and conflict resolution resulting in the adoption of goals responsive to the multiple demands that constituencies make upon the organizations.

Connolly et al. (1980) used the multiple constituency approach in their study and expressed that "no surprise is engendered by the discovery that stockholders, senior managers, employee unions and customers espouse divergent views of what the organizational goals should be".

Chelladurai et al. (1981) in their study for the assessment of the intercollegiate athletics of a Canadian University identified the effectiveness related criteria and

their relative importance as these were determined by a surveyed sample of students. The researchers supported that the criteria disclosed reflected the objectives held by the student constituency, and further on speculated, based on earlier studies, that if the constituency of the decision makers had been examined instead different preferences in the criteria would have been found due to the different objectives pursued by this constituency. This finding is fully accommodated by the multiple constituency approach.

Vail (1985) in her study for the effectiveness of the Canadian NSO's included both internal (Presidents, Executive Directors and national coaches) and external (corporate sponsors and Sport Canada Consultants) constituencies with major control over the financial resources. The researcher acknowledged the need to take into consideration the perspectives of both internal and external groups of what constitutes an effective organization by exploring the criteria employed by these constituencies in their judgements of organizational effectiveness. The constituencies were surveyed on a pre-determined set of variables: finance, organizational planning, human resources, adaption, growth and communication. Her findings showed both the internal and the external groups to agree upon the importance of all the variables empirically tested. However, four out of the six variables were equally ranked while significant differences were ascertained for finance and growth which received higher rankings by the internal group. The researcher was not taken by surprise with these differences and explained that they reflected the dissimilarities in the preferences that these constituencies had due to their control over different organizational factors. In other words, it was a logical result that the internal group which conducts managerial functions to be more interested in the finance and growth while the external group to be more interested in the top level athletes output, for its own political and promotional reasons. Organizational planning, finance and communication were the highest ranked criteria by all the constituencies and Vail recommended that they should be included in any future research. In addition she suggested that more than one set of criteria should be incorporated to investigate the expectations of the external constituencies. These concerns of hers were addressed in this study.

Several other researchers have directly supported the constituency perspective taken by Connolly et al. (1980). Tsui (1990) in her multiple constituency effectiveness study of the human resource subunits identified support for the above perspective. She investigated the effectiveness assessments by three organizational constituencies i.e executives, managers, employees and her findings showed that the three constituencies were not equally satisfied with the organizational subunits. Executives gave the highest effectiveness ratings. However, the researcher noted that the evaluation criteria were not revealed in the study and emphasised the importance of being aware of what criteria were used by the executives in judging the subunit's effectiveness because then it would have been possible to know what elicited this favourable rating.

In the sport related literature, a recent study was undertaken by Papadimitriou (1994) with the purpose to explore the effectiveness-related views of multiple constituency groups i.e. board members, paid administrative staff, national coaches, elite athletes, international officials and scientific consultants of the Greek National Sport organizations (NSOs). The results confirmed the basic assumption of the approach: a high level of effectiveness from one point of view may be identified as low effectiveness from the perspective of another constituency. In accordance with that, the researcher found the constituencies differentiated in their ratings for the effectiveness of the organizations under investigation. The most favourable effectiveness rankings came from the international officials and board members while the least from the athletes and the technical staff. Evidently, a power based orientation was disclosed since Greek NSOs seemed to rather seek to meet the expectations of the powerful constituency.

Morrow and Chelladurai (1992) measured the perceptions of four constituent groups i.e. administrators, judges, coaches and athletes in regard with the effectiveness of the processes and the structural attributes of Synchro Canada. All the constituencies were congruent on their effectiveness ratings of these organizational characteristics except for one constituency, the coaches who were distinctively the least satisfied group.

Another study within the Canadian sport context undertaken by Chelladurai and Haggerty (1991), investigated the perceptions of the Canadian NSO's professional and volunteer administrators on the effectiveness of the processes, organization, decision making, and personnel relations. In the same study the job satisfaction of these groups was measured as well. The results disclosed that professionals differed significantly from the volunteers in their ratings of the effectiveness of organization and personnel relations. However, both constituencies expressed similarly high levels of job satisfaction which implies that Canadian NSOs have managed to account for the demands of both groups.

The common denominator in all these studies is the variance in the judgements about the effectiveness of the organizations examined. Such divergence has been well anticipated by Connolly et al. (1980) who claimed that several statements can be made "each reflecting the evaluative criteria applied by the various constituencies".

What calls attention here is one basic assumption of Connolly et al. (1980) which supports that although the various constituencies may have different opinions about the effectiveness of an organization yet the organization must strive to satisfy their minimum interests. Unless the organization is able to "satisfice" the demands of its multiple constituencies it is unlikely to get new resource contributions.

Several researchers have aligned with this theoretical standpoint (Friedlander and Pickle 1968; Tsui 1990; Papadimitriou 1994). A study undertaken by Friedlander and Pickle (1968), examined both internal and external constituencies of 97 small organizations in an attempt to explore their effectiveness-related views by utilizing different sets of evaluation criteria reflecting the special interests of each constituency group. The researchers found that the groups under study were not equally satisfied by the organizational performance, which obviously shows that the organizations had been judged as effective by the groups being the most satisfied while at the same time as ineffective by the groups being the least satisfied. These findings revealed that organizations find it difficult to simultaneously satisfy the expectations

of their multitude constituencies and according to the researchers it is questionable whether this is possible indeed. They further suggested that most probably organizations engage in "satisficing" policies instead of trying to maximize the satisfaction of only one constituency group.

In her study for the Greek NSO's Papadimitriou (1994) noted in her recommendations that unless the organizations are attentive to the expectations placed upon them by the constituency that showed the lowest effectiveness ratings, the technical staff and the elite athletes, these groups will not be able to contribute to the effectiveness of the organizations in the future and that in turn will constitute them unable to attract public or other resources. Similarly, in their study of Synchro Canada, Morrow and Chelladurai (1992), called the attention of the organizations to cater for the needs of the least satisfied constituencies, the coaches.

A thesis emphasising multiple strategic constituencies has also received attention of late (Mendelow 1983; Tui 1987; Gwin 1990). Mendelow (1983) indicated that stakeholders are the "claimants" of organizational effectiveness and organizations should accordingly seek first to identify their key stakeholders and then the criteria by which they determine whether an organization is effective or not. Several reasons support this proposition. First, the explicit formulation of the stakeholders criteria will reveal the organizational outputs which are desired to be produced by these groups. Secondly, the exposition of the outputs will allow for their prioritization. Finally, they will enable the ascertainment of the effects of potential changes in stakeholder outputs on the strategies of the organization.

Adhering also to a strategic approach, Gwin (1990) advanced the position in favour of mapping the constituencies that engage in an exchange relationship with the organization. " A stakeholder map is an invaluable tool when trying to understand the networks, motives and models of action of the interest groups involved" (Näsi 1995, 29). After listing the constituencies a thorough investigation of their needs is in order so that organizations can find out whether their practices are in alignment with them. An exploration of the constituencies' needs vis-à-vis the organization allows for the

development of a strategic plan targeting towards the fulfilment of the expectations of these constituencies standing on the top of the organizational hierarchy. For the not-for-profit organizations these groups are the service users and resource generators. At the same time a strategic approach ensures that sufficient attention is being paid to the needs of less important groups but which still exert a hold on the organization.

Zammuto (1984) shifted the weight from the question of which constituency should be selected for the effectiveness judgements based on a static set of criteria to the concern of how organizations can manage to satisfy the demands of their constituencies in the long run. According to the author effectiveness exists in a framework of a societal evolution where organizations are confronted with ever changing environmental constraints. The organizational performance is contingent on these constraints, thus it is not totally controllable by the constituencies. Besides the environmental constraints which change over time, constituencies and their preferences for the organizational outcomes change as well. An organization once seen as effective may be considered as ineffective in a different time frame. The organization is deemed effective when it is flexible to relax the constraints imposed by the environment on its performance and ultimately be in the position to satisfy the demands of its constituencies.

The particular groups chosen for this research, do not exhaust the variety of constituencies that interact with Jyväskylä Sports Centre, but were selected to include three of primary importance for the organization -stakeholders without whom the organization would no longer exist- top administrators, employees and the users.

Top administrators is a major interest group which influences the direction and the function of the organization. It also acts as a political resource for the organization since it exercises influence for its interests over the decision makers of the City Council of Jyväskylä. A positive influential evaluation is more likely to be gained when the effectiveness criteria reflecting the preferences held by this constituency are brought in the surface.

Due to the fact that decision makers allocate resources, determine the organizational policy and explicate organizational goals, they have been treated by several authors as the most appropriate source to derive effectiveness criteria (Yuchman and Seashore 1967; Price 1972; Cameron 1978). Also given the significance of the administrative activities, decision makers constitute the most knowledgeable and reliable source of information.

The employees are "central and critical" (Tsui 1990) for the organizational effectiveness since they are responsible for the production of services. Lewis (1991) claimed that in order to increase their level of activity and have customers satisfied, service organizations should pay attention to the satisfaction of the employees and the pay off for the organization will ultimately unfold. Pfan et al. (1991) stressed that unless the needs of the employees are addressed, the satisfaction of the external constituencies is jeopardised. Whetten (1978) argued that disgruntled staff members in a service organization could reduce the quality of the service.

Their contribution in determining organizational effectiveness has been very early supported by Blake and Mouton (1969, 60-74) who saw in their Managerial Grid organizational success as having two dimensions: concern for the production and concern for the people. In their Grid diagram these concerns were reflected by two axes the vertical and the horizontal one with a nine point continuum in each one. Depending on the degree of concern shown to each of the dimensions a variety of crossections occurs. The 9.9 position corresponds to the achievement of "excellence". This becomes possible, according to the authors, when a high concern is attributed to both dimensions. To meet the personal objectives of the employees is important because "working through and with others" makes possible the pursuit of excellence and the realization of the organizational aims.

Finally, the organization is highly dependent on the users another irreplaceable constituency for financial resources. Unless they are satisfied with the services produced by the organization it is unlikely that they will contribute further resources.

The position in this paper lies with an effectiveness approach that takes into consideration the preferences over the organizational outcomes of the various constituencies associated with the organization under investigation. When a set of measurements is pooled together from the perspectives of different stakeholders, organizational evaluation does not longer suffer from “myopia”. Shortsightedness is hindered when a single measure of success is avoided.

Consequently, to proceed with their assessment organizations need to first identify the constituencies with whom they interact, in order to establish their stakeholder map. Then, the process would require the selection of the appropriate constituencies whose participation in the evaluation would be necessary for the organizational efforts towards progress. In this paper organizational effectiveness is defined as the ability of the organization to obtain the necessary resources and convert them efficiently in the throughput processes to attain the objectives that meet the needs of its varied constituencies but primarily the needs of these constituencies with major importance to the organization. Hence, a strategic choice perspective of organizational effectiveness is assumed. The most important constituencies are the ones which provide critical resources to the organization, and therefore they are irreplaceable for its functioning.

Having identified the constituencies with major importance to the organization, the evaluation process would then require identification of effectiveness criteria (critical success factors). Following that, data should be collected from the selected constituencies. Once data collection would be complete, one problem would remain: combining constituencies ratings in an overall evaluation.

Selected stakeholders ratings reflect the degree of their (dis)satisfaction with the organization which stems from the comparison of the groups' expectations and perceptions of the organizational outcomes. These outcomes may relate to means, to ends or to both means-ends sequence. Satisfaction of the stakeholders is the match between the desired outcomes and the perceived outcomes.

Obviously, organizations need to engage in actions to bring about favourable constituencies' assessments because satisfaction appears to effect strongly and consistently stakeholders future involvement with the organization. If the organization does not satisfy their demands it is unlikely to get new and valuable resources.

In this particular study the stakeholder group with financial, regulatory and political control and influence upon the organization which is the Board of Sports of Jyväskylä city, the stakeholder group which produces the services which is the employees and finally the users of the services have been considered as constituencies of major importance for the organization. These are the constituencies whose interests need to be primarily served by the organization in order to survive.

By being aware of these constituencies interests and expectations it becomes possible for the organization to focus its efforts towards meeting those expectations. Hence, strategic planning and implementation becomes more targeted. The organization knows which demands need to be met and what remains to be done next is to determine in which manner that can possibly happen by engaging in strategic responses to constituencies' expectations.

However, it is not implied here that organizations should direct their energy towards those groups so that they strategically ignore all others. This would lead to ineffective organizations. The view proposed here is that organizational action should *primarily* strive to accommodate the needs of the constituencies with major effect upon its functioning.

In this paper it has been supported that particular emphasis should be placed upon key stakeholders who play an important role for the continuity of the organizational functioning. What seems to be particularly complicated is that the objectives held by each of these constituencies may not be concomitant, they may even be conflicting. Thus, organizations should not attempt to maximize the satisfaction of one of these constituencies, but instead try to "satisfice" the interests of all of them so that their continuous interaction with the organization is secured.

4. METHODS AND PROCEDURES

4.1 General design

The study was conducted in a representative subset of five facilities of the large organization, namely Jyväskylä Sports Centre. These facilities were: The indoor sports center, the Hippos building, the ice hockey building, and the two outdoor arenas for football and baseball.

The data collection strategy targeted three constituent groups of Jyväskylä Sports Centre which consisted the respondents of the survey questionnaires used for the empirical measurements of the study. The items included in the questionnaires assessed the perceptions of subjects in high administrative positions i.e. members of the Sport Board of Jyväskylä city and the general manager of the organization, the employees and the active users of the facilities in regard with the criteria they employ when making judgements about the effectiveness of the focal organization. Perceptual data related to the identification of the constituencies with which the organization most regularly interacts, was also collected by a separate questionnaire blanket addressed to the general manager of the organization.

Obviously, the focus of this study was on a single organization and the level of analysis under investigation was the organizational level. Keeping these in mind and taking into account Yin's (1994, 38-44) typology for the case study designs, the present study is categorized as a single holistic case. As McClintock (1979) explicated, studies of a sole organization capture the frame of reference and definition of the situation, investigate the organizational processes under close scrutiny and permit an in depth understanding of causality by exploring factors specific to the case.

As a method survey questionnaires were deemed appropriate for the operationalization of the study purposes. Questionnaires are short in format, place no time requirements upon the respondents and demand a minimal amount of effort

to be filled. They may be distributed to a large number of people who can complete them when it is convenient (Neuman 1994, 242). Moreover, the confidentiality that has been assured enhances the confidence of the respondents and consequently their willingness to answer. At last given the impersonality of the procedure, a great deal of honesty in the answers can be assumed. An interview as an alternative source for the collection of evidence was inhibited by language limitations which might have otherwise caused loss of a part of the information needed.

4.2 The Stakeholder Samples

The stakeholder samples were composed by the administrators, the employees, and the users of the services of Jyväskylä Sports Centre. A more detailed presentation of the samples is given below. Their selection, as was discussed extensively in the theoretical background of the study (see p.38-39), was based on their criticality as human resources for the healthy and smooth functioning of the organization as well as the provision and control over political and financial resources essential for its effective operation.

On the whole 381 respondents were identified within the three constituency groups. In specific, 12 administrators, 50 employees working for the organization and 319 users of the services provided by the organization were addressed the questionnaires. The response rate of the total survey was 64.8% which numerically commensurate to 247 received questionnaires. The amount and proportion of the returned questionnaires indicates that a sufficient part of the questionnaires delivered was covered.

The Sport Board and the Management Sample: A total of 11 Sport Board members (administrators) and the general manager (paid administrative staff) of Jyväskylä Sports Centre consisted the population of the administrators' sample. The general manager and the sport board respondents were grouped in the same constituent group due to their common responsibility and accountability for the

organizational activities in the administrative domain.

The response rate to the mailing was 58 per cent, a participation percentage that corresponds to 7 effectiveness-related evaluators of the organization. The representation of this constituency group in the total sample was 2.8 percent.

The Employee Sample: All employees of Jyväskylän Sports Centre were surveyed. Since the number of the personnel is relatively small, it was deemed necessary to include in the sample the total population to ensure the adequacy of the employee subjects in the study.

The response rate was 46 per cent which in numbers is equivalent to 23 returned questionnaires. 30.4 per cent of the respondents were male (7 returned questionnaires) and 69.6 were female (16 returned questionnaires). The representation rate of this constituency in the total sample was 9.1 per cent.

The Sports Participants Sample: The final sample was determined by the users of Jyväskylän Sports Centre. To be complete the sampling plan included representatives from: (a) participants of both recreational and competitive levels and coaches and (b) participants of a wide variety of sports to ensure the "geographical" representation of the different facilities in the study.

The response rate obtained from the sport participants totalled 68 per cent, which numerically is interpreted to 217 received questionnaires. The ages of the respondents ranged from 16 to 65 years, 28 years old on average, and of all the questionnaires received 154 were male respondents (71%) while 63 were female (29%). 34 responses were collected from the coaches (15.7%), 94 from the recreational level participants (43.3%) and 89 from the competitive level participants (41%). The users' constituency was represented at a rate of 87.8 percent in the total sample.

A more analytical description of the number of the questionnaires distributed, their response rates and representation of each subgroup of different athletic and

coaching status in the total sample is provided, as appropriate, in Table 1.

Table 1. Numbers of questionnaires distributed and received, percentages of questionnaires received and representation of users of various sport types and levels in the total sample

Subjects	Number of questionnaires distributed	Questionnaires received	Percentage (%) of questionnaires received	Representation (%) of various users in the total sample
<i>Coaches</i>				
Figure skating	4	4	100.0	1.8
Womens' football	11	7	63.6	3.2
Mens' football	5	2	40.0	0.9
Juniors' football	8	3	37.5	1.4
Ice hockey	4	4	100.0	1.8
Rink bandy	10	3	30.0	1.4
Finnish baseball	14	4	28.6	1.8
Track and field	5	5	100.0	2.3
Basketball	2	2	100.0	0.9
Total	63	34	54.0	15.7
<i>Competitive level participants</i>				
Womens' football	20	14	70.0	6.5
Mens' football	19	11	58.0	5.0
Ice hockey	26	14	54.0	6.5
Rink bandy	30	20	67.0	9.2
Finnish baseball	27	10	37.0	4.6
Track and field	34	19	59.0	8.8
Basketball	12	7	58.0	3.2
Total	168	95	56.5	43.7
<i>Recreational level participants</i>				
Body builders	30	30	100.00	13.8
Badminton players	30	30	100.00	13.8
Squash players	28	28	100.00	12.9
Total	88	88	100.00	40.5

Because when using mail questionnaires the return rate can not be influenced beyond a certain extent, missing responses are one of the big concerns in survey researches. Missing responses may have been caused in this study due to several reasons, i.e. unwillingness to answer, had no time, had no interest in the topic, had unfavourable past experiences with surveys, had desire to maintain their privacy.

4.3 Study Procedure

The initial phase of the study contained personal contacts with the manager and visits to the organization. The purpose of these proceedings was to familiarize with the different sport areas, become aware of the services offered, get acquainted with the organizational pursuits and finally understand the deployment of the personnel to various tasks and functions.

During that time the applicability of the survey method for the study became apparent. Accordingly, the instruments developed to be used for the data collection were three different questionnaires each of them addressing to the relevant selected constituency.

Following that, mailing lists for the members of the sport board and the general manager, the employees, the members and the coaches of the sport clubs from where the competitive level participants would be drawn for the sample were obtained. The respondents of the these groups were posted the questionnaires along with an enclosed envelope to be used for their return.

All questionnaires were codified so that responses could be matched and potential follow up mailings would not require the sending of the questionnaires to the whole samples. An introduction preceded the items under examination in order to familiarize the respondents with the general purpose of the study and provide assurance that their answers would be strictly confidential. Time-limits were set for the return date of the questionnaires.

However, the procedure to obtain data from the recreational participants was somewhat different due to the fact that mailing lists were not existent for these users. To ensure the group's participation in the study, the questionnaires were administered on the practice location of the targeted sports. These questionnaires, which were identical with those distributed to the competitive level participants and coaches, were filled in and returned directly to the researcher who had been present throughout the completion process.

4.4 Instrumentation

The first study problem pertaining to the determination of the relevant constituencies of Jyväskylä Sports Centre was studied by delivering to the general manager a list with a variety of stakeholder groups of which he was asked to identify the ones that primarily affect and are being affected when the organization conducts its practices and performs its activities. The list with the predetermined groups intended to provide both direction towards the acquisition of the information required and restrict the reporting of the constituencies to the most relevant ones. The questionnaire sheet as passed along to the general manager has been included in Appendix 2.

The questionnaires administered to the selected constituencies emphasised on the second study problem (What are the criteria of Jyväskylä Sports Centre effectiveness as perceived by a given set of stakeholders?).

To obtain responses from the administrators in regard with their effectiveness related criteria of Jyväskylä Sports Centre a 22-item scale was used. The items in the questionnaire, which pertained to various administrative activities, were drawn or modified from the work of Vail (1985), and were relevant to the attraction and sound management of human resources, attraction and utilization of financial resources, objectives determination, planning, evaluation, growth, communication and responsiveness. A copy of the questionnaire in Finnish language has been provided in Appendix 3 and in English language in Appendix 7.

Sport participants and coaches were addressed a questionnaire including a 22-item scale to identify effectiveness criteria related to the sport and recreation services offered. This questionnaire was also divided into two sections. The first section sought basic information about the subjects and their athletic status. The second section comprised of variables related to the physical appearance of the facilities, comfort, adequacy of equipment, personnel's attitude, prices, possibilities to practice various sports, secondary services (e.g. snack bar), time schedules for the use of the facilities/equipment, information and security. These items were drawn and adapted

from the works of Chelladurai et al. (1987) and Kim and Kim (1995). Copy of the questionnaire addressed to the sport participants has been included in Appendix 4 (Finnish language) and in Appendix 8 (English language), while the respective one for the coaches can be found in Appendix 5 (in Finnish) and Appendix 9 (in English).

Employees' criteria were related to their job satisfaction and responses were sought to be obtained by a 23-item scale. This questionnaire consisted of two sections. In the first section information was collected about subjects sex. In the second section the relevant job satisfaction items were derived or modified from the works of Koironen (1982) and Dabas (1958). The variables related to management's knowledge and ability to perform the work, reliability and control methods, concern for the employees, the supply of material resources and the provision of clear direction for the conduct of the tasks. Other variables were also related to employees' participation, reward for their work performance, financial compensation, and at last to communication, fairness and friendly internal atmosphere. A copy of the questionnaire has been provided in Appendix 6 and Appendix 10 (in Finnish and in English language respectively).

All the variables used in the above mentioned questionnaires were drawn from both management and sport literature and were appropriate for the study of non profit organizations.

In all the measurements the subjects of each target constituency were asked to respond to a series of statements and to state, based on their own experiences, the extent of the importance of each of these statements when they make judgements for the effectiveness of Jyväskylä Sports Centre. A 4-point scale was used ranging as follows:

0 = Not Important

2 = Important

1 = Less Important

3 = Very Important

4.5 Validation of Instruments

Measurement validity is the degree of fit between a construct and indicators of it (Neuman 1994,130). The instruments used in this study had been previously validated by the researchers who developed them. Thus, the 22 statements related to the activities in the administrative domain had been earlier evaluated of conveying a distinct meaning of the effectiveness construct. Similarly, the 23 items related to the employee satisfaction had been found fit with the job satisfaction construct. Finally, the 22 items related to the services had been evaluated as accurate indicators of the services conceptual space within the sports centre industry.

Moreover, the questionnaires were scrutinized by two experts, including a university professor and the sport administrator of Jyväskylä Sports Centre who were asked to examine whether the items were clear and cogent. Based on the comments and suggestions of these experts, those items judged to be ambiguous or weak were suitably modified.

4.6 Statistical Analysis

On the whole the analyses in this study were concerned with:

1. The delineation of whether there was any dimensionality in the instruments used for the study.
2. The investigation of the relevant importance of the job satisfaction, the administrative activities and the services related variables based on the ratings of: (a) employees, (b) administrators and (c) overall users and subgroups within users constituency.
3. The determination of whether differences existed in the ratings of the perceived importance of the services related variables across subgroups within the users constituency based on age, sex and purpose for using the facilities.

4.6.1 Subscale Structure and Internal Consistency

Job satisfaction variables subscale structure: the selection of the variables under each dimension was based on an earlier effort of Koiranen (1982, 114-115) who grouped the variables used in his study for the measurement of the job satisfaction under four categories: (1) Human relations, (2) Superior's skills and clarity of tasks, (3) Participation and reward and (4) Independence in work. The items used in this study closely conceptually parallel the variables of the above mentioned categories 1, 2 and 3. These categories with a slight modification of the second one which in this study examined managerial skills and interest in employees were used as a background for the groupings of the variables in the present study.

Administrative variables subscale structure: the selection of the variables under each dimension was based both on the categorization of the effectiveness-related administrative variables provided by Vail (1985, 32) and also on the respective effectiveness model with which each of the variables in the instrument was conceptually associated. In her work Vail, grouped the variables under six categories: organizational planning, finance, adaption, communication, human resources and growth.

The hypothesized dimensions in this study were the following: (1) Input finance, (2) Processes - finance, (3) Processes - planning, (4) Processes - communication, (5) Processes - responsiveness, (6) Processes - output employees and (7) Outputs-performance.

To determine the reliability of the subscale structure of the administrative activities scale and the job satisfaction scale, alpha reliability analysis was conducted for each subscale as an indicator of its internal consistency. These subscales were qualified to be retained as hypothesized if the items consisting each subscale were highly intercorrelated. The internal consistent subscales would reflect an alpha score 0.5 to 0.6, leading to the conclusion that the proposed dimensions were reliable. These analyses were carried out for the total sample of the administrators and the total

sample of the employees. The results supported the use of the hypothesized subscale structures for both the administrative activities (see chapter 5.2.1) and the job satisfaction scale (see chapter 5.2.2).

4.6.2 Factor Analysis and Internal Consistency

The three ordinary steps for factor analysis are: (1) the preparation of the correlation matrix, (2) the extraction of the initial factors, and (3) the rotation to a terminal solution- the search for simple and interpretable factors (Kim 1975, 469).

In this study the intercorrelation matrix was based on Pearson's correlation coefficients for pairs of variables. To share common factors, variables need to be correlated, so that the factors extracted help explain these relations of the variables to one another (Norusis 1985, 127). In this matrix more than half of the variables were significantly correlated and all of them are correlated with at least one of the other variables in the scale. The intercorrelation matrix can be found in Appendix 11.

The extraction of the initial factors utilized all the 22 variables which were included in the factor analysis made by SPSS Principal Components and Oblimin Rotation without constraining the number of the factors. The criterion of the eigenvalue greater than one was used to retain the factors. As a result eight factors were generated of which 44 per cent of the total variance was explained by the first four factors. Although four additional factors with eigenvalue larger than one were obtained, the eight factors extracted were difficult to interpret. Therefore an attempt to reduce the number was employed and a suggested 4-factor solution turned out to be successful producing distinct and meaningful dimensions. The interpretation of the factors was based on the loadings exceeding .30 in each factor. The 4-factor model extracted was based on 21 of the 22 services effectiveness variables discarding one item with loading not exceeding .3. The four factors produced explained cumulatively 44.0 per cent of the total variance. This analysis was carried out for the total sample of the users.

Finally, Alpha Reliability Analysis was performed for each factor extracted and according to the results disclosed, all four dimensions were reliable. The factor structure, the loading of the items belonging to each factor and the internal consistency estimates are presented in the results section (see chapter 5.3).

4.6.3 Importance of Job Satisfaction, Administrative Activities and Services Dimensions Based on the Employees, Administrators and Users Ratings

The mean of scores on the items in a dimension was used as the dimensional score for each subject in all constituencies. The means of these dimensional scores were computed to determine the rank order of the importance of the dimensions of job satisfaction, administrative activities and services scales as perceived by each of the constituencies and subgroups within the users constituency.

To test whether or not significant mean differences existed within the administrators, the employees and the users samples in their relative ratings of the importance of the administrative activities, job satisfaction and services subscales respectively, three separate t -tests for paired samples were computed.

4.6.4 Subgroup Differences Based on Users Ratings

To analyse differences, if any, among subgroups within the users consistency in their relative ratings of the importance of the sport services dimensions the following tests were performed: (a) two separate Oneway Analysis of Variance, the first one tested whether the means differed among people with different purposes for using the facilities i.e., recreational, competitive level participants and coaches. The second one tested whether difference in the means existed across different age groups. In this study age was collapsed into three categories the first one ranging from 16 to 25 years, the second from 26 to 35 years and the third from 36 to 65 years. (b) Student's t-test was conducted to see if there was difference in the desirability of each dimension between men and women.

5. RESULTS

5.1 Constituencies of Jyväskylä Sports Centre

The constituency groups which primarily affect and are being affected by the organizational activities, as these were perceived by the general manager of the organization are reported in Table 2.

Table 2. Constituencies for the subset of five facilities of Jyväskylä Sports Centre

-
1. Council of Municipality of Jyväskylä
 2. Board of Sports of Jyväskylä city
 3. Management of Jyväskylä Sports Centre
 4. Employees
 5. Users of the facilities:
 - Recreational sport participants
 - Members of the sport clubs
 - School / University students
 - Employees of the companies
 - Coaches / Physical education instructors
 6. Spectators
 7. Administrators of organizations / institutions
 - Administrative staff of the sport clubs
 - Administrative staff of the schools / University of Jyväskylä
 8. Suppliers
-

The list presented in Table 2 is not exhaustive of all the groups with which the organization interacts, on the contrary it is restricted to the most relevant ones for the conduct of its operations. As a result, groups as the athletic federations, sponsors and media were not included in the list.

Among the groups presented above, are also reported these constituencies which were selected a priori to be surveyed for the present study. The constituencies identified came from both the internal and the external environment of the organization. In particular, the management and the employees existed in the immediate task environment i.e., they were internal to the organization. The remaining groups were in the external environment.

Within the constituencies found in the external environment, the users and the administrators of the various sport organizations and educational institutions can be characterized as "generic" stakeholder groups which can be broken down to several "specific" stakeholder categories.

A stakeholder map to illustrate, as appropriate, all these relevant constituencies of Jyväskylä Sports Centre has been provided in Figure 6.

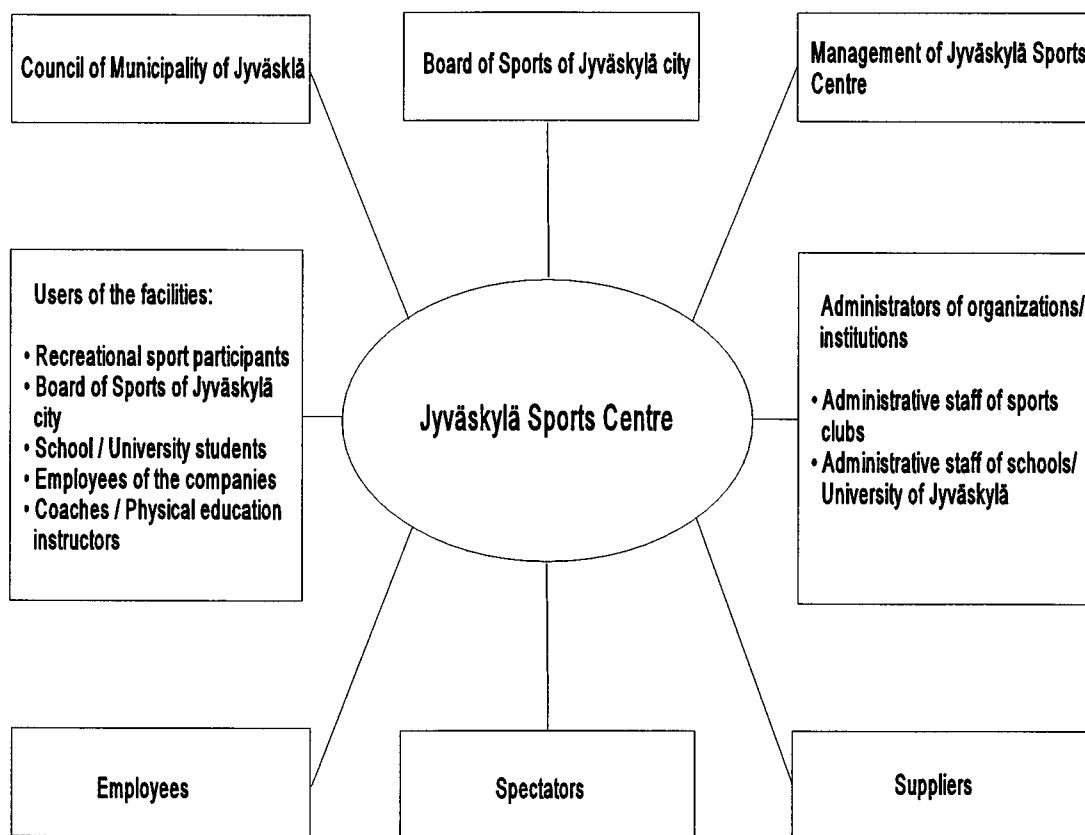


Figure 6. Relevant constituencies of Jyväskylä Sports Centre

5.2 Scale Analyses

5.2.1 Administrative Activities Scale

The reliability analyses reinforced the use of the seven subscales earlier proposed for the administrative activities effectiveness-related criteria questionnaire. The alpha scores in the administrators group ranged from .60 to .87. These estimates and the intercorrelations among the items in each subscale which stood at .73 for the input-finance, .80 for the processes-finance, .85 for the processes-planning, from .52 to .89 for the processes-communication, from .29 to .74 for the processes-responsiveness, from .65 to .85 for the processes-output employees and from .68 to .75 for the outputs-performance indicated that each of the hypothesized subscales was internally consistent. The item-to-total correlations and the internal consistency estimates for each subscale are shown in Table 3.

The description of each of the subscales follows on:

Subscale 1. Input-Finance. It pertains to the ability of the organization to acquire funds which enable it to pursue its objectives.

Subscale 2. Processes-Finance. Assesses the organizational processes that transform the financial inputs into outputs.

Subscale 3. Processes-Planning. It concerns the ability of the organization to develop plans and policies, formulate strategies for its activities, implement and control them.

Subscale 4. Processes-Communication. It regards the ability of the organization to communicate information to its constituencies.

Subscale 5. Processes-Responsiveness. It reflects the ability of the organization to "change its standard operating procedures in response to environmental changes" (Campbell 1977, 38).

Subscale 6. Processes-Output Employees. It refers to the ability of the organization to attract, use, monitor and grow in numbers its manpower.

Subscale 7. Outputs-Performance. It indicates the organizational results as related to the amount and increase in visitors and activities.

5.2.2 Job Satisfaction Scale

The hypothesized human relations, participation and reward and managerial skills and interest in employees subscale structure was supported as revealed by the results, presented in Table 4 of the internal consistency estimates. Alpha score was estimated at .91, .93 and .94 for each of the above mentioned subscales respectively. The item-to-total correlation coefficients ranged from .68 to .89 for the human relations subscale, .68 to .84 for the participation and reward subscale and .13 to .93 for the managerial skills and interest in employees subscale confirming that the items were highly intercorrelated.

Subscale 1. Human Relations. This subscale consists of four variables that put emphasis on the internal atmosphere and the positive relationships among organizational members.

Subscale 2. Participation and Reward. It examines the degree of involvement of the employees in the decision making and distribution of information, the adequacy of their financial rewards and the in deed recognition of their work performance.

Subscale 3. Managerial Skills and Interest in Employees. The eleven variables selected in this subscale point to both managerial interpersonal skills as these are employed when interacting with the employees, and task skills with which managers perform work-centered tasks. The interest in the employees focuses on how the employees are treated during the time involved in the job i.e., satisfaction with control methods, working conditions and support in terms of provision of clear direction for the conduct of the tasks.

Table 3. Item-total correlations and internal consistency estimates for the administrative activities scale

Items	Corrected Item-Total Correlation
Subscale 1: Input-Finance	
Ability of Jyväskylä Sports Centre to acquire multiple funding sources to further its objectives	.73
Ability to host numerous and successful international competitions	.73
Alpha	.84
Subscale 2: Processes-Finance	
Quality of financial management system	.80
Quality of long term financial plan	.80
Alpha	.76
Subscale 3: Processes-Planning	
Ability to develop policy statements and procedure guidelines for its activities	.66
Quality of documented mandate and goal statements	.78
Quality of short and long term plans and implementation strategies for its activities	.91
Ability to evaluate its services	.56
Alpha	.85
Subscale 4: Processes-Communication	
Communication between the Council of the Municipality of Jyväskylä and the Sport Board of the city	.52
Communication between the Sports Centre and the University of Jyväskylä	.89
Communication between the Sports Centre and the sports clubs	.52
Alpha	.79
Subscale 5: Processes-Responsiveness	
Ability to anticipate and respond to externally imposed changes in policy	.29
Ability to react to changes in the sport environment outside the organization	.74
Ability to accept and adjust to new ideas	.32
Alpha	.60
Subscale 6: Processes-Output Employees	
Ability to increase of the number of employees	.65
Ability to assess the performance of the employees	.85
Ability to recognize and reward the performance of its employees	.84
Ability to provide job descriptions and outline workplanning procedures	.68
Alpha	.87
Subscale 7: Outputs-Performance	
Ability to expand its activities and services	.68
Ability to increase its users	.74
Ability to organize events that attract spectators from within or outside Jyväskylä	.75
Alpha	.84

Table 4. Item-total correlations and internal consistency estimates for the job satisfaction scale

Items	Corrected Item-Total Correlation
Subscale 1: Human Relations	
Friendly interaction in work	.68
Openness and frankness in communication	.82
Respect shown by the management for the employees' opinions	.89
Fair treatment of employees	.88
Alpha	.91
Subscale 2: Participation and Reward	
Information on new procedures and changes	.77
Recognition and reward for good results	.72
Adequate compensation in money	.81
Work interest	.69
The use of employees' experience in decision making	.84
Reward for individual effort	.68
Information on management's decisions	.82
Job security	.76
Alpha	.93
Subscale 3: Managerial Skills and Interest in Employees	
Management's skill in giving directions	.85
Clarity in tasks and responsibilities	.87
Management's skill in planning	.89
Management's skill in making decisions	.93
Management's reliability	.79
Satisfaction with control methods	.66
Supply of adequate equipment	.62
Feedback on errors	.13
Management's efficiency in work	.86
Acceptance of management to changes	.77
Responsibility shown by the management for the safety of employees	.86
Alpha	.94

5.3 Factor Analysis

The four factors generated and the loading of the items belonging to each factor are presented in Table 5. Each of the four factors generated shared a common core which constituted the basis for their naming. The description and interpretation of the factors as defined by the content of the variables selected in each factor follows on:

Factor 1. Quality/Price Dimension. "Quality is what customers perceive" and their perceptions are formed by both of the outcome they receive (i.e. conveniences in the locker/change room) as well as how they receive it throughout their interaction process with the organization (i.e. courtesy shown by the employees) (Grönroos 1990, 36-39). The nine variables contained in this factor indicate the relationship between the quality of the services offered and their price. This factor explained 19.7 per cent of the total variance.

Factor 2. Assortment of Facilities. This factor points to the host of opportunities related to hours, equipment and variety of sports provided by the facilities to the users. It examines the importance of the availability of alternative possibilities as these add to the effectiveness of the organization. This factor explained 9.0 per cent of the total variance.

Factor 3. Supportive Services. The two variables in this factor refer to services that provide for a social atmosphere but are not related to sport/recreation per se. This factor explained 7.8 per cent of the total variance.

Factor 4. Ambiance and Outlook of the Facilities. The factor contains six variables emphasizing the physical appearance, conveniences and ambiance of the physical surroundings. It examines the interaction between these facilities factors and the desire of active participants to visit and use them. This factor explained 7.5 per cent of the total variance.

The internal estimates verified the reliability of all the dimensions presented above.

Alpha scores along with the item-total correlations of the services' composite variables which derived from the data of the total sample are reported in Table 6. The lowest internal consistency was estimated at .52 for the ambiance and outlook of the facilities variable while the highest was found at .93 for the supportive services. Although, as shown in Table 6, brightness variable was low correlated with the other items belonging in the same factor, the decision to be retained was based on the fact that it shared conceptually the same core with the other items and that the alpha score of .52 for the ambiance and outlook dimension is sufficient to conclude that the proposed dimension was reliable.

5.4 Administrators' Ratings on the Importance of the Administrative Activities Criteria

The means and standard deviations computed for the administrative activities scale are shown in Table 7. A graphical presentation for the relative importance of the seven variables is provided in Figure 7. (Extended table detailing analysis of means and standard deviations for each individual item in the scale has been included in Appendix 12).

Table 7 indicates that the most important criterion for the effectiveness of the organization in the administrative domain as expressed by the administrators was the processes-finance. Evidently, it received the highest mean score ($M=2.64$) while the processes-communication was found with a mean of 2.60 to be second in order of importance. The ratings though, manifested that there was no statistical difference between the two variables.

Processes-communication was followed by outputs-performance which with a mean of 2.48 occupied the upper middle ranking, showing that a great deal of importance was assigned to it as well. Important to a lesser degree than the processes-communication but still holding a middle range position, the processes-responsiveness variable was found to be ranked fourth with a mean of 2.43. Processes-planning,

Table 5. Factor structure of the services' effectiveness-related criteria

Factors	Loadings
FACTOR 1: Quality / Price Dimension	
Ease of reserving courts	.70
Instructions provided on how to use the facilities	.67
Hours during which equipment may be rented	.63
Courtesy shown by the employees	.58
Employees' responsiveness to user complaints	.55
Price of renting equipment / courts	.55
Emergency procedures	.48
Safety measures	.45
Conveniences in the locker / change room (soaps, dryers, lockers, hangers, etc.)	.35
FACTOR 2: Assortment of Facilities	
Type of weight training equipment available	.77
Ease of access to equipment (no queuing)	.71
Variety of sports that can be practiced	.54
Hours of operations	.47
FACTOR 3: Supportive Services	
Hours of operation of the snack bar	.96
Access to the snack bar and its location	.95
Adequacy of supportive equipment for the training* (e.g. hurdles)	.15
FACTOR 4: Ambiance and Outlook of Facilities	
Comfortable temperature	.63
Cleanliness of equipment / facilities	.64
Modern facilities	.52
Adequate space	.43
Brightness	.40
Pleasant interior	.33

*Denotes items excluded

Table 6. Item-total correlations and internal consistency estimates for the services scale

Items	Corrected Item-Total Correlation
FACTOR 1: Quality / Price Dimension	
Ease of reserving courts	.43
Instructions provided on how to use the facilities	.61
Hours during which equipment may be rented	.56
Courtesy shown by the employees	.52
Employees' responsiveness to user complaints	.43
Price of renting equipment / courts	.32
Emergency procedures	.44
Safety measures	.46
Conveniences in the locker / change room (soaps, dryers, lockers, hangers, etc.)	.40
Alpha	.77
FACTOR 2: Assortment of Facilities	
Type of weight training equipment available	.42
Ease of access to equipment (no queuing)	.46
Variety of sports that can be practiced	.28
Hours of operations	.36
Alpha	.60
FACTOR 3: Supportive Services	
Hours of operation of the snack bar	.88
Access to the snack bar and its location	.88
Alpha	.93
FACTOR 4: Ambiance and Outlook of Facilities	
Comfortable temperature	.35
Modern facilities	.35
Cleanliness of equipment / facilities	.29
Adequate space	.25
Brightness	.18
Pleasant interior	.23
Alpha	.52

Table 7. Means and standard deviations for the seven administrative activities variables by the administrators' constituency

Variable*	Administrators (n=7)	
Processes-Finance	M	2.64
	SD	0.56
Processes-Communication	M	2.60
	SD	0.41
Outputs-Performance	M	2.48
	SD	0.50
Processes-Responsiveness	M	2.43
	SD	0.46
Processes-Planning	M	2.25
	SD	0.54
Processes-Output Employees	M	2.00
	SD	0.66
Input-Finance	M	1.36
	SD	0.48

*Ranked from the most important to administrators to least important

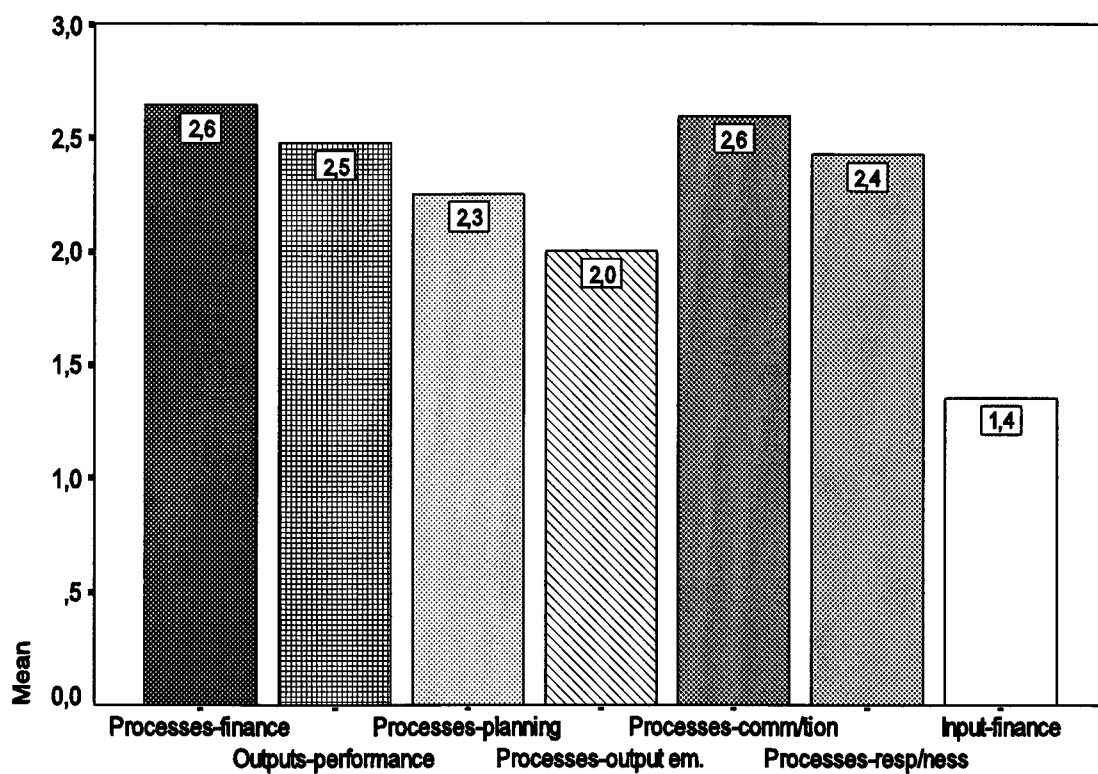


Figure 7. Means for the administrative activities variables by the administrators' constituency (n=7)

even though fifth in ranking order, was also perceived as an important criterion in contributing to organizational administrative effectiveness reflecting a mean of 2.25.

The processes-output employees was ranked sixth in importance with an observed mean of 2.00, indicating that it received a below average rating. The least important criterion of all the composite variables under investigation was perceived to be input-finance ($M=1.36$).

The results of the t-tests for paired samples (see Table 8) showed that administrators did not differ significantly in their perceptions of the importance of the seven composite variables for the most of the pairs tested.

Significant differences were identified between the following dimensions: processes-finance and processes-output employees ($p<.05$), processes-finance and input-finance ($p<.01$), outputs-performance and input-finance ($p<.01$), processes-responsiveness and input-finance ($p<.05$) and finally processes-planning and input-finance ($p<.05$).

These findings show that the input-finance variable was perceived as significantly lower in importance than all the variables with the exception of the processes-output employees which as reported earlier above was ranked in the immediately higher position. The latter variable was viewed as significantly less important only than the variable which received the highest ratings, processes-finance.

5.5 Employees Ratings on the Importance of the Job Satisfaction Criteria

The descriptive statistics (means and standard deviations) for the job satisfaction scale appear in Table 9 while a graphical presentation of the employees' perceptions is provided in Figure 8. (Extended table detailing analysis of means and standard deviations for each individual item in the scale is available in Appendix 13).

Table 8. Differences in the importance of the seven administrative activities variables by the administrators constituency

Variables	t-value ^a
Processes-Finance and Processes-Communication	0.16
Processes-Finance and Outputs-Performance	1.08
Processes-Finance and Processes-Responsiveness	1.40
Processes-Finance and Processes-Planning	2.19
Processes-Finance and Processes-Employees	2.64*
Processes-Finance and Input-Finance	4.20**
Processes-Communication and Outputs-Performance	-0.56
Processes-Communication and Processes-Responsiveness	0.72
Processes-Communication and Processes-Planning	-1.28
Processes-Communication and Processes-Employees	-2.25
Processes-Communication and Input-Finance	0.85
Outputs-Performance and Processes-Responsiveness	0.28
Outputs-Performance and Processes Planning	0.94
Outputs-Performance and Processes-Output Employees	2.40
Outputs-Performance and Input-Finance	3.82**
Processes-Responsiveness and Processes-Planning	-0.94
Processes-Responsiveness and Processes-Output Employees	-1.84
Processes-Responsiveness and Input-Finance	3.58*
Processes-Planning and Processes-Output Employees	1.00
Processes-Planning and Input-Finance	2.56*
Processes-Output Employees and Input-Finance	1.58

^a (6) df

* Significant at $p < .05$, **Significant at $p < .01$

Table 9. Means and standard deviations for the three job satisfaction variables by the employees' constituency

Variable*	Employees (n=23)	
Human Relations	M	2.43
	SD	0.78
Participation and Reward	M	2.37
	SD	0.69
Managerial Skills and Interest in Employees	M	2.17
	SD	0.64

*Ranked from the most important to employees to least important

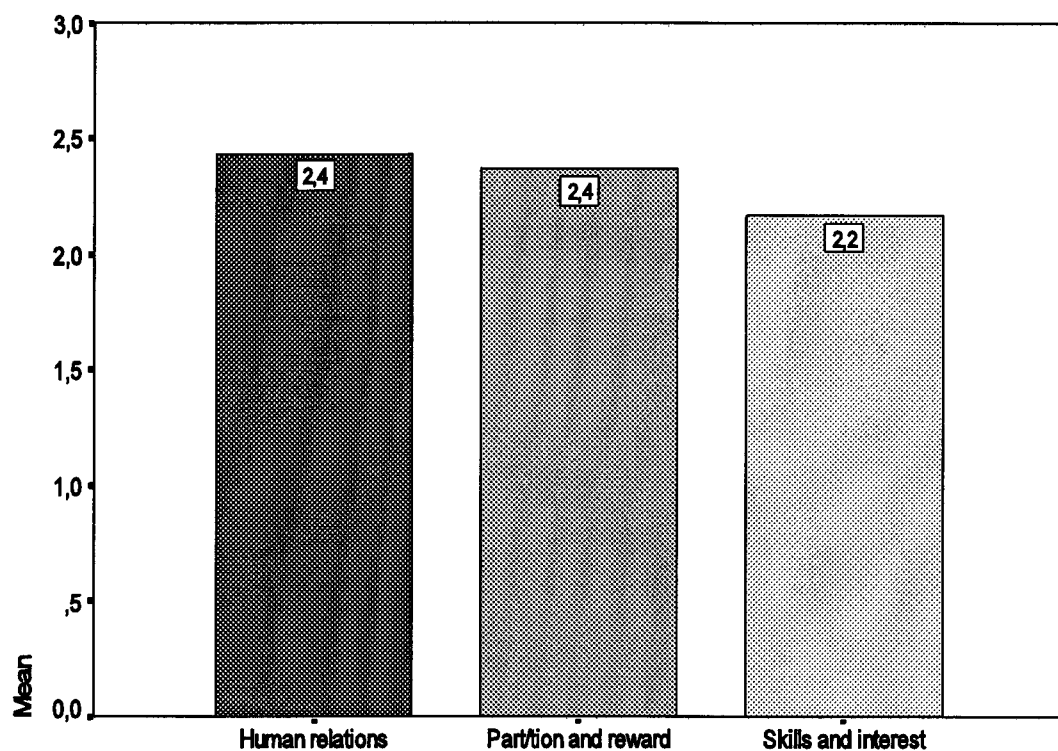


Figure 8. Means for the job satisfaction variables by the employees' constituency (n=23)

The mean scores in Table 9 show that the human relations variable was ranked at the top of all the composite variables manifesting that it was perceived as the most important effectiveness-related variable, while managerial skills and interest in employees variable received the lowest ratings constituting it as the least important criterion of the three dimensions examined. Participation and reward occupied the middle position in the ratings of Jyväskylä Sports Centre employees.

The results of the t-tests for paired samples showed, as presented in Table 10, that significant differences did not exist ($p > .05$) in their perceptions of the employees for the human relations and participation and reward composite variables. However, the mean of the managerial skills and interest in employees which was the last ranking variable was found to be significantly than those of both the human relations variables (difference significant at $p < .001$) and the participation and reward variable (difference significant at $p < .001$).

Table 10. Differences in the importance of the three job satisfaction variables by the employees constituency

Variables	t-value ^a
Human Relations-Participation and Reward	1.19
Participation and Reward-Managerial Skills and Interest in Employees	4.41***
Managerial Skills and Interest in Employees-Human Relations	5.13***

^a (22) df

***Significant at $p < .001$

5.6 Users' Ratings on the Importance of the Services' Criteria

5.6.1 Overall Ratings: All Users

Table 11 reports the analysis of means (and standard deviations) for the services scale by all users. A graphical illustration of the perceptions can be found in Figure 9. (Extended table detailing analysis of means and standard deviations for each individual item in the scale has been provided in Appendix 14).

Table 11. Means and standard deviations of the four services variables by the users constituency

Variable*	Users (n=217)	
Ambiance and Outlook of Facilities	M	2.18
	SD	0.34
Assortment of Facilities	M	2.17
	SD	0.49
Quality / Price Dimension	M	1.98
	SD	0.46
Supportive Services	M	0.80
	SD	0.73

*Ranked from the most important to users to least important

According to the aggregate rankings of all the users surveyed, the most important service related criterion for the effectiveness of Jyväskylä Sports Centre was the ambiance and outlook of the facilities (M=2.18). Assortment of facilities was perceived as being second in significance with a mean slightly lower (M=2.17). Users exhibited that the quality of the services as it related to their price, was ranked third in importance, nevertheless it also received an above average rating (M=1.98). The remaining supportive services dimension was tented to be placed as having less importance, the mean was found below average (M=0.80) and obviously it was perceived as the least important of all the service dimensions examined in this study.

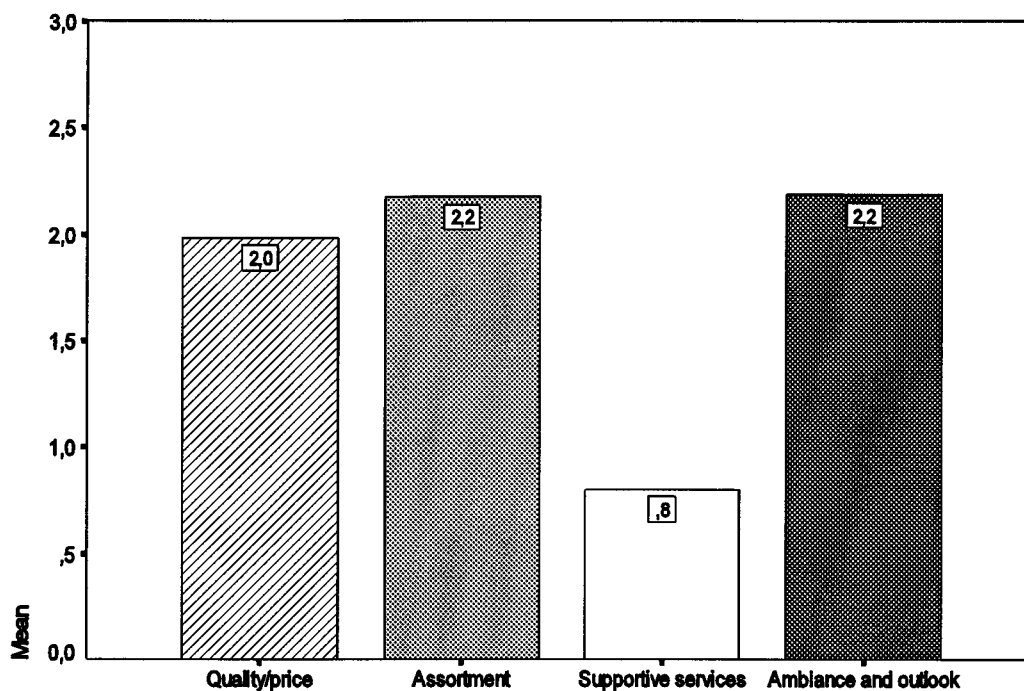


Figure 9. Means for the services variables by the total sample of the users' constituency (n=217)

Looking at the results in Table 12 for the significance on the ratings of the users, differences were not found between the ambiance and outlook of the facilities and assortment of facilities dimensions.

However, the quality/price dimension which was ranked as discussed earlier in last but one position was perceived as significantly lower than both the ambiance, outlook of facilities ($p < .001$) and assortment of facilities ($p < .001$). Consequently, the variable following in the ratings, the supportive services differed also significantly than the highest rated ($p < .001$), the second ranking and the quality/price dimension (differences significant at $p < .001$ for both pairs).

As a general observation it can be said, that the users felt less strongly, to a significant degree for the importance attached to the quality/price dimension and to an even greater degree the supportive services as these were compared with the two variables placed on the top. For these, it can be safely concluded that the minor difference in their means places them as almost equally important criteria employed by the users when making judgements about the effectiveness of the organization.

Table 12. Differences in the importance of the four services' variables by the users constituency

Variable	t-value ^a
Ambiance and Outlook of Facilities and Assortment of Facilities	-.29
Ambiance and Outlook of Facilities and Quality/Price Dimension	-0.44***
Ambiance and Outlook of Facilities and Supportive Services	-27.14***
Assortment of Facilities and Quality/Price Dimension	-4.90***
Assortment of Facilities and Supportive Services	24.69***
Quality/Price Dimension and Supportive Services	23.57***

^a (216) df

*** Significant at $p < .001$

5.6.2 Subgroups Ratings and Differences

The means and standard deviations of the services dimensions for each of the three subgroups based on sex, purpose for using the facilities and age are provided in Table 13. Figures 10, 11 and 12 show graphically the perceptions of each subgroup respectively.

Sex. The results in Table 13 indicate that in accordance with the overall ratings earlier described (see chapter 5.6.1), both sexes rated the ambiance and outlook dimension as well as the assortment of facilities as the two criteria standing atop in importance and supportive services as the least important. In specific, men were found to value ambiance and outlook of facilities as primary criterion ($M=2.18$) followed by the assortment dimension ($M=2.14$) while women showed reverse order in importance ($M=2.26$ for assortment and $M=2.19$ for ambiance and outlook). However, for the three dimensions no significant differences in the ratings were observed between men and women.

Table 13. Means and standard deviations for the four services variables by subgroups within users' constituency

Variable		1	2	3	4	5	6	7	8
Quality / Price Dimension	M	1.97	2.06	1.91	2.17	1.90	2.01	1.90	2.01
	SD	0.44	0.38	0.53	0.35	0.47	0.44	0.51	0.37
Assortment of Facilities	M	2.04	2.25	2.14	2.26	2.14	2.25	2.16	1.98
	SD	0.51	0.51	0.46	0.41	0.52	0.49	0.44	0.53
Supportive Services	M	0.60	0.75	0.93	0.71	0.84	0.84	0.74	0.80
	SD	0.62	0.72	0.75	0.64	0.76	0.71	0.81	0.66
Ambiance, Outlook of Facilities	M	2.17	2.22	2.15	2.19	2.18	2.13	2.21	2.27
	SD	0.30	0.33	0.36	0.29	0.35	0.34	0.35	0.27
	n	34	94	89	63	154	113	61	43

1 Coaches; 2 Recreational Level Participants; 3 Competitive Level Participants; 4 Female Participants; 5 Male Participants; 6 Participants of Age 16-25; 7 Participants of Age 26-35; 8 Participants of Age 36-65

Significant difference, as shown in Table 14, existed for only one of the services' variables, the quality/price dimension ($p < .001$), which was the third ranking criterion for both groups. Yet, women felt more strongly about its importance than men ($M_f = 2.17$, $M_m = 1.90$, $t = -4.61$, $p < .001$).

Table 14. Differences in the importance of the four services' variables by sex groups

Variable	t	df
Quality / Price Dimension	-4.61**	153.12
Assortment of Facilities	-1.80	144.29
Supportive Services	1.24	215
Ambiance and Outlook of Facilities	-0.05	215

** Significant at $p < .001$

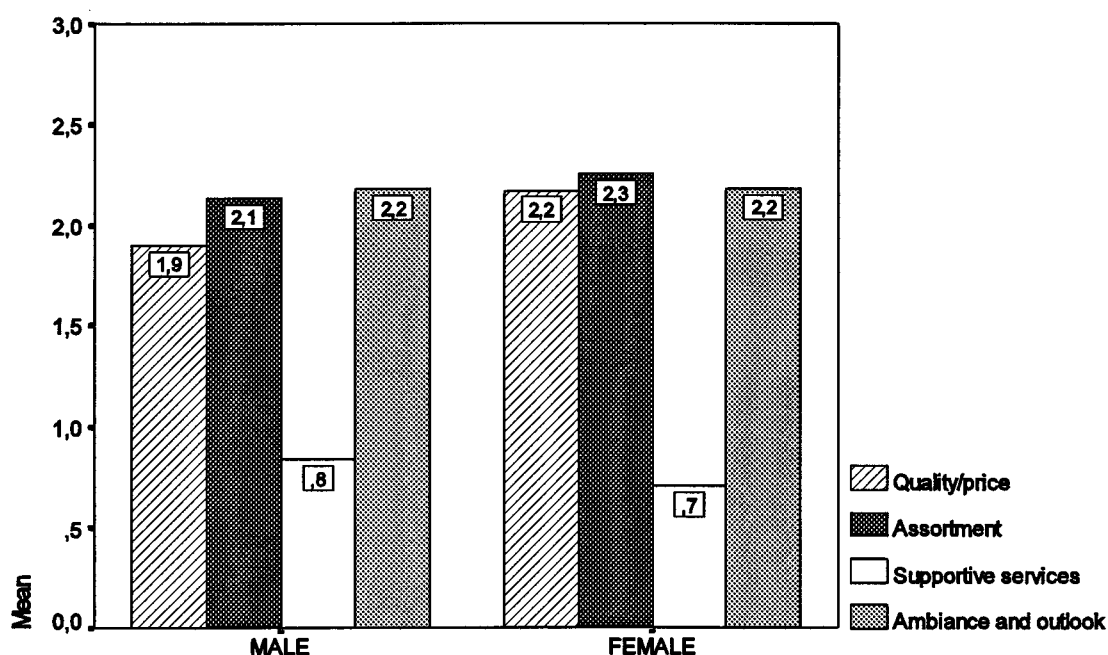


Figure 10. Means for the services variables by the users' subgroup based on sex (n=217)

Purpose. The evidence in Table 13 shows that two of the three subgroups i.e competitive level athletes and coaches were congruent in their perceptions about the ambiance and outlook of the facilities being the most important criterion of effectiveness with means of 2.15 and 2.17 respectively. Assortment was placed second in importance for both groups, it was found with a mean of 2.14 for the competitive athletes and 2.04 for the coaches. Recreational participants replaced the ambiance and outlook criterion with assortment of facilities as being the top criterion employed (M=2.22 and M=2.25 for the two variables respectively).

All the groups, were congruent in placing the quality/price dimension in the third position (the means ranged from 1.91 to 2.06) and the supportive services with means ranging from 0.60 to 0.93 was perceived as the least important services' effectiveness related attribute.

According to the oneway analyses of variance performed (see Table 15), no significant differences for any of the four variables examined were observed across the three subgroups.

Age. Table 13 provides the results for the three age groups which, with the exception of the group of 25 years and below, inclined to rate ambiance and outlook as more important than all variables. The age group from 16 to 25 years gave the most favourable ratings to the assortment of facilities while ambiance and outlook were placed to the immediately lower position. The difference for the ambiance and outlook variable was significant, $F(2, 214)=3.24$, $p<.05$ (see Table 15). The age group of 36 and above was found with the highest mean ($M=2.27$), followed by ages between 26 to 35 ($M=2.21$) and lastly by the age group from 16 to 25 years ($M=2.13$).

Assortment of facilities was ranked as second criterion by the age group of 26 to 35 and as third by the 36 to 65. The ratings for this variable differed significantly $F(2, 214)=5.06$, $p<.01$ (see Table 15). Apparently, the younger considered assortment as more important ($M=2.25$) than those of ages of 26 to 35 ($M=2.16$) and of ages 36-65 ($M=1.98$).

Significant differences were not found for the quality/price dimension and supportive services. Besides the group of 36 to 65 ($M=2.01$), for the two other groups it was placed third ($M=2.01$ for the younger and 1.90 for people of age 26 to 35). The supportive services dimension was ranked as the least important variable across all three groups.

Table 15. Differences in the importance of the four services' variables by purpose and age groups

Variable	Purpose	Age
	F ^a	F ^b
Quality / Price Dimension	2.43	1.20
Assortment of Facilities	2.42	5.06**
Supportive Services	3.01	0.36
Ambiance and Outlook of Facilities	1.10	3.24*

^adf 2, 214

^bdf 2, 214

*Significant at $p<.05$, ** Significant at $p<.01$

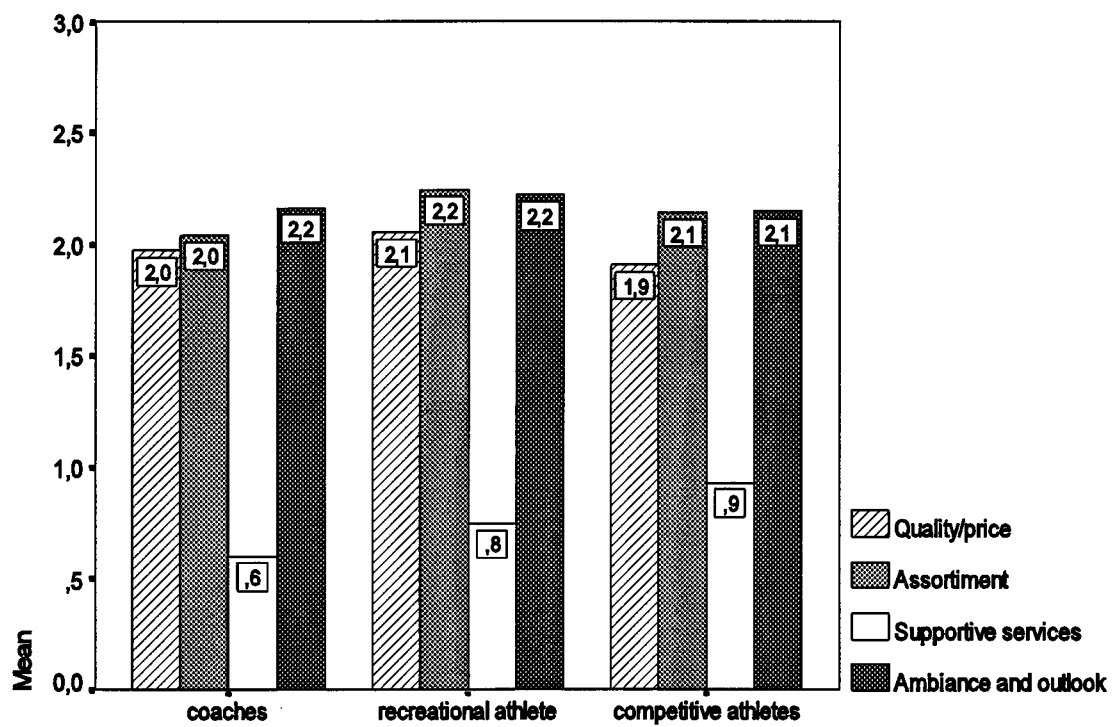


Figure 11. Means for the services' variables by the users' subgroup based on purpose (n=217)

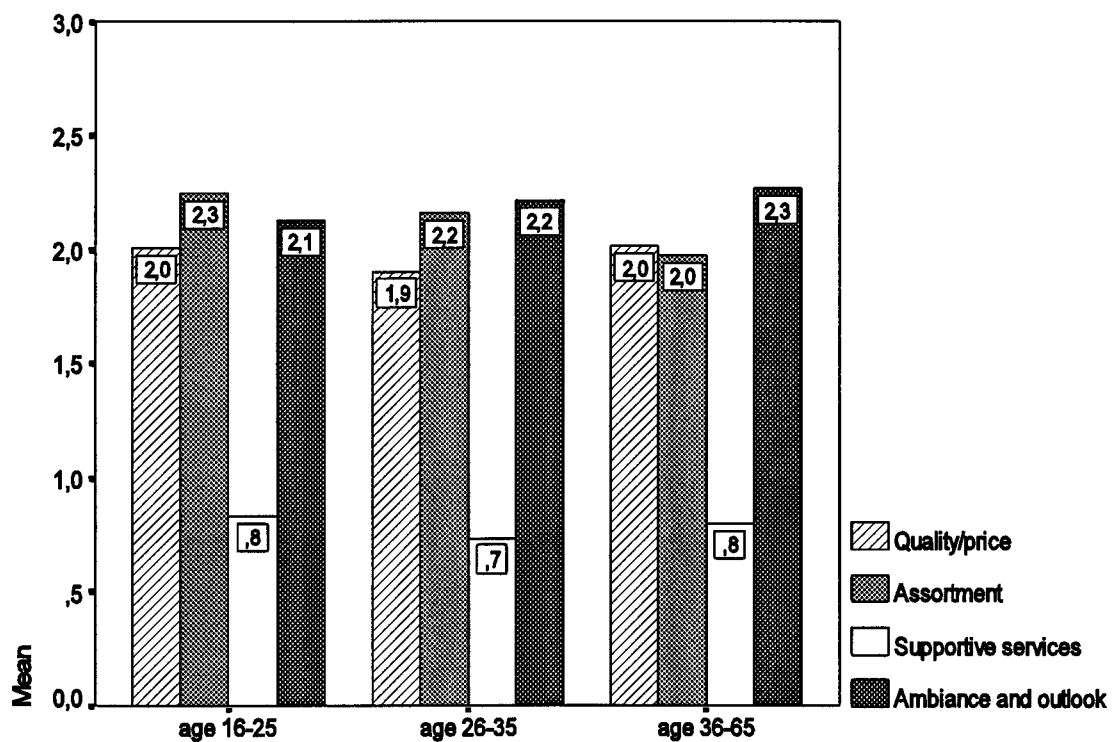


Figure 12. Means for the services' variables by the users' subgroup based on age (n=217)

5. DISCUSSION

The administrative activities subscales of processes-finance, processes-communication, outputs-performance, processes-responsiveness, processes planning, processes-output employees and input-finance were found to be internally consistent which allow us to have confidence in the scale.

Similarly, the high internal constituency estimates for the subscales of human relations, participation and reward, and managerial skills and interest in employees supported their use. This subscale structure was found congruent with the three dimensions of the job satisfaction model earlier proposed by Koiranen (1982, 114-115) on which the grouping of the variables in the present study was based (see p. 50).

Finally, the factor analysis of the services items which was used to explore whether a meaningful factor structure could be identified, produced four clearly interpretable factors, namely quality per price dimension, assortment of facilities, supportive services and ambiance and outlook of the facilities.

The factors produced in this study appeared to have similar characteristics with the dimensions of the services delivered by private fitness organizations as these were adequately defined and described in an earlier study of Chelladurai et al. (1987). In this former study a conceptual model consisting of five dimensions of services was suggested based on the distinction between:

- primary (services that relate to sport per se, i.e. equipment) versus secondary (services that do not relate to sport per se, such as the snack bar).
- core (elements that determine the essential features of the services, for example reserving courts) versus peripheral (services that complete the core services such as safety measures).
- professional (services based on expertise, for example exercise prescription) versus consumer (services which depend upon physical goods and require low level of expertise, for example renting equipment).

The use of facilitating goods was also taken into account.

Therefore primary core professional, primary core consumer, primary peripheral, primary facilitating goods and secondary consumer services and facilitating goods were the five dimensions proposed.

When the services dimensions as established in the current study are compared with the ones proposed by Chelladurai et al. the following similarities are ascertained:

- the primary facilitating goods dimension appears to be a combination of services attributes from both the ambiance and outlook, and the assortment of facilities dimensions.
- the quality per price dimension showed common aspects with both the primary core consumer dimension (for example prices for renting the courts, hours during which equipment may be rented, ease of reserving courts) and the primary peripheral (for example courtesy shown by the employees).
- the supportive services dimension showed consistency with the secondary consumer services and facilitating goods.

The empirical results of the current study demonstrated the usefulness and exemplified the applicability of the stakeholder approach to the study of effectiveness of a specific organization. To begin with, the management of the organization reported many constituencies that Jyväskylä Sports Centre interacted with on a regular basis. These were constituencies upon whom the organization depends for resources. Given the context of this organization, these empirically derived constituency categories appeared to be meaningful conceptually.

By using the stakeholder approach for assessing effectiveness, research may no longer be confronted with the dilemma of using single versus multiple criteria but may rather focus on the issue of single versus multiple approaches. Organizational effectiveness research may be less of a problem of unitary criterion versus multiple criteria but more a problem of single versus multiple approaches. Clearly,

even if multiple criteria are used but they come from a single evaluator the understanding of effectiveness would be limited and partial. The stakeholder approach, which supports the inclusion of various evaluators with some of them using criteria related to ends, others using criteria related to means, and others favouring criteria related to both means-ends sequence incorporates aspects of both the goal and the systems approaches to organizational effectiveness. Hence, the use of multiple approaches offers a more spherical and multi-sided understanding of the effectiveness phenomenon than that provided by any one approach alone.

The current study intended to seek to acquire an understanding of the nature of Jyväskylä Sports Centre effectiveness from the point of view of three relevant constituencies. Thus, informative results were yielded about what organizational attributes were perceived as contributing to organizational effectiveness from the perspectives of the top administrators, employees and the users of the services.

As for the administrators perceptions on the importance of the dimensions relevant to the administrative domain, processes-finance was found to be the highest rated criterion of effectiveness while the processes-communication was placed in the immediately lower position.

As discussed earlier (see p. 14-15) a vital contribution of the Sport Board to Jyväskylä Sports Centre is financial inputs while a major expectation is the economic health of the organization. Thus, since top administrators have the overall responsibility for the financial stability of the organization it is not surprising that the efficient use of the financial resources has been considered as the most important criterion of effectiveness.

It should be also noted that at that particular stage that the research was undertaken the emphasis placed on the quality of the financial management system could be also attributed to the economic pressures that have been lately imposed on the organization due to the general recession. Moreover, this priority revealed by the top administrators reflects that the need to develop, plan and control the

finances is compelling given that the organization generates the greatest part of its income from the fees that customers pay for the services and does not rely passively on municipal grants.

In contrast with the top important processes-finance variable, input-finance was ranked as the least important criterion of effectiveness. An explanation for this finding could be found in that the already existing sources for the needed income are considered sufficient and the emphasis should be rather placed on how funds can be raised from within these sources and furthermore on how to optimize the use of the resources acquired.

Turning our attention to the ratings of the other criteria processes-output employees was placed in the last but one position. For this placement it might be assumed that top administrators are less interested in the employees' day to day activities but more interested in how well they contribute on the whole in the achievement of the organizational objectives. Another speculation that could be made here is that since the members of the board of sports are not directly involved with the management of the human resources it is reasonable that this criterion does not constitute their primary concern. It might also be, that because of the nature of the involvement of the members of the sport board with the organization they hardly encounter the negative aspects of the problems that arise with the management of human resources, which become apparent with detailed involvement, and may be highly influential for the organizational performance. Finally, for the output of human resources in particular, the lack of high motivation on behalf of the administrators for growth may be explained by the fact that the prevailing trend nowadays is that organizations should strive to obtain the desired results by maintaining the same number of employees instead of expanding it.

From the variables that obtained the middle range ratings, the outputs-performance was the highest ranked, revealing that a great deal of significance was attached to it as well. Although it could be expected that the performance of the organization in terms of increase in number of users and expansion of services

would be placed in higher position yet at that particular stage that the study was undertaken growth was perceived as having less importance than finance and communication. This can be explained by the fact that the estimates of the number of the times that Jyväskylä Sports Centre was used during the years 1995 and 1996 (1.3 million times for each year) has been considered sufficient. It seems that top administrators have come to the realization that further increase in numbers of users, which might possibly exceed the capacity of the facilities, would be harmful to the organization.

From another perspective, it could be also argued here that top administrators are aware of the fact that the number of users served by Jyväskylä Sports Centre is within the organization's control only to a certain extent. Increase in number of users may be a function of the popularity of the sports being practised in the organization. While the practices of Jyväskylä Sports Centre may have a bearing on the popularity of these sports such a popularity is also a function of other factors such as the trends, the administrative processes of the sport clubs and their corresponding federations and so on.

Important was also considered the processes-planning criterion which was found in the lower middle range position. However it should be kept in mind that the inputs of the top administrators to the organization pertain to the clarification of the objectives, planning, direction and control. Hence, since the top administrators are mainly responsible for approving and instituting these organizational processes it is logical that they view them as important as well.

However, it should be noticed here that the limited number of usable responses in the top administrators sample has influenced the accuracy of these results.

As for the users constituency the two dimensions that stood out as being the most important criteria were the ambiance and outlook along with the assortment of facilities which were perceived as having almost equal significance. This finding falls in with what was discussed earlier (see p. 7) that an attractive workout area

along with a wide range of sports and equipment offered are conducive to physical activity.

One rationale for this rating may lie in that users seem to be aware that unless facilities provided adequate conditions and equipment for the practice of sports the participation in it might have been altogether impossible. A second logic behind this rating might be in that users realize that these dimensions are essential to the delivery of other services as well. The renting of badminton courts, for example, would have not been feasible if there were not in a good condition for usage. Similarly, training in the sport clubs depends heavily on the training equipment available.

Undoubtedly, tangibles aid the performance of most services. For example, a major concern of the users is the professional services i.e. services requiring expertise and special competencies of the service provider, such as the coach. However, as noted earlier such services are not offered directly by the organization but what is offered are the gymnasiums and playing fields which make possible the provision of the professional services. Therefore as far as the services of Jyväskylä Sports Centre are concerned it is reasonable that high consideration is placed on the availability and conditions of the facilities upon which the success of professional and also other services depends as well.

For the ambiance and outlook dimension in particular it should be also noted that the physical appearance of the facilities has been repeatedly recognized as playing a major role in the formulation of their image. Image exercises great influence on the decision of the users to visit, use the facilities and enjoy sports (Mullin 1993, 234). Farmer et al. (1996, 116) remarked that parameters such as cleanliness and comfort largely contribute to the building of a positive facility image or detract from it. Unquestionably, sportscape factors such as cleanliness, brightness, temperature control play a big part in the participants feelings of pleasure and enjoyment of the facilities. Crowding has also a strong effect on participants desires to use or leave the facilities.

The service attributes that were found to be less than important for the users satisfaction with the organization were found to be the supportive services. Since the services for which the organization primarily exists to provide are related to sports/recreation and the supportive services are only supplementary or extensions of the core services it is no surprising that the latter ones were perceived as less important.

Finally, the quality of the services as it is related to their prices is usually a center stage issue for the users. However, in this study the quality/price dimension received a middle rating showing that it was not perceived as the prime indicator of effectiveness. Several plausible explanations can be given for this finding. To begin with, the manner in which the service is delivered can be also considered as important as the circumstances of the delivery of the service. Having well executed technical quality aspects (for example clean facilities) is one thing but the impression formed by the employee-user interaction phase is not usually overlooked either. However, given that the facilities are public it might be assumed that users are biased towards the attitude of the employees and therefore their expectations are moderate. It might be also speculated that in a public sport organization the users do not come into contact with the employees working in it as much as they may do in a commercial sport and leisure environment during their visit to the facility. It could also be that when compared to the private sector the information exchanged is less and the transactions between the employee and the user simpler and that is why the employee/customer interface was not among the variables of the highest importance when judging the effectiveness of the organization. Another explanation could be sought in the discretionary nature of the leisure services. As Martin (1990) observed leisure services are discretionary and substitutable and their users are less likely to feel compelled to deal with a discourteous employee at a sport organization, for example than a discourteous representative of an electric company.

Besides the employee/user interface, as far as the prices are concerned, it might be assumed that users consider them as reasonable especially in relation with the

level of the services offered and that is why they didn't appear to be their primary concern. Alternatively, it might also be speculated that people practice sports because of "habitus" or taste regardless of the prices when of course the latter ones are within tolerable limits. Or it might also be that users do not have prices as their first consideration when the services delivered are of good quality and appear to be worth the money invested.

In this study it was also found that men and women differed significantly in their importance perceptions in one out of the four services dimensions. Women felt more strongly about the importance of quality per price dimension than men. However, it is not clear how gender by itself would affect this difference in the rating of the quality per price dimension.

Another finding relates to the congruence of perceptions between the recreational, competitive level sport participants and coaches. Considering the consensus that was ascertained in the preferences among all these groups, the conclusion is made with confidence that constituents who use the facilities for different purposes desire basically the same sport center services.

Finally, it is not surprising that the user subgroups based on age differed in their relative ratings of the dimensions. This finding is consistent with an observation made by Mendelow (1983) who supported that even within stakeholder categories disagreement may exist as to what constitutes organizational effectiveness. Tsui (1990) went even further to point out the implications that possible differential views held by constituencies with heterogeneous demography, as defined by age in the present case, may have upon the organization. Clearly, diverse views make it more difficult for the organization to respond to these needs and deal with the expectations associated with such demographic heterogeneity.

One difference was that the older subjects attributed more importance to the ambiance and outlook dimension than the younger ones while reverse order was revealed for the assortment of facilities dimension i.e. the younger subjects rated

it more highly than the older ones. These findings may be accounted for, by the fact that the older respondents were either sport participants who engage in physical activity for the pursuit of pleasure and recreation or coaches. Hence, it might be presumed that these results reflect the need of the older recreational participants to workout in a pleasant and attractive environment, instead of seeking to experience a variety of sports in a fully equipped weight training facility which was clearly the leading preference of the younger subjects. In a larger scale study, Vuolle et al. (1983-1984, 103) researched the motives of the Finnish people for participating in physical activity during their life cycles and found that "habitual activity in a given type of sports" was emphasised in the oldest age group. The group the researchers were referring to ranged from 50 to 60 years old which to a great extent overlaps the age group examined in this study. As for the coaches it might also be argued that they may expect good working conditions for themselves as well as good training conditions for the sport participants as these are defined by sportscape parameters as cleanliness, brightness etc.

The rationale for the preference of the younger subjects for the assortment of the facilities dimension may be explained by their restless nature which seeks to explore and enjoy different sport activities which are usually complemented by weight training. Needless to say, that weight training equipment is essential for training of the sport participants devoted in the practice of competitive sport.

From the employees point of view, the human relations dimension was found to be the most important criterion of effectiveness while the managerial skills and interest in employees was found the least important one. The human relations finding is in accordance with the ideology in many successful organizations nowadays (Daft 1986, 538). This ideology puts emphasis on human relations within organizations and on the strong influence that good and healthy relations have on the satisfaction of the employees within their working environment. People seek nowadays to work in environments where they can relate well to other people and they can communicate openly and honestly so that ideas and information are exchanged. They need to feel respected, to be treated fairly and to enjoy the feeling of worth

as persons among other persons. It goes without saying that when people feel that their personal value is degraded and they do not feel comfortable with the personal relations formed with their coworkers or their supervisors, discontent arises which in turn may affect their performance.

All these are maybe more important nowadays than ever before because people get payments that allow them to live well which means that they satisfy their basic needs of existence and security and now turn their attention to these other needs just described. In Maslow's well known need hierarchy theory these are considered higher order needs.

As for the managerial skills and interest in employees rating, it might be assumed that although employees acknowledge the importance of the contributions of management to order and stability of the organization, yet they also realize that the managerial action is bounded by environmental factors and the political environment. As noted earlier (see p. 10, 16) managerial action is controlled by the Sport of Boards which has the responsibility for the ultimate decision making, and has to be in accordance with the regulations stipulated by it and the city council of Jyväskylä.

6. CONCLUSIONS AND RECOMMENDATIONS

Based upon the data analysed the following conclusions were reached:

1. All seven dimensions of administrative activities were found as important criteria when assessing the effectiveness of the organization from the top administrators point of view. Of all the variables examined processes-finance was ranked as the most important indicator of Jyväskylä Sports Centre effectiveness followed by processes communication and outputs-performance. Input-finance was viewed as the least important. Even though input finance was perceived as significantly less important than five of the remaining variables yet it has been considered important enough to be taken into account along with the other six variables in future organizational assessments made by the top administrators for their activities.

2. From the four dimensions to services provided by Jyväskylä Sports Centre only three were perceived as important criteria for assessing the effectiveness of the organization's services domain according to the users overall ratings. Among these three criteria, the ambiance and outlook of facilities and the assortment facilities dimension were rated equally and were considered as having greater importance than the quality per price dimension. As for the remaining supportive services dimension the ratings revealed that less importance was attached to it.

3. There was also an overall consistency in determining as important the three aforementioned services dimensions by the different groups within users constituency. Accordingly, all the groups were also found congruent in their view of supportive services as less important indicator of Jyväskylä Sports Centre effectiveness.

4. In all subgroups, but one, the ambiance and outlook dimension and the assortment of facilities were rated as the two most important criteria of effectiveness (with the exception that subjects from 36 to 65 years old rated the quality per price dimension and the ambiance and outlook as top two important criteria). Depending

upon the subgroup, it was either the ambiance and outlook of the facilities ranked as the top criterion (coaches, competitive level participants, male participants, participants of age 26-35 and of age 36-65) leaving the assortment of facilities dimension in the second place (third place for the group of age 36 to 65) or vice versa (that is recreational level participants, female participants and participants of age 16-25 favoured assortment of facilities over ambiance and outlook).

Significant differences for these two dimensions were found only across different age groups. The younger the subjects the higher the assortment of facilities category was rated. The older the subjects the more importance to the outlook of the facilities was attributed.

5. The subgroups based on sex differed significantly in their relative ratings of the quality per price dimension. It was perceived as more important by the female subjects than the male ones. However, both men and women attributed importance to the quality per price dimension but their disagreement laid in how important the dimension was. Therefore, the conclusion made from these findings is that the desires of men and women with regard to sport center services are basically the same.

6. As for the employees constituency, all three dimensions examined were found as important indicators of their satisfaction with their jobs within the organization. The human relations dimension appeared to have the strongest effect followed by participation and reward. The managerial skills and interest in employees dimension, although rated significantly lower than both dimensions, yet it was also considered as an important criterion.

7. This study has provided three instruments:

- a) an instrument that could be used to measure administrators perceptions of the effectiveness of the activities in the administrative domain across seven dimensions.

b) an instrument which is meant to measure users perceptions of the effectiveness of the organization in the services domain across three dimensions.

In general, the challenge of providing good services becomes less difficult when organizations know what their users expect from a service and what dimensions of it feel are significant as these are pinpointed by weights of importance. The instrument provided in this study demonstrated that these could be identified and readily interpreted.

Satisfaction with the services is expressed by individual evaluation of the various service attributes within the identified dimensions. This instrument provides a guide for pursuing evaluation of the services through a comparison of expectations and perceptions. The results of this type of comparison will indicate to the organization which areas of services are satisfactory and which need improvement. Obviously, measurements of users satisfaction with the services provide awareness of problems, if any exist, and emphasize the areas that particular effort has to be made in order the organization to offer better serviceability.

c) a third instrument which was intended to measure employees satisfaction within the organization across three dimensions.

In similar fashion with the users, the satisfaction or dissatisfaction of the employees with their jobs within the organization stems from the comparison between the perceptions and the expectations of the various determinants included in the identified dimensions of the respective instrument. By being aware of the degree of employees satisfaction, action may be taken, where and if it is necessary, with the intention to fulfil their expectations and requests. By caring for the employees needs, the delivery of good service quality will be facilitated as well.

While none of those instruments are exhaustive of all administrative activities variables, job satisfaction or services attributes, yet they encompass many relevant aspects of each concept. Altogether provide in general meaningful

illustrations of the dynamics of effectiveness based on the constituency model.

As a result of the findings and the conclusions of this study, the following recommendations are made:

1. Human relations, participation and reward and managerial skills and interest in employees have been all considered as important criteria of employee satisfaction. It is recommended that these indicators are included in future evaluations of employee satisfaction that might take place within Jyväskylä Sports Centre.

2. Similarly, processes-finance, processes-communication, outputs-performance, processes-responsiveness and processes planning should be taken into consideration by the administrators in the assessment of their organizational activities.

3. Finally, the ambiance and outlook of the facilities, the assortment of facilities and the quality/price dimension should be incorporated in measurements undertaken by the organization in order to find out whether Jyväskylä Sports Centre renders the level of the services desired and meets the standards expected by its users.

4. Obviously the management of the organization interested in maintaining and increasing the selected constituencies satisfaction with the organization should focus on those factors that have been identified in this study to have an effect upon it, especially those ones that received the highest ratings.

In the services domain in particular, the ambiance and outlook of the centre along with the assortment of facilities dimension have been found as the highest ranked "satisfiers" of the needs of almost all subgroups within the users constituency. Hence, in an attempt to maximize its effectiveness the organization should center its efforts around performing well in these two distinguished aspects of the services. Thus, cleanliness and comfortable temperature throughout the hours of operation which should be conveniently set for the users, adequately lighted

facilities which provide sufficient space that facilitates freedom of movement by the users, modern equipment and in particular weight training equipment, all easily accessible for the practice of a variety of sports are important sportscape factors that can be used as a tool for the customers contentment with the facilities. But because some variation in perceived importance ratings might exist across customer segments the organization might be well advised to survey their other unique customer bases in order to find out which service aspects are perceived to be most relevant by them as well.

An organizational climate where good human relationships are formed in a friendly environment where employees are treated fairly, feel respected and share openly facts and feelings should prevail in order to bring out favourable employee effectiveness ratings.

Processes-finance and communication were the highest ranked variables by the top administrators constituency. The development of a financial management system that enables the organization to further its objectives and appropriate communication strategies with each group should be implemented in order to maximize organizational effectiveness.

Nevertheless, it is not suggested here that the other factors disclosed as important in this study should be overlooked, because altogether appeared to significantly determine the effectiveness preferences of the respective constituencies.

5. Future studies should be encouraged to determine other criteria which are used a) by the employees when they evaluate their job satisfaction within the organization, b) by the administrators when they judge the effectiveness of the administrative activities and c) the users when they evaluate the effectiveness of the services domain. Open ended questions for example would allow for an unlimited number of possible responses which might reveal other criteria than those included in the instruments with predetermined variables used in the present study.

6. Future studies should also investigate the effectiveness-related demands of additional important stakeholder groups (administrators of the sport clubs, spectators) and subgroups within the users constituency that have not been included in this study (for example, school/University students).

7. Finally, another important issue relates to the changes in the stakeholder criteria. The nature of the relationship of the stakeholders with the organization is dynamic. Such changes should be attempted to be discovered and taken into account in the development of the strategic planning. In this way the balance in the relationship between the stakeholders and the organization will not be threatened and their symbiosis will continue undistracted.

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APPENDICES

- APPENDIX 1. Description of Jyväskylä Sports Centre.
- APPENDIX 2. Jyväskylä Sports Centre relevant constituencies questionnaire sheet addressed to the general manager.
- APPENDIX 3. Organizational effectiveness survey questionnaire addressed to the top administrators of Jyväskylä Sports Centre (in Finnish language).
- APPENDIX 4. Organizational effectiveness survey questionnaire addressed to the sport participants of Jyväskylä Sports Centre (in Finnish language).
- APPENDIX 5. Organizational effectiveness survey questionnaire addressed to the coaches of Jyväskylä Sports Centre (in Finnish language).
- APPENDIX 6. Organizational effectiveness survey questionnaire addressed to the employees of Jyväskylä Sports Centre (in Finnish language).
- APPENDIX 7. Organizational effectiveness survey questionnaire addressed to the top administrators of Jyväskylä Sports Centre (in English language).
- APPENDIX 8. Organizational effectiveness survey questionnaire addressed to the sport participants of Jyväskylä Sports Centre (in English language).
- APPENDIX 9. Organizational effectiveness survey questionnaire addressed to the coaches of Jyväskylä Sports Centre (in English language).
- APPENDIX 10. Organizational effectiveness survey questionnaire addressed to the employees of Jyväskylä Sports Centre (in English language).
- APPENDIX 11. Intercorrelation matrix for the services variables.
- APPENDIX 12. Means and standard deviations for the administrative activities variables by the administrators constituency.
- APPENDIX 13. Means and standard deviations for the job satisfaction variables by the employees' constituency.
- APPENDIX 14. Means and standard deviations of the services' variables by the users constituency.

APPENDIX 1. Description of Jyväskylä Sports Centre.

Jyväskylä Sports Centre is a complex consisting of 5 departments with a variety of sports sites incorporated to each department. The departments are as follows:

1. Outdoor arenas of Hippos
2. Hippos hall, a mouldiest building
3. Swimming hall of Jyväskylä
4. Ice hall for competitions
5. Indoor sports centre

The sports sites of the respective departments of Jyväskylä Sports Centre are reported below:

1. Outdoor arenas of Hippos

- Ball games field (sports area size 7700m²)
- Finnish baseball field (sports area size 8250m²)
- Tennis court area (size 1855m²)
- Ice hockey rink (size 1800m²)
- Recreation site (size 600m²)
- Minigolf (size 2200m²)

Basic activities in the department:

Tennis, Finnish baseball, football, ice hockey, minigolf, basketball outside, American football

2. Hippos hall

- Sports hall (sports area size \geq 5000m²)
- Practice ice hall

Basic activities in the department:

Field athletics, football, volleyball, badminton, Finnish baseball, indoor hockey, American football

3. Swimming hall

- Training gymnasium (sports area size $\geq 100\text{m}^2$)
- Swimming hall (water surface area $> 500\text{m}^2$, 50m tracks)

Basic activities in the department:

☞ Swimming Hall

Baby swimming, diving with apparatus, training gyms swimming, competition swimming and training, water polo, water gymnastics

☞ Fitness

Training gyms, special groups, body building, boxing, fitness training, general fitness testing

☞ Spa

Swimming, water aerobic, massage, water gymnastics

4. Ice hall for competitions

- Training gymnasium (sports area size $< 100\text{m}^2$)
- Dance studio, permanently equipped for dance and expressional movement
- Major competition ice hall

Basic activities in the department:

Ice hockey, indoor hockey, weight training, dance

5. Indoor sports centre

- Training gymnasium (sports area size $< 100\text{m}^2$)
- Sports hall (sports area $< 2400\text{m}^2$)
- Indoor running track, permanently built $\geq 60\text{m}$
- Throwing sports practice site, permanently equipped practice area for throwing sports
- Apparatus gymnastics area, permanently equipped for apparatus gymnastics
- Squash court (size ≥ 3 fields)
- Weight training gymnasium 1 (size $< 200\text{m}^2$)
- Weight training gymnasium 2 (size $< 200\text{m}^2$)

APPENDIX 2. Jyväskylä Sports Centre relevant constituencies questionnaire sheet
addressed to the general manager

To address the first of the objectives of the current organizational effectiveness study undertaken, which is to determine the relevant constituencies of Jyväskylä Sports Centre, the general manager is kindly asked to identify among the groups reported in the list below those ones that Jyväskylä Sports Centre deals with on a regular basis using the following question:

Which of the different groups below does the organization interact with when conducting its activities?

	YES	NO
1. Council of Municipality of Jyväskylä	_____	_____
2. Board of Sports of Jyväskylä city	_____	_____
3. Management of Jyväskylä Sports Centre	_____	_____
4. Employees	_____	_____
5. Suppliers	_____	_____
6. Recreational sport participants	_____	_____
7. Members of the sport clubs	_____	_____
8. School / University students	_____	_____
9. Coaches / Physical education instructors	_____	_____
10. Administrative staff of the sport clubs	_____	_____
11. Administrative staff of the schools / University of Jyväskylä	_____	_____
12. Spectators	_____	_____
13. Federations	_____	_____
14. Sponsors	_____	_____
15. Media	_____	_____

Are there any other groups that Jyväskylä Sports Centre interacts with? If yes please fill in the following:

APPENDIX 3. Organizational effectiveness survey questionnaire addressed to the top administrators of Jyväskylä Sports Centre (in Finnish language).

Jyväskylän kaupungin Liikuntalautakunnan Jäsenille!

Hei! Nimeni on Mirto-Anastasia Papadimitriou ja opiskelen liikuntahallintoa Jyväskylän yliopiston liikuntatieteellisessä tiedekunnassa liikunnan sosiaalitieteiden laitoksella. Parhaillaan teen opinnäytetyötäni ja aiheenani on Jyväskylän liikuntakeskuksen tehokkuus. Työni tarkoituksena on löytää kriteerit, jotka Te koette tärkeiksi arvioidessanne Jyväskylän Liikuntakeskuksen tehokkuutta. Oheinen kyselylomake liittyy opinnäytetyöhöni. Pyydän Teitä ystävällisesti vastaamaan kysymyksiin. Kaikki vastaukset käsitellään luottamuksella. Tutkimustyön ohjaaja on apulaisprofessori Kimmo Suomi (950-5649004). Jos tarvitsette lisätietoja tai teillä on kysymyksiä, asiaa voi tiedustella Pekka Sihvoselta puhelinnumerosta: 624 835. Haluaisin vastauksenne takaisin ___/___ 1996.

Kuinka tärkeitä mielestänne ovat seuraavat tekijät arvioitaessa Jyväskylän Liikuntakeskuksen tehokkuutta? Käyttäkää arvioidessanne alla olevaa asteikkoa.

Erittäin tärkeä	Tärkeä	Vähemmän tärkeä	Ei lainkaan tärkeä
3	2	1	0

1. _____ Useiden rahoituslähteiden hankkiminen edistämään tavoitteiden saavuttamista
2. _____ Taloushallinnon tehokkuus
3. _____ Pitkän aikavälin taloussuunnitelmien tehokkuus
4. _____ Liikuntakeskuksen edellytykset laajentaa ohjelmia ja palveluja
5. _____ Liikuntakeskuksen edellytykset lisätä työntekijöiden määrää
6. _____ Liikuntakeskuksen edellytykset hankkia lisää asiakkaita

Kysymyksiä lisää toisella puolella sivua

- | | Erittäin tärkeä
3 | Tärkeä
2 | Vähemmän tärkeä
1 | Ei lainkaan tärkeä
0 | |
|-----|----------------------|-------------|----------------------|-------------------------|---|
| 7. | _____ | | | | Liikuntakeskuksen edellytykset reagoida organisaation ulkopuolelta tuleviin muutoksiin |
| 8. | _____ | | | | Liikuntakeskuksen edellytykset toimia kriisitilanteissa (esim. taloudellisessa kriisissä) |
| 9. | _____ | | | | Liikuntakeskuksen edellytykset reagoida liikunta-alan muutoksiin |
| 10. | _____ | | | | Liikuntakeskuksen edellytykset järjestää tapahtumia jotka houkuttelevat yleisöä sekä Jyväskylästä että sen ulkopuolelta |
| 11. | _____ | | | | Edellytykset järjestää hyviä kansainvälisiä kilpailuja |
| 12. | _____ | | | | Liikuntakeskuksen kyvykyys kehittää liikuntapoliittista ohjelmointia, päälinjauksia ja menettelytapoja |
| 13. | _____ | | | | Liikuntakeskuksen toimintasuunnitelmien ja -tavoitteiden laatu |
| 14. | _____ | | | | Lyhyen ja pitkän aikavälin suunnitelmien laatu ja niiden toteuttaminen |
| 15. | _____ | | | | Liikuntakeskuksen edellytykset hyväksyä ja soveltaa uusia ajatuksia |
| 16. | _____ | | | | Liikuntakeskuksen edellytykset arvioida työntekijöitään |
| 17. | _____ | | | | Liikuntakeskuksen edellytykset arvioida palvelujaan |
| 18. | _____ | | | | Keskusteluyhteys liikuntalautakunnan ja kaupunginvaltuuston välillä |
| 19. | _____ | | | | Keskusteluyhteys liikuntakeskuksen ja Jyväskylän yliopiston välillä |
| 20. | _____ | | | | Keskusteluyhteys liikuntakeskuksen ja urheiluseurojen välillä |
| 21. | _____ | | | | Liikuntakeskuksen kyky antaa tunnustusta ja palkita työntekijöitään |
| 22. | _____ | | | | Liikuntakeskuksen kyky antaa työntekijöilleen työnkuvan määritelmiä hahmottaa työnkuvaa |

KIITOS YHTEISTYÖSTÄ !

APPENDIX 4. Organizational effectiveness survey questionnaire addressed to the sport participants of Jyväskylä Sports Centre (in Finnish language).

Arvoisa vastaanottaja !

Tämä kyselylomake on tarkoitettu erityisesti Jyväskylän liikuntakeskuksen käyttäjille.

Hei! Nimeni on Mirto-Anastasia Papadimitriou ja opiskelen liikuntahallintoa Jyväskylän yliopiston liikuntatieteellisessä tiedekunnassa Liikunnan sosiaalitieteiden laitoksella. Parhailaan teen opinnäytetyötäni ja aiheenani on Jyväskylän liikuntakeskuksen tehokkuus. Työni tarkoituksena on löytää kriteerit, jotka Te koette tärkeiksi arvioidessanne Jyväskylän Liikuntakeskuksen tehokkuutta. Oheinen kyselylomake liittyy opinnäytetyöhöni. Pyydän Teitä ystävällisesti vastaamaan kysymyksiin. Kaikki vastaukset käsitellään luottamuksella. Tutkimustyön ohjaaja on apulaisprofessori Kimmo Suomi (950-5649004). Jos tarvitsette lisätietoja tai teillä on kysymyksiä, puhelinnumeroni on 607 513 (klo 19-21). Haluaisin lomakkeen takaisin ___/___ 1996 mennessä.

1. Syntymävuosi: _____

2. Sukupuoli: _____ Mies _____ Nainen

3. Mitä lajia harrastat pääasiassa Jyväskylän Liikuntakeskuksessa? (vain yksi laji)

4. Oletko: _____ Kuntourheilija _____ Kilpaurheilija

5. Kuulutko johonkin urheiluseuraan? _____ Kyllä _____ En

6. Kuinka tärkeitä mielestänne ovat seuraavat tekijät arvioitaessa Jyväskylän Liikuntakeskuksen tehokkuutta? Käyttäkää arvioidessanne alla olevaa asteikkoa.

Kysymyksiä lisää toisella puolella sivua

- | | Erittäin tärkeä | Tärkeä | Vähemmän tärkeä | Ei lainkaan tärkeä |
|-----|-----------------|--------|-----------------|---|
| | 3 | 2 | 1 | 0 |
| 1. | _____ | | | |
| | | | | Tilojen ja välineiden siisteys ja puhtaus |
| 2. | _____ | | | |
| | | | | Riittävä koko (esim. kuntosali) |
| 3. | _____ | | | |
| | | | | Miellyttävä sisustus |
| 4. | _____ | | | |
| | | | | Sopiva lämpötila |
| 5. | _____ | | | |
| | | | | Nykyaikaiset laitteet, välineet ja suorituspaikat |
| 6. | _____ | | | |
| | | | | Valoisuus |
| 7. | _____ | | | |
| | | | | Harjoitusta auttavat lisälaitteet (esim. aidat) |
| 8. | _____ | | | |
| | | | | Käytettävissä olevat kuntosalilaitteet ja -välineet |
| 9. | _____ | | | |
| | | | | Odotusajat kuntosalilla (ei jonoja) |
| 10. | _____ | | | |
| | | | | Mukavuudet pukuhuoneissa (esim. saippua, hiustenkuivaaja, kaapit) |
| 11. | _____ | | | |
| | | | | Aukioloajat |
| 12. | _____ | | | |
| | | | | Aika milloin välineitä voidaan vuokrata |
| 13. | _____ | | | |
| | | | | Vuorojen varaamisen helppous |
| 14. | _____ | | | |
| | | | | Työntekijöiden suhtautuminen asiakkaiden valituksiin |
| 15. | _____ | | | |
| | | | | Työntekijöiden kohteliaisuus ja ystävällisyys |
| 16. | _____ | | | |
| | | | | Ohjeet ja opastus suorituspaikkojen ja välineiden käytössä |
| 17. | _____ | | | |
| | | | | Turvallisuus |
| 18. | _____ | | | |
| | | | | Toimiminen hätätilanteissa (onnettomuudet jne.) |
| 19. | _____ | | | |
| | | | | Tarjolla olevien lajien lukumäärä |
| 20. | _____ | | | |
| | | | | Vuorojen ja vuokravälineiden hinnat |
| 21. | _____ | | | |
| | | | | Pääsy kahvioon ja sen sijainti |
| 22. | _____ | | | |
| | | | | Kahvion aukioloaja |

KIITOS YHTEISTYÖSTÄ !

APPENDIX 5. Organizational effectiveness survey questionnaire addressed to the coaches of Jyväskylä Sports Centre (in Finnish language).

Arvoisa valmentaja !

Tämä kyselylomake on tarkoitettu erityisesti valmentajille, jotka käyttävät Jyväskylän liikuntakeskusta.

Hei! Nimeni on Mirto-Anastasia Papadimitriou ja opiskelen liikuntahallintoa Jyväskylän yliopiston liikuntatieteellisessä tiedekunnassa Liikunnan sosiaalitieteiden laitoksella. Parhailaan teen opinnäytetyötäni ja aiheenani on Jyväskylän liikuntakeskuksen tehokkuus. Työni tarkoituksena on löytää kriteerit, jotka Te koette tärkeiksi arvioidessanne Jyväskylän Liikuntakeskuksen tehokkuutta. Oheinen kyselylomake liittyy opinnäytetyöhöni. Pyydän Teitä ystävällisesti vastaamaan kysymyksiin. Kaikki vastaukset käsitellään luottamuksella. Tutkimustyön ohjaaja on apulaisprofessori Kimmo Suomi (950-5649004). Jos tarvitsette lisätietoja tai teillä on kysymyksiä, puhelinnumeroni on 607 513 (klo 19-21). Haluaisin lomakkeen takaisin ___/___ 1996 mennessä.

1. Syntymävuosi: _____
2. Sukupuoli: _____ Mies _____ Nainen
3. Lajia valmennat: _____
4. Valmennatko: _____ Kuntourheilijoita _____ Kilpaurheilijoita
5. Kuinka tärkeitä mielestänne ovat seuraavat tekijät arvioitaessa Jyväskylän Liikuntakeskuksen tehokkuutta? Käyttäkää arvioidessanne alla olevaa asteikkoa.

Kysymyksiä lisää toisella puolella sivua

- | | Erittäin tärkeä | Tärkeä | Vähemmän tärkeä | Ei lainkaan tärkeä | |
|-----|-----------------|--------|-----------------|--------------------|---|
| | 3 | 2 | 1 | 0 | |
| 1. | _____ | | | | Tilojen ja välineiden siisteys ja puhtaus |
| 2. | _____ | | | | Riittävä koko (esim. kuntosali) |
| 3. | _____ | | | | Miellyttävä sisustus |
| 4. | _____ | | | | Sopiva lämpötila |
| 5. | _____ | | | | Nykyaikaiset laitteet, välineet ja suorituspaikat |
| 6. | _____ | | | | Valoisuus |
| 7. | _____ | | | | Harjoitusta auttavat lisälaitteet (esim. aidat) |
| 8. | _____ | | | | Käytettävissä olevat kuntosalilaitteet ja -välineet |
| 9. | _____ | | | | Odotusajat kuntosalilla (ei jonoja) |
| 10. | _____ | | | | Mukavuudet pukuhuoneissa (esim. saippua, hiustenkuivaaja, kaapit) |
| 11. | _____ | | | | Aukioloajat |
| 12. | _____ | | | | Aika milloin välineitä voidaan vuokrata |
| 13. | _____ | | | | Vuorojen varaamisen helppous |
| 14. | _____ | | | | Työntekijöiden suhtautuminen asiakkaiden valituksiin |
| 15. | _____ | | | | Työntekijöiden kohteliaisuus ja ystävällisyys |
| 16. | _____ | | | | Ohjeet ja opastus suorituspaikkojen ja välineiden käytössä |
| 17. | _____ | | | | Turvallisuus |
| 18. | _____ | | | | Toimiminen hätätilanteissa (onnettomuudet jne.) |
| 19. | _____ | | | | Tarjolla olevien lajien lukumäärä |
| 20. | _____ | | | | Vuorojen ja vuokravälineiden hinnat |
| 21. | _____ | | | | Pääsy kahvioon ja sen sijainti |
| 22. | _____ | | | | Kahvion aukioloajat |

KIITOS YHTEISTYÖSTÄ !

APPENDIX 6. Organizational effectiveness survey questionnaire addressed to the employees of Jyväskylä Sports Centre (in Finnish language).

Arvoisa Liikuntakeskuksen työntekijä !

Hei! Nimeni on Mirto-Anastasia Papadimitriou, ja opiskelen liikuntahallintoa Jyväskylän yliopiston liikuntatieteellisessä tiedekunnassa liikunnan sosiaalitieteiden laitoksella. Parhaillaan teen opinnäytetyötäni, ja aiheenani on Jyväskylän liikuntakeskuksen tehokkuus. ena on löytää ne tekijät, jotka Te koette tärkeiksi arvioidessanne Jyväskylän Liikuntakeskuksen tehokkuutta. Oheinen kyselylomake liittyy opinnäytetyöhöni, ja pyydän Teitä ystävällisesti vastaamaan kysymyksiin. Kaikki vastaukset käsitellään luottamuksella. Tutkimustyön ohjaaja on apulaisprofessori Kimmo Suomi (950-5649004). Jos tarvitsette lisätietoja tai teillä on kysymyksiä, puhelinnumeroni on 607 513 (klo 19-21). Haluaisin vastauksenne takaisin ___/___ 1996.

1. Sukupuoli: _____ Mies _____ Nainen

2. Kuinka tärkeitä mielestänne ovat seuraavat tekijät arvioitaessa Jyväskylän Liikuntakeskuksen tehokkuutta? Käyttäkää arvioidessanne alla olevaa asteikkoa.

Erittäin tärkeä	Tärkeä	Vähemmän tärkeä	Ei lainkaan tärkeä
3	2	1	0

1. _____ Ystävällinen vuorovaikutus työssä
2. _____ Avoimuus ja suoruus kommunikaatiossa
3. _____ Johdon osoittama kunnioitus työntekijöiden ajatuksia kohtaan
4. _____ Työntekijöiden reilu kohtelu

Lisää kysymyksiä sivun toisella puolella

- | | Erittäin tärkeä | Tärkeä | Vähemmän tärkeä | Ei lainkaan tärkeä |
|-----|-----------------|--------|-----------------|---|
| | 3 | 2 | 1 | 0 |
| 5. | _____ | | | |
| | | | | Johdon kyvykkyys ohjata toimintoja |
| 6. | _____ | | | |
| | | | | Informaatio muutoksista ja uusista toimintatavoista |
| 7. | _____ | | | |
| | | | | Selvät tehtävät ja vastuualueet |
| 8. | _____ | | | |
| | | | | Johdon kyvykkyys suunnittelussa |
| 9. | _____ | | | |
| | | | | Johdon kyvykkyys päätöksenteossa |
| 10. | _____ | | | |
| | | | | Johdon luotettavuus |
| 11. | _____ | | | |
| | | | | Tyytyväisyys valvontaan (esimies) |
| 12. | _____ | | | |
| | | | | Sopivien välineiden tarjonta |
| 13. | _____ | | | |
| | | | | Hyvin tehdyn työn kunnioittaminen ja tunnustaminen |
| 14. | _____ | | | |
| | | | | Riittävä palkka |
| 15. | _____ | | | |
| | | | | Tieto johdon tekemistä päätöksistä |
| 16. | _____ | | | |
| | | | | Aloitteiden ja yritteliäisyyden palkitseminen |
| 17. | _____ | | | |
| | | | | Palaute virheistä |
| 18. | _____ | | | |
| | | | | Johdon tehokkuus työssään |
| 19. | _____ | | | |
| | | | | Johdon mukautuvaisuus muutoksiin |
| 20. | _____ | | | |
| | | | | Työturvallisuus |
| 21. | _____ | | | |
| | | | | Johdon huoli työntekijöiden turvallisuudesta |
| 22. | _____ | | | |
| | | | | Työn mielenkiintoisuus |
| 23. | _____ | | | |
| | | | | Työntekijöiden kokemuksen hyödyntäminen päätöksenteossa |

KIITOS YHTEISTYÖSTÄ !

APPENDIX 7. Organizational effectiveness survey questionnaire addressed to the top administrators of Jyväskylä Sports Centre (in English language).

Dear member of the Sport Board of Jyväskylä city!

Hello! My name is Mirto-Anastasia Papadimitriou and I am studying Sport Management in the Faculty of Sport and Health Sciences at the University of Jyväskylä. I am conducting research for the Master's degree about the effectiveness of Jyväskylä Sports Centre and this questionnaire is part of the study. The purpose of the research is to identify criteria on which you base your judgements for the effectiveness of Jyväskylä Sports Centre. You are kindly asked to respond to the following series of statements. All your responses are strictly confidential. The study is led by Associate Professor Kimmo Suomi (950-5649004). In case you need further information, please contact Mr. Pekka Sihvonen in the following number: 624 835. I would be grateful if you could return the questionnaires before ____/____ 1996.

Based on your experience, how important are each of the following criteria in assessing the effectiveness of Jyväskylä Sports Centre? Please indicate your responses using the following numerical scale.

Very Important	Important	Less Important	Not Important
3	2	1	0

1. _____ Ability of Jyväskylä Sports Centre to acquire multiple funding sources to further its objectives
2. _____ Quality of financial management system
3. _____ Quality of long term financial plan
4. _____ Ability of Jyväskylä Sports Centre to expand its programs and services
5. _____ Ability of Jyväskylä Sports Centre to increase the number of employees
6. _____ Ability of Jyväskylä Sports Centre to increase its users

Please turn over the page

- | | Very Important
3 | Important
2 | Less Important
1 | Not Important
0 |
|-----------|--|----------------|---------------------|--------------------|
| 7. _____ | Ability of Jyväskylä Sports Centre to anticipate and respond to externally imposed changes in policy | | | |
| 8. _____ | Ability of Jyväskylä Sports Centre to cope with emergencies (for example financial cutbacks) | | | |
| 9. _____ | Ability of Jyväskylä Sports Centre to react to changes in the sport environment outside the organization | | | |
| 10. _____ | Ability of Jyväskylä Sports Centre to organize events that attract spectators from within or outside Jyväskylä | | | |
| 11. _____ | Ability to host numerous and successful international competitions | | | |
| 12. _____ | Ability of Jyväskylä Sports Centre to develop policy statements and procedure guidelines for its programs | | | |
| 13. _____ | Quality of documented mandate and goal statements of Jyväskylä Sports Centre | | | |
| 14. _____ | Quality of short and long term plans and implementation strategies | | | |
| 15. _____ | Ability of Jyväskylä Sports Centre to accept and adjust to new ideas | | | |
| 16. _____ | Ability of Jyväskylä Sports Centre to assess the performance of the employees | | | |
| 17. _____ | Ability of Jyväskylä Sports Centre to evaluate its services | | | |
| 18. _____ | Communication between the Council of the Municipality of Jyväskylä and the Sport Board of the city | | | |
| 19. _____ | Communication between Jyväskylä Sports Centre and the University of Jyväskylä | | | |
| 20. _____ | Communication between Jyväskylä Sports Centre and the sports clubs | | | |
| 21. _____ | Ability of Jyväskylä Sports Centre to recognize and reward the performance of its employees | | | |
| 22. _____ | Ability of Jyväskylä Sports Centre to provide job descriptions and outline workplanning procedures | | | |

THANK YOU FOR YOUR COOPERATION !

APPENDIX 8. Organizational effectiveness survey questionnaire addressed to the sport participants of Jyväskylä Sports Centre (in English language).

Dear recipient!

This questionnaire is addressed to the users of Jyväskylä Sports Centre.

Hello! My name is Mirto-Anastasia Papadimitriou and I am studying Sport Management in the Faculty of Sport and Health Sciences at the University of Jyväskylä. I am conducting research for the Master's degree about the effectiveness of Jyväskylä Sports Centre and this questionnaire is a part of the study. The purpose of the research is to identify criteria on which you base your judgements for the effectiveness of Jyväskylä Sports Centre. You are kindly asked to respond to the following series of statements. All your responses are strictly confidential. The study is led by Associate Professor Kimmo Suomi (950-5649004). In case you need further information, please contact the following telephone number: 607 513 preferably at 19:00-21:00. I would be grateful if you could return the questionnaires before ___/___1996.

1. Year of birth: _____
2. Sex: _____ Male _____ Female
3. Which sport do you mainly practice in Jyväskylä Sports Centre? (only one sport)

4. In which level do you practice the sport?

_____ Recreational level _____ Competitive level
5. Do you participate in a sport club? _____ Yes _____ No
6. Based on your experience, how important are each of the following criteria in assessing the effectiveness of Jyväskylä Sports Centre? Please indicate your responses using the following numerical scale.

Please turn over the page

- | | Very Important
3 | Important
2 | Less Important
1 | Not Important
0 |
|-----------|---------------------|----------------|---------------------|--------------------|
| 1. _____ | | | | |
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| 2. _____ | | | | |
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| 3. _____ | | | | |
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| 21. _____ | | | | |
| | | | | |
| 22. _____ | | | | |

THANK YOU FOR YOUR COOPERATION !

APPENDIX 9. Organizational effectiveness survey questionnaire addressed to the coaches of Jyväskylä Sports Centre (in English language).

Dear coach!

This questionnaire is addressed especially to the coaches who make use of Jyväskylä Sports Centre.

Hello! My name is Mirto-Anastasia Papadimitriou and I am studying Sport Management in the Faculty of Sport and Health Sciences at the University of Jyväskylä. I am conducting research for the Master's degree about the effectiveness of Jyväskylä Sports Centre and this questionnaire is a part of the study. The purpose of the research is to identify criteria on which you base your judgements for the effectiveness of Jyväskylä Sports Centre. You are kindly asked to respond to the following series of statements. All your responses are strictly confidential. The study is led by Associate Professor Kimmo Suomi (950-5649004). In case you need further information, please contact the following telephone number: 607 513 preferably at 19:00-21:00. I would be grateful if you could return the questionnaires before ___/___1996.

1. Year of birth: _____

2. Sex: _____ Male _____ Female

3. Which sport do you coach in Jyväskylä Sports Centre?

4. In which level do you coach the sport?

_____ Recreational level _____ Competitive level

5. Based on your experience, how important are each of the following criteria in assessing the effectiveness of Jyväskylä Sports Centre? Please indicate your responses using the following numerical scale.

Please turn over the page

- | | Very Important
3 | Important
2 | Less Important
1 | Not Important
0 |
|-----------|---------------------|----------------|---------------------|--------------------|
| 1. _____ | | | | |
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| 2. _____ | | | | |
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| 3. _____ | | | | |
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| 19. _____ | | | | |
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| 20. _____ | | | | |
| | | | | |
| 21. _____ | | | | |
| | | | | |
| 22. _____ | | | | |

THANK YOU FOR YOUR COOPERATION !

APPENDIX 10. Organizational effectiveness survey questionnaire addressed to the employees of Jyväskylä Sports Centre (in English language).

Dear employee!

Hello! My name is Mirto-Anastasia Papadimitriou and I am studying Sport Management in the Faculty of Sport and Health Sciences at the University of Jyväskylä. I am conducting research about the effectiveness of Jyväskylä Sports Centre and this questionnaire is a part of the study. The purpose of the research is to identify criteria on which you base your judgements on the effectiveness of Jyväskylä Sports Centre. You are kindly asked to respond to the following series of statements. All your responses are strictly confidential. The study is led by Associate Professor Kimmo Suomi (950-5649004). In case you need further information, please contact the following telephone number: 607 513 preferably at 19:00-21:00. I would be grateful if you could return the questionnaires before ____/____1996.

1. Sex: ____ Male ____ Female

2. Based on your experience, how important are each of the following criteria in assessing the effectiveness of Hippos Sports Center? Please indicate your responses using the following numerical scale.

Very Important	Important	Less Important	Not Important
3	2	1	0

1. ____ Friendly interaction in work

2. ____ Openness and frankness in communication

3. ____ Respect shown by the management for the employees' opinions

Please turn over the page

- | | Very Important
3 | Important
2 | Less Important
1 | Not Important
0 |
|-----------|---------------------|----------------|---------------------|--------------------|
| 4. _____ | | | | |
| 5. _____ | | | | |
| 6. _____ | | | | |
| 7. _____ | | | | |
| 8. _____ | | | | |
| 9. _____ | | | | |
| 10. _____ | | | | |
| 11. _____ | | | | |
| 12. _____ | | | | |
| 13. _____ | | | | |
| 14. _____ | | | | |
| 15. _____ | | | | |
| 16. _____ | | | | |
| 17. _____ | | | | |
| 18. _____ | | | | |
| 19. _____ | | | | |
| 20. _____ | | | | |
| 21. _____ | | | | |
| 22. _____ | | | | |
| 23. _____ | | | | |

THANK YOU FOR YOUR COOPERATION !

APPENDIX 11. Intercorrelation matrix for the services variables

-- Correlation Coefficients --

	V8	V9	V10	V11	V12	V13
V8	1,0000	,0626	,0966	,2890**	,2461**	,1321
V9	,0626	1,0000	,0637	,2154**	,2486**	,1235
V10	,0966	,0637	1,0000	,1500*	,1380*	,0852
V11	,2890**	,2154**	,1500*	1,0000	,2031**	,1614*
V12	,2461**	,2486**	,1380*	,2031**	1,0000	,1754**
V13	,1321	,1235	,0852	,1614*	,1754**	1,0000
V14	-,0125	,1356*	-,0900	,0398	-,0361	,0386
V15	-,1279	,1906**	,0328	,1171	,1908**	-,0284
V16	-,0887	,1940**	,0925	,0564	,2030**	,0196
V17	,1968**	,0047	,4219**	,0270	,2264**	,1492*
V18	,0211	,2318**	-,0415	,1222	,0673	,0512
V19	,1277	,0834	,2369**	-,0210	,1445*	,1416*
V20	,1362*	,0476	,0700	-,0185	,0645	,1546*
V21	,1617*	,0340	-,0066	,0033	,1731*	,2015**
V22	,1798**	,0190	,1864**	,0583	,2452**	,1833**
V23	,2172**	,0348	,1930**	,0874	,0197	,2266**
V24	,2174**	,1160	,1567*	,1353*	,1840**	,2570**
V25	,2213**	,0147	,1401*	,0638	,1309	,2265**
V26	,0399	,0873	,0720	,0610	,0309	,0002
V27	,0050	-,0705	,0238	,0058	-,0165	,0780
V28	,2013**	-,0273	,1802**	-,0499	,1128	,1821**
V29	,1490*	-,0811	,1352*	-,0630	,0889	,1465*

* - Signif. LE ,05 ** - Signif. LE ,01 (2-tailed)

(continued)

APPENDIX 11, continued

-- Correlation Coefficients --

	V14	V15	V16	V17	V18	V19
V8	-,0125	-,1279	-,0887	,1968**	,0211	,1277
V9	,1356*	,1906**	,1940**	,0047	,2318**	,0834
V10	-,0900	,0328	,0925	,4219**	-,0415	,2369**
V11	,0398	,1171	,0564	,0270	,1222	-,0210
V12	-,0361	,1908**	,2030**	,2264**	,0673	,1445*
V13	,0386	-,0284	,0196	,1492*	,0512	,1416*
V14	1,0000	,0885	-,0927	,0046	,0470	,1276
V15	,0885	1,0000	,4528**	-,0443	,1845**	-,0100
V16	-,0927	,4528**	1,0000	,2119**	,2050**	,1018
V17	,0046	-,0443	,2119**	1,0000	,1289	,4013**
V18	,0470	,1845**	,2050**	,1289	1,0000	,2282**
V19	,1276	-,0100	,1018	,4013**	,2282**	1,0000
V20	,0417	-,1282	,0804	,2030**	,2689**	,4269**
V21	,0779	,0515	,1869**	,1733*	,1499*	,2470**
V22	,0777	,0659	,1401*	,2927**	,0825	,2994**
V23	,1536*	-,0566	,0318	,4244**	,1968**	,4126**
V24	,2336**	,0925	,1391*	,2228**	,2149**	,3073**
V25	,1090	,0578	,1282	,2015**	,1810**	,2762**
V26	-,0239	,2448**	,3011**	,1032	,2505**	,1871**
V27	,0403	-,0765	-,0037	,0836	,1613*	,2895**
V28	,1247	,0887	,0756	,2134**	,0742	,2241**
V29	,1417*	,1009	,0807	,2221**	,0455	,2461**

* - Signif. LE ,05 ** - Signif. LE ,01 (2-tailed)

APPENDIX 11, continued

- - Correlation Coefficients - -

	V20	V21	V22	V23	V24	V25
V8	,1362*	,1617*	,1798**	,2172**	,2174**	,2213**
V9	,0476	,0340	,0190	,0348	,1160	,0147
V10	,0700	-,0066	,1864**	,1930**	,1567*	,1401*
V11	-,0185	,0033	,0583	,0874	,1353*	,0638
V12	,0645	,1731*	,2452**	,0197	,1840**	,1309
V13	,1546*	,2015**	,1833**	,2266**	,2570**	,2265**
V14	,0417	,0779	,0777	,1536*	,2336**	,1090
V15	-,1282	,0515	,0659	-,0566	,0925	,0578
V16	,0804	,1869**	,1401*	,0318	,1391*	,1282
V17	,2030**	,1733*	,2927**	,4244**	,2228**	,2015**
V18	,2689**	,1499*	,0825	,1968**	,2149**	,1810**
V19	,4269**	,2470**	,2994**	,4126**	,3073**	,2762**
V20	1,0000	,2735**	,2108**	,3099**	,2112**	,1752**
V21	,2735**	1,0000	,4297**	,3299**	,2562**	,2652**
V22	,2108**	,4297**	1,0000	,4544**	,2379**	,2809**
V23	,3099**	,3299**	,4544**	1,0000	,3565**	,3310**
V24	,2112**	,2562**	,2379**	,3565**	1,0000	,5975**
V25	,1752**	,2652**	,2809**	,3310**	,5975**	1,0000
V26	,1658*	,0096	,1523*	,2126**	,1773**	,1770**
V27	,2370**	,1785**	,2528**	,2927**	,1206	,1661*
V28	,0219	,0940	,1415*	,2391**	,1885**	,1679*
V29	,0272	,1018	,1468*	,2197**	,2105**	,1768**

* - Signif. LE ,05 ** - Signif. LE ,01 (2-tailed)

APPENDIX 11, continued

- - Correlation Coefficients - -

	V26	V27	V28	V29
V8	,0399	,0050	,2013**	,1490*
V9	,0873	-,0705	-,0273	-,0811
V10	,0720	,0238	,1802**	,1352*
V11	,0610	,0058	-,0499	-,0630
V12	,0309	-,0165	,1128	,0889
V13	,0002	,0780	,1821**	,1465*
V14	-,0239	,0403	,1247	,1417*
V15	,2448**	-,0765	,0887	,1009
V16	,3011**	-,0037	,0756	,0807
V17	,1032	,0836	,2134**	,2221**
V18	,2505**	,1613*	,0742	,0455
V19	,1871**	,2895**	,2241**	,2461**
V20	,1658*	,2370**	,0219	,0272
V21	,0096	,1785**	,0940	,1018
V22	,1523*	,2528**	,1415*	,1468*
V23	,2126**	,2927**	,2391**	,2197**
V24	,1773**	,1206	,1885**	,2105**
V25	,1770**	,1661*	,1679*	,1768**
V26	1,0000	,3206**	,1538*	,1004
V27	,3206**	1,0000	,1720*	,1570*
V28	,1538*	,1720*	1,0000	,8832**
V29	,1004	,1570*	,8832**	1,0000

* - Signif. LE ,05 ** - Signif. LE ,01 (2-tailed)

APPENDIX 12. Means and standard deviations for the administrative activities variables by the administrators constituency

Variable	Mean	Std Dev	Valid	
			N	Label
Y1	,43	,53	7	Ability of Jyväskylä Sports Centre acquire multiple funding sources to further its objectives
Y2	2,86	,38	7	Quality of financial management system
Y3	2,43	,79	7	Quality of long term financial plan
Y4	2,14	,69	7	Ability of J.S.C. to expand its programs and services
Y5	1,43	,98	7	Ability of J.S.C. to increase the number of employees
Y6	2,71	,49	7	Ability of J.S.C. to increase its users
Y7	2,29	,49	7	Ability of J.S.C. to anticipate and respond to externally imposed changes policy
Y8	2,43	,53	7	Ability of J.S.C. to cope with emergencies
Y9	2,43	,79	7	Ability of J.S.C. to react to changes in the sport environment outside the organization
Y10	2,57	,53	7	Ability of J.S.C. to organize events that attract spectators from within or outside Jyväskylä
Y11	2,29	,49	7	Ability to host numerous and successful international competitions
Y12	2,00	,82	7	Ability of J.S.C. to develop policy statements and procedure guidelines for its programs
Y13	2,14	,69	7	Quality of documented mandate and goal statements of J.S.C.
Y14	2,29	,49	7	Quality of short and long term plans and implementation strategies
Y15	2,57	,53	7	Ability of J.S.C. to accept and adjust to new ideas
Y16	2,00	,82	7	Ability of J.S.C. to assess the performance of the employees
Y17	2,57	,53	7	Ability of J.S.C. to evaluate its services
Y18	2,57	,53	7	Communication between the Sport Board and the Council of Municipality of Jyväskylä

APPENDIX 12, continued

Y19	2,50	,55	6	Communication between J.S.C. and the University of Jyväskylä
Y20	2,71	,49	7	Communication between J.S.C. and the sport clubs
Y21	2,29	,76	7	Ability of J.S.C. to recognize and reward the performance of its employees
Y22	2,29	,49	7	Ability of J.S.C. to provide job descriptions, outline workplanning procedures
Y23	2,64	,56	7	Processes-finance
Y24	2,48	,50	7	Outputs-performance
Y25	2,25	,54	7	Processes-planning
Y26	2,00	,66	7	Processes-output employees
Y27	2,60	,41	7	Processes-communication
Y28	2,43	,46	7	Processes-responsiveness
Y29	1,36	,48	7	Input-finance

APPENDIX 13. Means and standard deviations for the job satisfaction variables by the employees' constituency

Variable	Mean	Std Dev	Valid		Label
			N		
X1	2,43	,73	23		Friendly interaction in work
X2	2,52	,85	23		Openness and frankness in communication
X3	2,30	,93	23		Respect shown by the management for the employees' opinions
X4	2,48	,95	23		Fair treatment of employess
X5	2,30	,82	23		Management's skill in giving directions
X6	2,35	,83	23		Information on new procedures and changes
X7	2,17	,83	23		Clarity in tasks and responsibilities
X8	2,26	,81	23		Management's skill in planning
X9	2,43	,84	23		Management's skill in making decisions
X10	2,57	,90	23		Management's reliability
X11	2,13	,81	23		Satisfaction with control methods
X12	2,39	,66	23		Supply of adequate equipment
X13	2,39	,78	23		Recognition and reward for good results
X14	2,30	,93	23		Adequate compensation in money
X15	2,30	,82	23		Information on management's decisions
X16	2,26	,92	23		Reward for individual effort
X17	2,48	,51	23		Feedback on errors
X18	2,30	,82	23		Management's efficiency in work
X19	2,35	,78	23		Acceptance of management to changes
X20	2,48	,79	23		Job security
X21	2,43	,90	23		Responsibility shown by the management for the safety of employees
X22	2,52	,73	23		Work interest
X23	2,35	,93	23		The use of employees' experience in decision making
X24	2,43	,78	23		Human relations
X25	2,37	,69	23		Participation and reward
X26	2,17	,64	23		Management's skills and interest in employees

APPENDIX 14. Means and standard deviations of the services' variables by the users constituency

Variable	Mean	Std Dev	Valid N	
V1	27,66	9,07	217	Age
V2	2,47	,54	217	Cleanliness of equipment/facilities
V3	2,37	,55	217	Adequate space
V4	1,41	,64	217	Pleasant interior
V5	2,38	,61	217	Confortable temperature
V6	2,27	,66	217	Modern equipment/facilities
V7	2,19	,68	217	Brightness
V8	1,87	,80	216	Adequacy of supportive equipment
V9	2,28	,70	215	Type of weight training equipment
V10	2,12	,81	215	Ease of access to equipment
V11	1,48	,86	216	Conveniences in the locker/change room
V12	2,37	,63	217	Hours of operations
V13	1,38	,84	215	Hours during which equipment may be rented
V14	2,08	,78	217	Ease of reserving courts
V15	2,13	,67	217	Employees responsiveness to user complaints
V16	2,16	,66	217	Courtesy shown by the employees
V17	1,50	,82	216	Instructions for using the facilities
V18	2,51	,62	217	Safety measures
V19	2,50	,68	217	Emergency procedures
V20	1,93	,77	217	Variety of sports practiced
V21	2,10	,86	216	Price of renting equipments/courts
V22	,84	,77	217	Access to the snack bar and its location
V23	,76	,73	216	Hours of operation of the snack bar
V24	1,98	,46	217	Quality/price dimension
V25	2,17	,49	217	Assortment of facilities
V26	,80	,73	217	Supportive services
V27	2,18	,34	217	Ambiance and outlook of facilities