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## **WORKING PAPER**

# **Management and Program Effectiveness in Belgian Sports Clubs**

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## Abstract

This study investigated management and program effectiveness using the competing values approach as theoretical framework. The sample consisted of 823 board and sports members of Belgian sports clubs. Two scales were developed. Factor analysis revealed 12 management and 9 program effectiveness dimensions. Reliability scores were acceptable. Results showed that both board and sports members rated the dimension atmosphere at management and program level as the most effective factor in sports clubs. Board members perceived that their sports club was less effective in acquiring board members, coaches and other volunteers. The dimensions atmosphere and acquiring board members and coaches were significant predictors of the overall success score of the club at management level. The dimension satisfaction, competition goal, acquiring sports members, and information and communication were significant predictors at the program effectiveness level. The two-level effectiveness scale can be used as a practical tool to study organizational effectiveness in sports clubs.