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To examine the issues which national
sports federations/associations in
Vietnam are encountering and potential
solutions

베트남의 스포츠 협회들의 문제점 검토 및 가능한
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Abstract

To examine the issues which national sports federations/associations in Vietnam are encountering and potential solutions

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According to Russel Hoye, Aaro C. T. Smith, Matthew Nicholson and Bob Steward (2005), sport is comprised of three sectors. Firstly, public sector includes government at central, local levels and specialist agencies. Their functions are to formulate, develop sport policy and provide funding to other sectors as well. The second sector is commercial sport organizations, it comprises professional leagues, team members. Last but not least, it is non-profit sector, it consist of community-based sports clubs, governing sports organizations and international sport organizations which provide sports competitions and give opportunity to athletes participating in those competitions. Besides, non-profit organizations perform the roles of

regulating and managing sports rules as well as organizing their championship.

Moreover, sports organizations in the non-profit sector are regarded as the vehicles for citizen engagement and enable people to contribute their talent, energy and time to engaging in group activities. And the public or private sectors do not provide them with such things (Statistics Canada, 2004).

So, if sport is the machine with three gears, non-profit sector obviously is key gear that assures the smooth operation of machine. Any malfunction of this gear work can cause ineffectiveness of machine work or even machine damage. It infers that if non-profit organizations fail to perform their roles, it probably cause failure of involving people into contributing their time, energy and talent to sport. Generally, sports movement and performances in sports will be badly impacted.

Accordingly, research on sports organizations in non-profit sector is very needed. Finding problems that they are faced with and giving recommendations in order to fix those problems is crucial.

In this research, I would examine which issues are sport federations/ associations at national level in Vietnam encountering. Then, basing on results and my knowledge on sports management, I'll give several potential recommendations. By listing the key factors which probably significantly affect non-profit organizations such as organizational structure, leadership, governance, finance, human resource management, it is found that human resource management and finance aspects are top important.

Specially, I would examine how do national sports federations manage, motivate employees, executive members and their board members as well. Then, do they have any difficulty managing their human resources

and what are their sources of incomes. Whether their incomes can assure implementation of their strategies.

Keywords : National Sports Federation, National Sports
Association, Potential Solutions, Vietnam

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Chapter 1. Introduction

1. Research Background

Decades of years ago, fitness enhancement for Vietnamese people is one of the crucial tasks of government. It has been clearly indicated in the directive 106-CT/TW on physical training and sports development, dated 2nd October, 1958 which issued by the Central Executive Board of Party. At that time, physical training and sports were regarded as the effective tool to improve health of citizen who are labour forces in nation building and nation defence.

A half century later, Law on physical training and sports which officially passed by National Assembly in 2006 is an important legal basis for physical training and sports management in Vietnam. This Law applies to organizations and individuals involved in physical training and sports activities; and organizations and individuals related to physical training and sports activities in Vietnam. According to this law, it clearly indicates State policies on developing physical training and sports including sports for all, sports for people with disabilities, senior citizens, ethnic sports, recreational sports, sports in the role of disease prevention and cure. In addition, the roles of Ministry of Culture, Sport and Tourism, Vietnam Sports Administration, Vietnam Olympic Committee, sports federations from local

level to national level has been clearly defined. In which national sports federations perform the roles as follows: to gather, unite and encourage its members to develop sports in Vietnam; to propagate benefits and effects of the sport to people; to submit proposal and make recommendation to state agencies on sports development policies; to mobilize all resources for sports development; run sport business activities as prescribed by law; to organize and manage national sports championships and international sports competitions in Vietnam under its authority; to manage athletes, coaches, referees; send athletes, teams to compete in international competitions; to set plan, program on professional sports development and implement, manage, execute them after approved by Vietnam Sport Administration; to support sport organizations at local level on sports expertise; to recognize achievements, qualification of athletes, coaches, referees and to be allow to receive funding, support from either organizations and individuals in Vietnam or foreign organizations, individuals; in charge of managing, using funding, support as prescribed by law.

Regarding strategy on sport development, Primer Ministrer has approved fix-term ten-year strategy in 2010. It consists of three main parts. Firstly, sports for all, physical education in school and in armed forces. Secondly, elite and professional sports. Lastly, National Olympic

Committee and national sports federations. In the last part, the critical role of national federations has been reaffirmed. It is also suggested how to achieve the set goals in this the last part. Firstly, sport federation system at all level should be maintained and activated well; Secondly, authority handover to national sport federations should be accelerated in order to enhance execution of national sports federations. In this strategy, State also refer to the serious weakness of national sport federations that they seem to be deeply dependent on governmental sports agencies. Moreover, as reported by Vietnam Sport Administration, there are the number of national sport federations are incapable to be handed over execution because their poor execution.

As regards recent progresses, sport in Vietnam has increasingly received considerable support from the government such as investment in sport facilities. As reported by government, there are 572 sporting facilities nationwide which meet standards to be utilized for domestic and international sport competitions and 27,149 public sport facilities for Vietnamese citizens. Furthermore, investment in sport human resources is the top priority of government, including investment in athletes, coaches, sport scientist, sport doctor, managers and leaders. Thanks to that, Vietnamese athletes has been achieving outstanding performances for over

15 years such as Olympic taekwondo silver medal in 2000, Olympic weightlifting silver medal in 2008 and Olympic shooting gold medal in 2016. Besides, Vietnam also has played as the host of various sport Games at South East Asian, Asian level and international sport competitions like SEA Games in 2003, Asian Indoor Games in 2009, Asian Beach Games in 2016 ...

However, government in general and sport agencies in particular recently has been faced with new challenges, especially budget for sport. The withdrawal of hosting the 18th Asian Games last two years shows that government is carefully considering budget for major sports events. In addition, annual budget decrease is the big obstacle for governmental sport agencies. It has the negative effects on short-term and long-term investment in training, attracting talents to sport field. Furthermore, limited budget for sports maybe causes less attractive pay structure, small compensation and poor motivation to athletes, coaches ... Whereas, many South East Asian (SEA) countries are heavily investing in sport, like Indonesia, Thailand, Singapore. For instance, Indonesia has grasped opportunity to host the 18th Asian Games after withdrawal of Vietnam in 2014. In term of sport policies, prize money for the medallist who win the most highlight Games is very low in comparison to SEA countries, especially for Olympic Games gold

medallist, it has easily seen the big gap here. While Singapore government offers US\$ 753,000 and Indonesia government offers 383,000 US\$ but Vietnam government just offers US\$ 4,000 to Olympic gold medallist.

Hence, the point here is how to increase budget for sport while State budget to this field is decreasing. To solve this problem, government need to know how to mobilize human resources and financial supports in society, contribute to sport field, especially how to involve more and more enterprises sponsoring sport. To do that, the best way is keep building, supporting and maintaining national sport federations system from at local level to national level. Once this federation system, the non-profit sector gets stronger and well-developed, they would be able to coordinate with government, the public sector to boost sport movement more effectively and rapidly.

2. Statement of problem

As mentioned above, the stated problem is poor execution and poor performances of most national sports federations. They heavily depend on governmental sport agencies.

In this thesis, I would like to examine why national sports federation are incapable of performing their roles competently. However, it could be very broad and ambitious if all aspects are expected to examine like policies

of State on sport, governance, financial capability, human resources management ... Hence, I would mainly concentrate on two key factors which considerably influence execution of federations, including financial capability and human resources management. Why these factors ? For the reasons that the people are the most important resource of an organization. “Human resource is a special resource which can be able to impact other resources, influence the decisions and goals of the organization and the distribution of available resources in pursuing those goals” (Chelladurai, 2006). Besides, finance is obviously a key factor which heavily impacts on any organization. For instance, FIFA and IOC are typical examples, both of them have great incomes from television broadcasting, top programmes, sponsors, ticketing, licensing etc., thanks to that, they are able to generously support their member federations, national Olympic committees at various countries, expand their networks, set and carry out numerous projects worldwide, develop their sport products like summer Olympic Games, winter Olympic Games ... make it greater and greater over time.

3. Research questions

To examine two above key factors, I would make a research question list below. The 1st research question is to examine the finance aspect of national sport federations. The rest of the question list is to examine human

resources management, including employees who are paid to do their works and board members who voluntarily work for federations.

RQ1: In term of income sources, what are the problems of national sport federations ?

RQ2: In term of paid-staffs management and recruitment, what could be the difficulties for national sport federations?

RQ3: How do national sport federations motivate executive board members ?

RQ4: What could be the difficulties for national sport federations to motivate marketing & sponsorship board members ?

Chapter 2. Literature review

I. Sport organization

1. Organization:

1.1. Definition:

Organization is a tool people use to coordinate their actions to obtain something that they desire or value – that is to achieve their goals (Jone, 2010, p2) or is a deliberate arrangement of people to accomplish some specific purpose (Robbins, Coulter, Leach & Kilfoil, 2012, p10)

1.2. Attributes of organization:

According to Packianathan Chelladurai (2014, p57), attributes of organization including identity; instrumentality; a program of activities; membership; clear boundaries; permanency; division of Labor; hierarchy of authority; formal rules and procedures.

1.3. Classification:

According to Packianathan Chelladurai (2014, p.64), organizations can be classified on the basis of profit orientation including profit and non-profit organization; source of funding including public, private and third sector organizations; prime beneficiaries including mutual benefit, business, service, and commonweal organization; employee-customer interface including maintenance-interactive, task-interactive, and personal-interactive

organizations; volunteer membership and governance including volunteer organizations.

1.4. Organization as open system:

According to Robbins, Coulter, Leach & Kilfoil (2012, p.35) System is a set of interrelated and interdependent parts arranged in a manner that produces a unified whole.

Environment is subdivided into two categories: the task or operating environment (the proximal environment); the general environment (the distal environment) (Packianathan Chelladurai, 2014, p.75)

Five components of environment including the economic component; the social component; the political component, the legal component, and the technology component (Certo and Certo, 2009)

Four components of operating environment: customer component, competition component, labor component, supplier component (Chelladurai, 2014, p.78)

2. Non-profit organization

2.1. Definition:

Non-profit organization is the entity formed to provide social services rather than being formed to seek a profit; the organization do not have owners, and the ownership interest cannot be sold or trade. While the

organization's revenue may exceed expenses, the excess must be used for the common good of society. It can not directly benefit the members, and it can not be referred to as profit (Reynold, 2001, p432-433),

2.2. Characteristics:

According to Fishel (2003), non-profit organizations have the following characteristics:

- Not driven solely by financial motives, maybe have no specific objectives. Hence, they maybe have difficulty managing their performances than organizations in the commercial sector.
- Non-profit sport organizations are responsible for many of their stakeholders.
- Their organizational structures maybe complex
- Strongly relying on contribution of volunteers,
- Their set-up and maintenance base on the set of values or beliefs about the service or opportunities the organization provides.
- The unclear roles among employees and board members on controlling organization can cause difficulty managing their relationship.

2.3. International Classification of Nonprofit Organizations, major Groups and Subgroups

According to Lester M.Salamon and Helmut K.Anheier (1996), non-profit organizations are classified into twelve groups as follows

Table 1. International classification of non-profit organizations, major groups and subgroups

No	Classification
	Group 1: Culture and recreation
1.	Culture and Arts
2.	Sports
3.	Other Recreation and Social Clubs
	Group 2: Education and research
1.	Primary and Secondary Education
2.	Higher Education
3.	Other Education
4.	Research
	Group 3: Health
1.	Hospitals and Rehabilitation
2.	Nursing Homes
3.	Mental Health and Crisis Intervention
4.	Other Health Services
	Group 4: Social services
1.	Social Services

2.	Emergency and Relief
3.	Income Support and Maintenance
	Group 5: Environment
1.	Environment
2.	Animal Protection
	Group 6: Development and housing
1.	Economic, Social and Community Development
2.	Housing
3.	Employment and Training
	Group 7: Law, advocacy and politics
1.	Civic and Advocacy Organizations
2.	Law and Legal Services
3.	Political Organizations
	Group 8: Philanthropic intermediaries and voluntarism promotion
	Group 9: International
	Group 10: Religion
	Group 11: Business and professional associations, unions
	Group 12: [Not elsewhere classified]

3. Sport organization

3.1. Definition:

According to Slack and Parent (2006), sport organization is a social entity involved in the sport industry, it is goal directed with a consciously structured activity system and a relatively identifiable boundary.

3.2. Classification:

According to Hoye, Smith, Westerbeek, Steward and Nicholson (2005), sport organizations are classified into three sectors:

- Firstly, the public sector including the sport agencies at central, local levels and government-funded specialist agencies.
- Secondly, the non-profit sector including national sports association and international sports governing bodies.
- Thirdly, the commercial sector including professional sport teams and their governing leagues.

Russel Hoye, Aaron C.T. Smith, Mathew Nicholson and Bob Steward (2015)

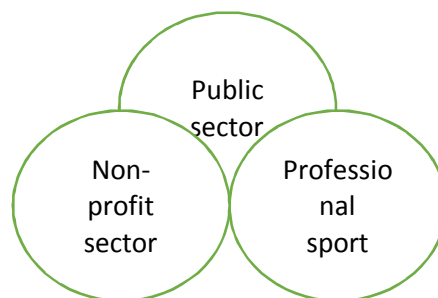


Table 2: Main organizational players in sport

Figure 1: Three sectors model of sport

Source: adapted from Oakley (1999:62-3)

Table 2: Main organizational players in sport

	Government	Non-profit organizations	Commercial organizations
National spread	Minister of sport	National olympic committee	TV and radio stations
	Government department	International games associations	The internet and social media
	Sport commissions and agencies	National sport leagues	National newspapers
	Anti – doping authorities	National sport associations	National brand name sponsors
	Integrity and anti-corruption authorities	University sport associations	National sport goods suppliers
State and province spread	State minister for sport	State sporting associations	State-based media
	State sport academies	State sport leagues	Local brand name sponsors
	Health promotion agencies	Sport stadium (Outdoor)	
	Major event corporations	Sport arenas (enclosed)	
Local spread	Municipal councils	Universities and schools Sport clubs	Sport goods retailers Sport and leisure centers
		Sport grounds and venues	Gym and fitness centers
		Sport and leisure centers	

4. Sport non-profit governance organization

4.1. Definition:

Sport Nonprofit Governance Organization is defined as an organization that has the functions as follows “prepares and implements a vision and strategic plan for the sport; promote the sport; manages the rules and regulations of the sport, including anti – doping; administers officials of the sport; establishes and maintains links with international governing federation; encourages participation; develops talent; develops elite athletes and organizes and host competition” (UK Sport, 2003:8).

4.2 Stakeholders groups for sport national governing body:

According to UK Sport (2003), stakeholders groups for sport national governing body including board members, staff, volunteers; participants and members; education providers and local government; regional sports boards and agencies; commercial partners, sponsors, broadcasters; national governance bodies, international sport federations; international Olympic committee; sports councils and central government.

4.3 Self – organizing

Self – organizing means that a network is autonomous and self-governing (Borja Garcia, p.55)

Table 3: Classification of sport organizations related to the promotion and development of sports

	Sport governing bodies	Sport providing entities	Sport spectacle organizations
Mission	Promote sports at all level in a given territory and sport discipline	To satisfy a community's motivation to practice physical activities and socializing through sport activities	Represent, promote and safeguard the interests of all actors participating in the competitions they produce
Goal	Govern the sport, ensuring its promotion and development at all levels, monitor administration of sport, guarantee the organization of regular competitions as well as the respect for the rules of fair play	Design and offer sport activities, both at a recreational and competitive level, and at individual and team programs, oriented towards official competitions in order to achieve sporting success and social integration	Design a regular competition system ensuring the contest among rival teams or individuals in a given sport discipline and under the same ethic codes
Main activities	Govern one or more sport discipline	Deliver sport programs	Generate competition

			opportunities
Examples	National Associations, Federations, National Organizations, Olympic Associations/ Committee	Clubs, community centers, fitness centers, university sport programs,	Leagues, associations, circuit, tours

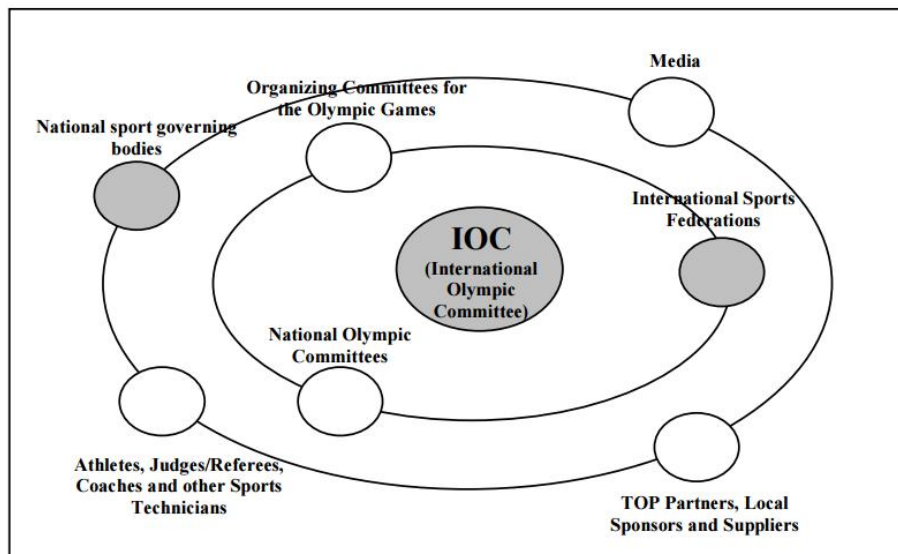


Figure 2: Relationship between sport governing bodies at national and international level

5. Sport organizations in Vietnam

5.1. Ministry of Culture, Sport and Tourism

Ministry of Culture, Sport and Tourism is an governmental agency which is to implement state management in culture, family, physical education, sports and tourism nationwide;

5.2. Vietnam Sport Administration

Vietnam Sport Administration is the government – affiliated agency, its function is to advise the Minister of Culture, Sports and Tourism on state management tasks of physical education and sports nationwide.

5.3. Vietnam Olympic Committee

According to Law on physical training and sports which passed by National Assembly in 2006, Vietnam Olympic Committee is the non-profit sport organization with the characteristics and functions as follows:

- An organization representing Vietnam sports in the international Olympic movement.
- Operating autonomously, responsible for performing the tasks, organization and financial apparatus in accordance with the law.
- Its establishment and dissolution, approving the charter organization and operation of the VOC under the provisions of the

law on associations, in accordance with the regulations of the International Olympic Committee.

- To participate in the formulation and development of sports movement in the country; expand relations in sport with other countries in the international Olympic movement.
- To propagate and persuade people to play sport,
- To support national sports federations, cities and provinces to develop sports.
- To join prepare for Vietnam's sports delegation to attend the international sports festivals.
- To submit proposes and make recommendations to state agencies competent mechanisms and policies to develop sport and physical movement.
- To receive funding, supports from organizations and individuals in Vietnam, foreign organizations, individuals and managers, the use this funding as prescribed by law.

5.4. National Sport Federations/ Associations

According to Law on physical training and sports which passed by National Assembly in 2006, national sport federations are non-profit sports organizations with the characteristics and functions as follows:

- To gather, unite, encourage its members to develop sports in Vietnam.
- To propagate benefits and effects of the sport to people
- To submit proposal and make recommendation to state agencies on sports development policies.
- To mobilize all resources for sports development; run sport business activities as prescribed by law.
- To be funded and financially supported by State for the tasks authorized by the State under the provisions of the Law on the State Budget.
- To receive funding, support from either organizations and individuals in Vietnam or foreign organizations, individuals; in charge of managing, using funding, support as prescribed by law.
- To organize and manage national sports championships and international sports competitions in Vietnam under its authority.
- To manage athletes, coaches, referees; send athletes, teams to compete in international competitions.
- To set plan, program on professional sports development and implement, manage, execute them after approved by Vietnam Sport Administration.

- To support sport organizations at local level on sports expertise
- To certify achievements, qualification of athletes, coaches, referees.

Table 4: List of national sport federation in Vietnam

No	Name of Organization	Official website
1.	Vietnam Aquatic Sports Association	http://vasa.vn
2.	Vietnam Athletics Federation	http://dienkinh.vn
3.	Vietnam Badminton Federation	http://caulongvietnam.vn
4.	Vietnam Basketball Federation	
5.	Vietnam Canoeing Rowing Sport Federation	
6.	Vietnam Chess Federation	http://vietnamchess.vn
7.	Vietnam Cycling Federation	
8.	Vietnam E-sport Recreation Association	
9.	Vietnam Football Federation	http://vff.org.vn
10.	Vietnam Golf Federation	http://vga.com.vn
11.	Vietnam Grass Fishing Association	http://caucathethao.vn
12.	Vietnam Gymnastic Federation	
13.	Vietnam Handball Federation	
14.	Vietnam Judo Federation	
15.	Vietnam Sepak Takraw Federation	
16.	Vietnam Shooting Federation	http://vsf.org.vn
17.	Vietnam Table Tennis Federation	

18.	Vietnam Taekwondo Federation	http://vtf.do.am
19.	Vietnam Tennis Federation	http://vtf.org.vn
20.	Vietnam Traditional Martial Art Federation	
21.	Vietnam Volleyball Federation	
22.	Vietnam Vovinam Federation	

II. Funding sources of sport organizations

According to Bob Steward (2007), funding sources of sport organizations including:

1. Capital funding

Capital funding, which is money to finance investment in assets, such as government grants; loans and borrowings; new share issue or a public float; retained earnings.

2. Recurrent funding

The recurrent funding of sport involves money to fund day-to-day operations, which comes from a variety of sources depending on the type of sport enterprise including membership fees; spectator admission charge; corporate facilities; player fees and charges; special fundraising efforts are another source of recurrent funding; lotteries and gaming; merchandising; sponsorships and endorsement are another good source and may include naming rights, partnerships, signage, product endorsements, and contra

deals; catering may include take-away or sit down food or drink; broadcasting rights; investment income such as interest earned and share dividends; government grants.

III. Human resources

1. Human resource management

Human skills: executive's ability to work effectively as a group member and to build a cooperative effort within the team he/she leads. As technical skill is primarily concerned with working with 'things' (processes or physical objects), so human skill is primarily concerned with working people. The skill is demonstrated in the way the individual perceives (and recognizes the perceptions of) his/her superiors, equals, and subordinates, and in the way he/ she behaves subsequently (Katz, 1974).

Human service is defined or alter the person's behaviour, attributes, and social status in order to maintain or enhance his well – being". Also, the "input of raw material are human beings with specific attributes, and their production out put are person processed or changed in a predetermined manner (Hasenfeld & English, 1974, p1)

Human resource: the people involve in the production of the sport services. The people are clients, the paid employees, and the volunteer workers (Chelladurai, 2001),

Human resource management is broadly defined as the policies, practices, procedures and systems that influence the behaviour, attitudes, values and performance of people who work for the organization (Tracy Taylor, Alison Doherty & Peter McGraw, 2007).

The human resource management system within an organization can be shaped by many factors depending on the type of organization (e.g., public or private sector), the external environment in which the organization operates (e.g., the nature of the labor market), and the choices made by the organization about how work is organized (e.g., the extent to which rewards are equally shared within the organization) (Tracy Taylor, Alison Doherty and Peter McGraw, 2007, p.7).

Strategic human resource management (SHRM): the pattern of planned human resource deployments and activities intended to enable an organization to achieve its goals, (Wright and McMahon, 1992:298),

2. Human resources of non-profits:

The human and social capital characteristics – the skills, knowledge, behaviour and social networks of employees and volunteers – and the human resource management systems deployed to facilitate the mission and strategic goals of the organization (Barney, 1991; Colbert 2004),

2.1 Paid-staff or employee:

A person who is paid to work for somebody (Oxford dictionary)

2.2 Volunteer boards of nonprofit organizations:

Consist of members engaging on a voluntary basis, without being paid for their commitment. The effectiveness of these boards, however, has long been considered problematic (Cornforth, 2001; Herman & Renz, 2004). They are critical assets in the overall performance of their organizations (Brown, 2005, 2007; Herman & Renz, 2000, 2004; Iecovich, 2004).

2.3 Role of a non-profit sport organization board:

According to the Australian Sports Commission (ASC, 2005): the role of a nonprofit sport organization board in legal, strategic, financial, and moral terms as well as having responsibility for the assessment and management of organizational risks, the appointment of the Chief Executive Officer (CEO) and accountability to stakeholders.

UK Sport (2004, p. 6) specifies four roles of the board:

- To set the strategic aims of organisation;
- To provide the leadership to put those aims into effect;
- To supervise the management of the entity;
- To report to members on their stewardship.”

3. Context of strategy in non-profit sport organizations:

According to Drucker and Quarter (1992) non-profit organizations have the core value is a social mission. Non-profit organizations are diverse, run business, provide market and non-market services, and facilities economic development activities (Quarter et al. 2003, 2009).

Strategies for non-profit organizations are subjected to social mission. Non-profit organizations operate in an environment that tends to be more institutional in nature and focus more on the social and cultural drivers that support their activities (Baum and Oliver, 1991; Crittenden, 2000; Hansmann, 1987). These contextual factors often create contradiction and tension with the imperatives of the economic competitive environment and the mission of non-profit organization (Frumkin and Andre-Clark, 2000; Stone et al, 1999).

According to Porter (1980, 1986), for – profit business organization, strategy and performance are driven by market and organizational strengths.

Managers formulate and implement strategy to align the challenges and opportunities; to enhance capabilities of the organization by leveraging the human, social and physical resources of the firm in order to maximize profit. (Barney 1991; Porter 1980).

Table 5: Sport organization sector and staffing

Sector	Organization	Mission	Typical staffing profile
Public	National sport institute	A national basis with a particular focus on success at the Olympic Games and World Championships	Executive Director, Technical and administrative support staff, Nutritionist, Sport psychologist Board of Director – appointed by Government
Voluntary	Youth Sport club	To provide an appropriate supportive environment for youth to enjoy sport in an atmosphere of fun, sportsmanship, democracy and peace	Volunteers – large numbers in a range of roles. Coach, Manager, Event organizers, funding raising, promotion, maintenance, legal, accounting, risk, management, paid administrative staff – limited number (e.g – Executive Director) Volunteer Board of Directors.
Non – profit membership	Local golf club	To be financially self-sustaining while providing a quality experience to members and guests with a commitment to exceptional perceived value through loyalty, growth, leadership and community citizenship	Paid staff – Chief Executive Officer (CEO), Golf – based Professional, Green Keeper, Catering staff, Administration. Volunteer Board of Directors.
Commercial	Sport and fitness centre	To inspire our members to achieve their fitness goals with the finest fitness equipment, knowledgeable instructors and a safe, fun and friendly atmosphere	Paid staff – Administration, Aquatics, dance and fitness instructors, management, operations, personal training, reception, sales
Professional	Sport franchises	Dedicated to winning Championships, growing new fans, and providing superior entertainment, value	Paid staff – CEO, Vice President, management, marketing and broadcasting Legal and financial, Administrative

		and service	and support staff, Head Coach, Training sport operations staff, Medical staff, Stadium staff, Interns, Community and event day volunteers Governance – Chair, Board members
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Table 6: Environment and main source of complexity

Organization type	Dominant forces	Core complexity
Non-profits	Mission, values, competition, funders government, political system, clients, social needs, stakeholders, third party advocacy group, governance public expectations, regulations	Social complexity
For-profit business	Market, competition, customers, shareholders, organizational capacity, globalization, product innovation, government policy, technology	Market complexity
Public	Political system, elections, interest group, civil services, legislation, public expectations, political appointments	Political complexity

4. Motivation and rewards management in sport **organizations**

4.1 Reward and incentive

- Reward: a thing that you are given because you have done something good, worked hard, etc. (Oxford dictionary)
- Intrinsic reward: is the reward an individual receives directly as a result of performing his or her job. For instance, a sense of achievement, feeling of competency or personal growth (Tracy Taylor, Alison, Doherty and Peter McGraw, 2015).

- Extrinsic reward including financial and non-financial in which direct financial rewards include salary, bonuses, incentives. Indirect financial rewards include benefits like insurance, paid vacation, allowance ...
- Incentive: a payment or concession (= a reduction in the amount of money that has to be paid) that encourages somebody to do something (Oxford dictionary)
- Reward and incentive categories: there are five categories of rewards or incentives. The first one is the incentives provided by the work itself, such as autonomy and growth through career development and the recognition of individual performance; The second type of reward is called social incentives and this is characterized by information distribution and communication with employees; The third category is the incentives related to the internal organizational environment, such as the size of the company, organizational structure and leadership style; The next to reward categories are monetary oriented, classified as direct and indirect financial groups. Direct incentives are pay-for-performance while indirect incentives include things such as free access to phone and internet at the office, recreational facilities such as cafeteria or

pantries, and payment of hospital bills with certain limitations (Bau and Dowling, 2007).

- Pay structure: the array of pay rates for different work or skills within a single organization. The number of levels, the differentials and the criteria used to determine those differences describe the structure, (Milkovich et al, 2011, p.69)
- Financial compensation is one part of the total rewards management system. Direct financial compensation includes the base pay structure, incentives or merit pay and cost-of-living adjustment. Indirect financial compensation comprises employee services and benefits, such as paid vacation, medical and dental insurance, and pension contributions (Tracy Taylor, Alison, Doherty & Peter McGraw, 2007).

4.2 Theories of motivation

- Motivation: the process of arousing, directing, and maintaining behaviour toward a goal (Greenberg, 2005, p.188); a process that starts with physiological or psychological deficiency or need that activates a behaviour or a drive that is aimed at a goal or incentive (Luthans, 2011); the set of forces that energise, direct and sustain behaviour. These forces can come from the person, the so-

called “push” of internal forces, or they can come from the environment that surrounds the person, the so-called “pull” of external forces (Hitt, Black and Porter, 2009, p277).

- Individual motivation elements: forces within the individuals, the energy for action/behaviours, direction of such behaviours, intensity of those behaviours and persistence of the behaviours (Packianathan Chelladurai, 2014)
- Theories of motivation

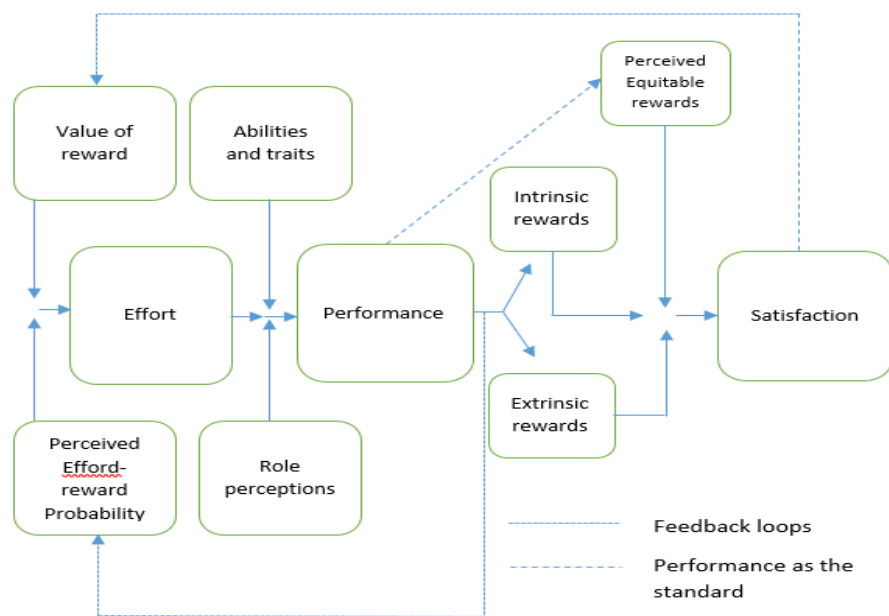


Figure 3: Porter and Lawler model of motivation

4.3. Person – organization fit:

According to Cable and Parsons (2001:1), person – organization fit which defined as the compatibility between people and organizations which they work in. Person – organization fit is the key to maintain the flexible and committed workforce that is necessary in a competitive business environment and the competitive labor market.

5. Key performance indicators (KPIs) in human resources management

5.1 Definition:

is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets.

5.2 Good key performance indicators (KPIs)

Further Eckerson (2007) described what characterizes “good” KPIs. According to his study effective KPIs are: Sparse: Drillable: Users can drill into detail; Simple: Users understand the KPI; Actionable: Users know how to affect outcomes; Owned: KPIs have an owner; Referenced: Users can view origins and context; Correlated: KPIs drive desired outcomes; Balanced: KPIs consist of both financial and non-financial metrics; Aligned: KPIs don’t undermine each other; Validated: Workers can’t circumvent the KPIs.

On the other hand, Hursman (2010) defined next five criteria for effective KPIs: Specific Measurable Attainable Relevant Time bound “S-M-A-R-T” is a fine way to spell KPIs, as this is a solid framework for making decisions about KPI selection.

Chapter 3. Methodology

1. Population and sample

Basing on the topic of thesis and research questions, population in this research is identified as staff members and/or board members who work for national sports federations. They have been selected because they are insiders, know well how national sport federations operate. In addition, they closely work with their organizations' stakeholders such as board members, staff, volunteers; participants and members; government; regional sports boards and agencies; commercial partners, sponsors, broadcasters, other national governance bodies and international sport federations.

In this study, at least ten staffs and/or board members of national sport federations will be selected for this research.

2. Type of research

Research is defined as a careful investigation or inquiry specially through search for new facts in any branch of knowledge (The Advanced Learner's Dictionary of Current English).

According to Qualitative Research Consultants Association, qualitative research is designed to know perceptions of specific audience on specific topics. And the results of qualitative research are descriptive rather than predictive.

Qualitative research is multimethod in focus, involving an interpretive, naturalistic approach to its subject matter. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret, phenomena in terms of the meanings people bring to them. Qualitative research involves the studied use and collection of a variety of empirical materials - case study, personal experience, introspective, life story, interview, observational, historical, interactional, and visual texts - that describe routine and problematic moments and meanings in individuals' lives. Accordingly, qualitative researchers deploy a wide range of interconnected methods, hoping always to get a better fix on the subject matter at hand. (Denzin and Lincoln, 1994: 2)

3. Data collection technique

3.1 Forms of data collection

According to National Defense Research Institute, there are many forms of data collection; they are survey, interview, focus group, observation, extraction and secondary data sources.

- Surveys are the sets of questions which fixed and follows a strict script.
- Interviews are the discussion between an interviewer and an interviewee in order to gather information on a specific topics.
Interviews can be carried out in person or via the phone.
- Focus groups: collecting information through dynamic group discussions.

- Observation: data collection in which the researcher does not participate in the interactions.
- Extraction: data from documents, records, or other archival sources will be collected.
- Secondary data sources: datasets that are already in existence.

Researchers may select variables to use in their analysis from one secondary data source or may combine data from across sources to create new datasets.

Due to limit of studying abroad, data is preferred collecting by conducting interview (video conference and/or via email correspondence).

According to Jennifer Mason (2002), Qualitative or semi-structured interviewing has its own character, and despite some quite large variations in style and tradition, and the interview has the following core features in common:

The interactional exchange of dialogue. Qualitative interviews may involve one-to one interactions, larger group interviews or focus groups, and may take place face to face, or over the telephone or the Internet; A relatively informal style; A thematic, topic-centred, biographical or narrative approach and most qualitative research operates from the perspective that knowledge is situated and contextual ... Qualitative interviewing therefore tends to be seen as involving the construction or reconstruction of knowledge more than the excavation of it (Mason, 2002).

At least one staff member and/or board member will be interviewed, the list as follows:

Table 7: List of Interviewees

No	Interviewee	Organization
1.	A	Vietnam Table Tennis Federation
2.	B	Vietnam Shooting Federation
3.	D	Vietnam Athletics Federation
4.	E	Vietnam Chess Federation
5.	F	Vietnam Gymnastic Federation
6.	H	Vietnam Canoeing Rowing Sport Federation
7.	I	Vietnam Judo Association
8.	J	Vietnam Cycling Federation
9.	K	Vietnam Traditional Martial Art Federation
10.	N	Vietnam Sepak Takraw Federation

Due to privacy policy, interviewee names will not be provided.

3.2 Interviewing processes

- Design and structure the interview
- Prepare questionnaire: questions on human resources first, then finance second; easy questions first then difficult ones.
- Recording interviews.

4. Data analysis technique

- Collecting data from interviewees
- Analyzing their answers (transcripts)
- Pick up the points which be supportive the research questions.

Chapter 4: Results

As mentioned above, ten board members and employess who are working for national federations/Associations of table tennis, shooting, athletics, chess, gymnastic, canoing rowing, judo, cycling, traditional martial art, sepak takraw has been selected for interviews including three (03) General Secretaries, one (01) Office manager and six (06) paid-staffs.

I. In term of finance

1. Shortage of government funding

Ten out of ten National Sport Federations (100%) are not provided with government funding. According to interviewees, budgets for sports are allocated annually to Vietnam Sport Administration, a governmental sport agency. These funds are fully managed by Vietnam Sport Administration, paid for national team training, competitions domestically and internationally etc... Apparently, the use of this State budget is not for executive activities of national sport federations, paying staff salaries, financially supporting board members etc. as well.

“According to Law on physical traning and sports which passed by National Assembly in 2006 and was in force since 2007, it states that national sport federations are supposed to be funded by State and financially supported for

the tasks which authorized by the State under the provisions of the Law on State Budget. However, it has been ten years, my federation has not received any financial support from government ...”

Besides, ten out of ten national sports federation (100%) do not have any right to manage sporting facilities. Facilities are now under management of national sports training centers, national sports complex which located in Hanoi capital, Ho Chi Minh city, Can Tho City, Da Nang City and other governmental sport agencies nationwide. “ to host sporting events, our plans must be well-set annually, submitted to Vietnam Sport Administration and we have to coordinate with national sport training centers or other provincial sport centers to organize our national championships, seminars, workshops etc. We occasionally have difficulty dealing with these sport centers to use equipments and facilities ... ” interviewee replies in answer to question. “Having right to fully utilize sport facilities enables national sport federations increase their budgets by themselves through renting sports facilities, equipments. It could be a potential source of incomes ...” an interviewee says.

Some interviewees believe that the major reason to self-explain why national sport federations are not funded by government is lack of human resources. Several national sport federations don’t even have staffs who

specialize in accounting. “It seems to be difficult for us to persuade government to fund us, to convince them that government fund will be carefully used in according with current state law and current regulations ... ”

However, most of the interviewees say that government is supporting a little bit their organizations by providing them with office. “ Although government does not financially support us annually but we are provided with a office of 20m² which located at Vietnam Sport Administration, 36 Tran Phu Street, Ba Dinh District, Hanoi. It could be an advantage for us to work closely with government officials” but few of the federations have difficulty requesting for offices “ it was not easy to own one office, we requested Vietnam Sport Administration for some years. In the end, we were provided with office last year. The reason is number of rooms in Vietnam Sport Administration headquarter is less than number of need-room federations. Hence, Vietnam Sport Administration had to take it into consideration. In addition, renting an office seems unaffordable for us. Personally, government should provide all of the sports non-profits with offices ...”

In addition, it has been seen the huge number of governmental officials who hold the key positions in national sports federations like General Secretary/ Deputy General Secretary. It is not really a secondment

because they still have to work for Vietnam Sports Administration. “two duties on shoulders” .

2. Shortage of National Olympic Committee and international federation funding as well

Ten out of ten national sport federations (100%) are not funded by National Olympic Committee annually. Interviewees think that it would be challenging for Vietnam Olympic Committee to offer annual grant to all national sport federations. “It would be impossible for them to grant all of us despite the fact that their incomes are probably larger than most of ours. As far as I know, Vietnam Olympic Committee financially supports national sport federations occasionally, especially when national sport federations are in preparation of their Congress ...”

Nine out of ten national sport federations (90%) have not ever been financially supported by their international federations. Parent federations commonly grant e-ticket, lodge and accommodation to limited number of delegates who is invited to annual meeting, commonly only one delegate, and the same grant applied to some athletes and/or coaches who participate in championships at international level, “Our international federation do not grant their member federations annually, I guess that their budget is limited or perhaps they have strategy on long-term distribution in the form of

projects ”. However, some national sport federations have been offered sport equipments for project implementation, “Lucky us, our international sport federations sometimes offers us sport equipments to carry out projects in provinces. At least, we must not purchase equipments for projects ... ”.

Another interviewee says “our international organization is not established yet. Accordingly, we obviously has no chance to be financially supported by our international organization ...”.

One out of ten national sport federations (10%) is used to be supported by its international organizations annually but has no longer received that kind of support now. “It’s obvious that all continental and international sport federations are non-profit ones. Their revenues are heavily depend on both internal and external factors. Our international organization, international association of athletics federation – IAAF is faced with withdrawal of their traditional sponsor, Adidas due to IAAF doping scandals. It causes negative effect on Vietnam Athletics Federation, no longer have we been granted 15,000 US\$ annually by IAAF since 2015. This kind of grant accounts for 40 % of our annual income approximately ”

3. Lack of television broadcasting and ticketing incomes

Eight out of ten national sport federations (80%) have not ever had Television broadcasting income. Most of the interviewees think that

television broadcasting income is an important source of non-profit organization “As what I’ve seen, some international non-profit organizations such as Federation International of Football Federation, International Olympic Committee, they are making a lot of money from television broadcasting, this income could be account for 45% up to 50% their total income ”,

Some explain the reason why their federations do not have television broadcasting income, “In my opinion, men’s football, women’s volleyball and men’s basketball competitions are magnetic enough to get television channels interested in their games ... ”. “Our sport is not popular in Vietnam, I think they do not any pay attention to our sport ... ”. But few of the interviewees are fully aware of their failure on attracting television channels

Two out of ten national sport federations used to have but don’t have no longer recently, “some years ago, An Vien Group (AVG) was especially interested in sports. They would creat an exclusive sport channel which broadcasts all sports championships in Vietnam. To do so, they need ownership of television right of all sports championships. They were successfully to persuade some potential national sport federations into signing twenty - year fix-term contracts with them. But it just has lasted for

several years. Due to the contractual conflicts between them and Vietnam Football Federation (VFF), Vietnam Professional Football (VPF), An Vien Group made decision to terminate contract with most national sports federations because they benefit mostly from football, not other sports ... ”

4. Incomes heavily depend on few sponsors

According to several interviewees, although marketing and sponsor board members have attempted to seek sponsorship but almost failed. “ Our marketing and sponsorship board members have been dedicating themselves to seek sponsor but it seems difficult to make it done ... ”; “big number of corporate sponsorship letters has been sent to companies, corporations but they made no response to us...”; “some sports clothing and accessories companies refuse to sponsor us because Vietnam is not the market they’ve targeting ...”

The current sponsorship contracts heavily rely on relationship between President and/or General Secretary of national sport federations and sponsors. “As the matter of fact that our marketing board members are inactive, most sponsorship contracts which we have thanks to our President ...”, “ Our incomes are greatly relying on sponsorship of our President’s company, we actually don’t have any plan if his company stop sponsoring ...”,

5. Shortage of finance to carry out long-term strategies and support member federations at provincial level

Nine out of ten national sport federations (90%) calculate that income in total are just enough for maintaining their bureaus. It's tough to assure long-term plan implementation, “ as estimated, our budget is just enough for running office and executive activities ...”, “ we're struggling to balance budget, too many activities which need budget allocation including salary for staffs, executive board members meeting, rewards to excellent athletes, coaches, organizing seminars, national championships ...”

Ten out of ten national sport federations (100%) suppose that their limited budgets are not allowed themselves to build up and support large network of provincial member federations. “we're fully aware of importance of creating the strong member federations at provincial level, but without solid financial support from their National Organizations, it would be impossible to make it done ... ”

II. Human resources

1. Limited number of paid-staffs while numerous board members are inactive

Two of ten national sport federations (20%) recruit only one full-time staffs who working at their offices.

Eight out of ten national sport federations (80%) employ two full-time staffs. Some of federations prefer employing part-time staffs or collaborators in order to decrease their salary budgets.

In some cases, executive board member plays as full-time staff, they're paid by federation.

Interviewees said that very limited salary budget is one main reason prevent them from employing more full-time staffs. “ we're unable to recruit high-quality full time employee because our offers to them are very less attractive ... ”. In addition, small headquarters is the second reason which doesn't allow national sport federations to recruit more staffs “Our office is pretty small, it is impossible to arrange desk for more than three people working in ...”.

2. Uncompetitive pay structure

Milkovich et al. (2011:69) define pay structure as “ the array of pay rates for different work or skills within a single organization. The number of levels, the differentials and the criteria used to determine those differences describe the structure ”.

Eight out of ten national sport federations (80%) suppose that they are offering unattractive pay structures to their paid-staffs, it ranges from 150 USD up to 300 USD for full-time staffs. “it is really a big challenge for

us to employ skilful people to work for us”, “I’ve seen numerous paid-staffs quitting their jobs after short-term working for our federation, they’ve jumped to private sector to look for better pay structure, they’re paid double ...”, interviewees said.

However, some interviewees suppose that it is not correct to say that people working for non-profit organizations are low-paid, “from my view point, non-profit organizations are able to pay employees than they did, it depends on their salary, financial compensation policies and how large their budget is ...” , “ I believe that Vietnam Football Federation or Vietnam Golf Association possibly pay their employees much better than the others, even for-profit sectors ...”

Two out of ten national sport federations (20%) believe that their pay structure is good enough for their paid-staffs but their pay structure can be shifted if their incomes are negatively affected “ Our income very much depends on sponsorship, if our sponsorship contracts are terminated, it will be have bad effect on our salary budgets, it maybe cause pay structure change ”

3. Limited intrinsic, extrinsic rewards and incentive to paid-staffs

Seven out of ten national sport federations (70%) only award staffs with certificate of merit which issued by federation, rarely certificate of

merit at higher level which issued by either Vietnam Sport Administration or Ministry of Culture, Sport and Tourism was offered to paid-staffs. “ it is not easy for paid-staffs to be awarded by either Vietnam Sport Administration or Ministry of Culture, Sport and Tourism, despite of the fact that paid-staffs are devoting themselves to development of sport in Vietnam ...”, and “ applying processes for higher certificate of merit is commonly sophisticated and time-consuming ...” interviewees said.

Paid-staffs commonly are awarded with certificate of merit annually, not occasionally. “ paid-staffs who working for our federation has been offer certificate of merit once a year, usually end of each year. We don’t make evaluation monthly ” said interviewees.

Five out of ten national sport federations (50%) do not offer paid-staffs allowance such as lunch allowance, telephone allowance. Allowance is regarded as a financial support to employees, it is commonly not a big amount of money but it shows that employees are well taken cared by their organization.

Eight out of ten national sport federations (80%) don’t have official policy on offering staffs neither annual trip with their family nor special health care services which paid by federations. “We don’t have any official

policies on these matters, it could be problematic if employees are paid for these services while board members not ...”

4. Paid-staffs have to take on tasks of board members because numerous board members are inactive.

Five out of ten national sport federations (50%) said that paid-staffs have to take on tasks of their board members because of inactive work of board members “ Board members work voluntarily and not working at office, we have difficulty cooperating with them on carrying out plans ...”, “ board members seem to be impossible to meet each others because of geographical distance, otherwise they are all busy with their main job ... ”, and “ only one third of executive board members actively works, the rest of them don’t work at all, we are unable to force them to work ...”, and “ some board members rarely devote themselves to our federation, some never attend annual meeting but it’s quite complicated to deal with this case ” and “... a lot of board members are working for government,

5. Most of National Sport Federations do not apply key performance indicators to their staffs to evaluate effectiveness at work

Eight out of ten national sport federations are not applying any key performance indicators to measure performance. Both of interviewees knows what key performance indicators (KPIs) is but they said it is not

applied to their organizations. “ applying key performance indicators is a good idea but it has not been applied yet ”.

6. Most of sponsorship and marketing board members are selected from executive boards, lack of professional marketing specialist involved.

Eight out of ten national sport federations (80%) select their sponsorship and marketing board members from their executive boards. “ Several executive members of our federation works in private sector, hence, we believe that they are eligible for this positions ”

However, two out of ten national sport federations (20%) employ collaborators to work on marketing and seeking sponsorship. “There are two members who works in marketing board, one is executive board members, one is collaborator...”

7. Executive board members and marketing & sponsorship board members works voluntarily, neither salary nor allowance offered to them.

Allowance is defined as an amount of money that is given to somebody regularly or for a particular purpose (Oxford dictionary).

Ten out of ten national sport federations (100%) do not pay salary to neither executive members nor marketing members. Interviewees suppose

that executive members work voluntarily, therefore they shouldn't be paid by organizations. Otherwise, their tight budgets don't allow themselves to spend huge amount of money in that way.

Five out of ten national sport federations (50%) do not offer monthly allowance to neither executive members nor marketing and sponsorship board members.

Five out of ten national sport federations (50%) have just offered allowance to some key positions such as General Secretaries and/or Deputy General Secretaries and/or Office Managers who daily work at office but it is not applied to paid-staffs.

In addition, executive board members are support a little bit when they attend annual executive meeting or occasional meeting. Commonly, lunch allowance is provided which be around 10 USD. The other expenses such as e-ticket, lodge and accommodation are not provided to all members, just some of them. "It could be a huge amount of money if our federation provides all of executive board members with those expenses, we usually ask their company or organization to pay for them ..."

8. Lack of working tools provided to board members

Nine out of national sport federations (90%) do not provide their executive board and marketing & sponsorships board members with neither

working place nor working tools such as laptop, desktop, telephone... “ I believe that they all have laptop, notepad or mobiphone...” or “ it would charges vast amount of money if all of them are provided with such working tools ...” interviewees said.

Five out of ten national sport federations (50%) provide Office Manager and/or General Secretary with telephone allowance and lunch allowance. “ I think allowance should be offered to some people who works daily at office ...”

9. Limited extrinsic rewards nor incentives to board members

Two out of ten national sport federations has not ever offered their members any certificate of merit (20%). Interviewee said they do not pay much attention to this.

Eight out of ten national sport federations offer their members certificate of merits (80%) . This kind of certificate of merit is issued by Federation.

Two out of ten national sport federations have requested for government certificate of merits for their excellent board members. This kind of certificate of merits are issued by Ministry of Culture, Sport and Tourism but not yearly. It's commonly applied four years each.

In fact, it seem impossible for board members to be award certificate of merit of higher level.

10. Not much different between executive board members and marketing & sponsorship board members.

Despite the matter of fact that marketing & sponsorship board members plays important role in increasing budgets for national sport federations but they're treated equally as executive board members. Interviewees agree that without their dedication, national sport federations probably run in financial trouble.

11. Most of National Sport Federations do not apply key performance indicators to measure performances of their executive and marketing & sponsorship board members

According to Al Weber Reliability Consultant and Ivara (2005), Performance measurement is a fundamental principle of management. The measurement of performance is important because it identifies current performance gaps between current and desired performance and provides indication of progress towards closing the gaps. "It is not possible to manage what you cannot control and you cannot control what you cannot measure!" (Peter Drucker)

Eight out of ten national sport federations (80%) have not applied key performance indicators to their both executive board members and marketing & sponsorship board members. Most interviewees are fully aware of what benefits that key performance indicators can bring to their organization. Nevertheless, key performance indicators have not been applied to their board members yet. Interviewees believe that board members work voluntarily, they are enthusiastic enough to push themselves.

Two out of ten National Sport Federation (20%) believe that their end-of-the-year evaluation.

Chapter 5: Discussion

1. Government funding is important source to national sports federations.

Basing on collected data, it has been seen that all national sport federations are not financially supported by government so far. The budget for sports is directly allocated to Vietnam sport administration, the governmental agency, not to national sports federations. In addition, this kind of budget is not allowed to use for executive activities of federations. This means national sport federations must seek budget by themselves for their own operating expenses including salary, allowance, compensation for staffs; executive activities; marketing, public relation ...

According to current Law on physical training and sports, two key points have been found. Firstly, government has been aware of the key roles of national sports federation for many years and policy makers probably understand that government funding is completely necessary for development of national sports federation. Therefore, government funding to national sports federations has become law in accordance with Rule 71 on duties and rights on national sports federations. However, this rule has not fully enforced so far. Secondly, national sports championships are supposed to be organized by national sports federations, not by Vietnam Sport

Administration in accordance with Rule 71, Law on physical training and sports. This governmental sport agency just performs its roles on observing whether the championships are organized in accordance with competition rules or not. Furthermore, the indirect allocation obviously make further processes more complicated, make national sport federations more passive in making plans and strategies as well. Therefore, it is advised that allocation must be directly given to national sports federations. Secondly, national sport federations are obviously non-profit organizations. They are not driven by financial motives and their incomes will be used for the common good of society, do not aim to benefit their members. Besides, they have their own social mission. For instance, national sport federations perform their roles in promoting specific disciplines nationwide, involving people in society in playing sports, giving athletes more chances to participate in sports, bringing more benefits to sport players etc. They differ from commercial organizations which driven by market and profit maximization is top priority.

Back to collected data, most of the national sport federations strongly rely on two sources of incomes including sponsorship and competition fees. If national sports federations prefer profit maximization, the easiest way for them is to increase competition fee. In case, competition

fee is increasing, it probably leads to a decrease in number of participating athletes in sport competitions. But, if they would keep competition fee constant, they are probably struggling with budget balance.

Secondly, sport is public good. National sport federations perform their roles to develop their discipline in particular and sport in Vietnam in general. The success of sport in the international stages could greatly boost image of Vietnam, to make people living in society feel more proud of themselves as well as their country. Organizations in non-profit sector sometimes do not make profit but they contribute tangible and intangible values to society.

Thirdly, if national sport federations would run their own business, it could lead to change of their human resources structure. For example, the need of recruitment of professional directors, managers and staffs for new business targets will increase. The roles of volunteers and board members in managing business will not be significant. Purposely, these changes aim to satisfy new stakeholders because if they fail to make their customers satisfied, profit will become less or even fail to make profit. Besides, the change of either goal or objectives of a non-profit organization could cause some problems such as neglect of core values of non-profit organization or missions. In fact, as stated by interviewees, it is not easy for them to

implement long term strategies with such limited budget and human resource capital. Therefore, running business seems to be unrealistic for the time being.

Fifthly, the stable funding government would be the reliable guarantee for national sport federations to build up the human resources. Because there is a very competitive labour market out there among public sector, commercial sector and non-profit sector. It not correct to say that salary is not important to employees in non-profit sector. For them, pay structure is like a magnet which can pull them toward the stronger ones. It has been seen that the big number of paid-staffs quitting their job in the non-profit sector in order to seek other jobs in commercial sector to look for better pay structure, financial compensation or they would work for government to seek better chance to be promoted.

2. Income from television broadcasting and tickets is the critically important to non-profit sport organizations.

Let's look at sources of incomes of International Olympic Committee and Fédération Internationale de Football Association, it has been seen that their incomes impressively diversified, consist of telvevision broadcasting right, top programme, domestic sponsorship, ticketing, licensing and other incomes (Table 7 and Table 9). These organizations

don't solely depend on one source. Most of their incomes have substantially increased over time, in which television broadcasting right, sponsorship and ticketing play the key roles.

Table 8: Olympic Marketing Revenue: The past five years

Source	1993 – 1996	1997 – 2000	2001 – 2004	2005 – 2008	2009 – 2012
TV broadcasting right	1,251	1,845	2,232	2,570	3,850
TOP Programme	279	579	663	866	950
OGOC Domestic Sponsorship	534	655	796	1,555	1,838
Ticketing	451	625	411	274	1,238
Licensing	115	66	87	185	170
Total	2,630	3,770	4,189	5,450	8,046

Table 9: FIFA Revenue in four years from 2012 to 2015

Source	2012	2013	2014	2015
TV broadcasting right	516	630	2484	629
Marketing rights	370	413	1629	257
Hospitality rights	12	47	185	35
Licensing right	23	26	115	12
Other	52	104	724	40
Other operating income	59	83	271	81
Financial income	89	83	310	98
	1121	1386	5718	1,152

USD million

Regarding television broadcasting, television channels include both commercial broadcasters and non – commercial public services broadcasters.

For commercial broadcasters (Pay TV channels), they are obviously driven by market. Their greatest interest is how to make profit through television broadcast. In addition, television watcher are just willing to pay for channels which be able to attract them. Hence, television channels pay more attention to good sporting products,

For non-commercial broadcasters, they are driven by the welfare economics including public good, externalities and merit goods in which public good. However, national sports championships in Vietnam have not received attention from neither pay television nor public service broadcasters. Paradoxically, most sport championships which would have been television broadcasted have to provide to TV channels for free.

Back to national sport federations, most of them do not have incomes from television broadcasting. It means their national championships probably are not good products. Hence, in order to have ticket and television broadcasting income, national sports federation should pay more attention to make their championships more interesting. Then, they should attempt to issue tickets. Because as stated by interviewees, most of their federations haven't ever tried to sell tickets. It just a invitation letters to very important person (VIP) or special guests or their sponsors. Their objectives are not sport customers.

3. National sport federations should not heavily rely on some sponsorships.

According to Cornwell & Maignan (1998), sponsorship is defined as an exchange between a sponsor and a sponsee, the latter gets a fee and the former obtains the right to associate itself with the activity sponsored.

Basing on results, it has been seen that most of national sport federations only have one or two big sponsors. Otherwise, their sponsorship mainly depends on relationship between their President and/or General Secretary. Without that, national sports federations are struggling with approaching potential sponsors.

Heavily depending on very few sponsors like put all eggs into one basket situation. Miguel de Cervantes says “It is the part of a wise man...not to venture all his eggs in one basket ”

In fact, there are some examples of this situation, as shared by one interviewee, their international federation is faced with withdrawal of long-standing sponsor, it has caused the very negative impact on their member federations in many countries worldwide. Annual grants have been cut down.

4. Importance of human resources and motivation to human resources in non-profit sport organization.

Firstly, I would highlight the significance of human resources to an organization. As argued by Chelladurai (2006), “human resource is the most important resource of an organization”. He emphasizes that human resource is the special resource which can “impact other resources and influence the decisions and goals of the organization and the distribution of available resources in pursuing goals”. In addition, an economist has mentioned the term “human capital”. It implies that personnel in an organization should be considered as one capital of organization.

Secondly, regarding motivation. Let’s analyse Porter and Lawler model of motivation. There are three main relationships including effort – performance relationship; performance – reward relationship and reward – satisfaction relationship.

Performance – reward relationship: there are three factors strongly impact performance would be abilities and traits; effort; role perceptions. Performance is only achieved when individuals have abilities and traits, put enough effort into their works and perceive their roles properly. As a results, any individual who has good performance will deserve rewards.

Reward – satisfaction relationship: there are two kind of rewards, intrinsic reward and extrinsic reward. Offering reward aims to motivate individuals. Reward can lead to satisfaction.

Thirdly, human resource in non-profit organizations is a mix of employees who are paid to do their work and board members who do not expect to be paid by organization. For employees, they do not work for free. Therefore, unattractive pay structures and other financial compensation which offered by most national sports federations probably don not satisfy their employees. It would be self-explain why many paid-staffs have quitted their jobs in non-profit sector. For board members, although they do not expect financial rewards but it does not mean they do not need neither rewards nor motivation. They are not provided with working places, working tools, salary, allowance. In addition, non-financial rewards seem to be very limited. Some federations do not offer their members certificate of merit which issued by President of federations. At the higher level, as told by interviewees, the complicated processes to governmental agencies could be the barrier which prevent board members from receiving certificate of merit of Minister or Primer Minister.

Tracy Taylor, Alison Doherty and Peter McGraw (2007, p.6) emphasized the significance of motivation to retain good employees and volunteers. Because motivation is often linked to rentation of human resources. Hence, it is critical to find out “what creates motivated, committed and contributing employees and volunteers”. Otherwise, reward

and recognition system should be structured is aligned with the strategies of organization.

5. Increasing roles of professional paid-staffs in non-profit sport organizations

According to Ferkins, Shilbury & McDonald (2005); Skirstard & Chelladurai (2011), the new trend in sport field that there has been a increasing number of paid-staffs have been appointed in the role traditionally held by volunteers at non-profit sport organizations at national level. Traditionally, national sports federations have been governed by former athletes who are passionate about sports and success of organizations is measured by “on-field success” and “number of participants”, effectiveness is neglected. But there have been many changes in sport environment. Hence, the need of recruitment staffs who are able to demonstrate their competences in specific work like technique, management ...

Non-profit sport organizations are not the companies but their stakeholders could be the big companies or corporations. For instance, sponsors, stakeholders of International Olympic Committee are top brands in the world such as Coca Cola, Atos, Omega, Bridgestone, Dow, Panasonic,

P&G, Samsung, Toyota, Visa, Mcdonald's. Stakeholders of FIFA are Adidas, Coca Cola, Wanda Group, Gazprom, Hyundai, Kia Motors, Visa.

One of the characteristics of non-profit sport organization is to be accountable to their stakeholders including sponsors. The implementation of federation's duties to sponsors are critical matter which assure the success of sponsorship and further cooperation between two parties.

In the context of national sport federations, it seem to be hard for them carry out marketing and sponsorship strategies effectively as their board members lack in working tools, budget, working places. Therefore, these activities should rely on employees who work at office daily. However, number of paid-staffs is very limited, one or two people. They probably are unable to take care huge amount of work. Hence, national sports federations should think of recruiting more staffs.

In addition, it is the high time for non-profits sports organizations have a right perception on human resource recruitment. Should it be regarded as investment or money lost ? It should be considered as an investment as it can help organizations carry out long-term strategies effectively.

6. Importance of measurement in human resources management

It would be very broad to mention all aspects of human resources management. According to Tracy Taylor, Alison Doherty and Peter McGraw (2007), managing people in sport organization commonly includes strategic human resource management, human resource planning, recruitment and selection for sport organizations, orientation and organizational culture, training and development in sports organizations, performance management, motivation and reward management in sports organization, sport organizations and employee relations, sport organizations and diversity management, managing change and future challenges in sports organizations.

But I just would to highlight the significance of measurement in human resources management as most of the national sports federations do not have specific measurement to both paid-staffs and voluntary board members.

The first challenge to non-profit sports organizations is to measure their human resources because organizations can not manage what they can not measure.

The second challenge is their human resources are composed by both paid-staffs and voluntary board members. Otherwise, they're from

different sectors such as commercial sector and public sector. Differences of mission among commercial sector, public sector and non-profit sector might lead to different perception or conflicts when they set the goals for non-profit sports organizations. Hence, direct them to non-profit goals of organization and measure their contribution is top important thing.

Chapter 6: Recommendation

1. Requesting for government funding

Government funding to non-profit sport organizations is quite popular in the world. For example, as stated by Chelladurai (2014), many governments spend vast amount of money to support national sport organizations. Canada government has allocated nearly 199 millions C\$ to 106 organizations from 2011 to 2012. The other countries like Australia, France, Germany, and Great Britain, they have also funded their sport organizations.

In South East Asia, Singapore Sport Council provides grant which range from \$1,000 to \$10,000 per month to each eligible national sport association so that they can recruit full-time staffs, managers, Chief Executive, Technical Director.

Back to national sports federations in Vietnam, they should strongly request for government funding because this matter has been regulated in current Law on physical training and sport. It could be really challenging to make it done as budget for sports has tendency to decrease. Otherwise, if this budeget allocated to national sports federations, there will be a conflict between Vietnam Sports Administration and national sport federation over this matter. However, national sports federations have to do it.

2. More marketing and sponsorship specialists should be employed to activate marketing strategies and more commission should offer to them.

In comparison with marketing activities of organizations in commercial sectors, these activities in non-profit sports organizations are seemingly ineffective. It is reflected by the limited number of sponsors and sponsorship income.

Firstly, the meetings among their members are not frequent. According to interviewees, most their board members are not provided with neither working places nor working tools.

Secondly, many of the federations do not have channels to promote their sporting products such as website, youtube channel or facebook fanpage (See the table below).

Table 10: Summary of marketing tools of national sports federations

No	National Sport Federations	Website	Facebook fanpage	Youtube channel
1.	Vietnam Table Tennis Federation	No	No	No
2.	Vietnam Shooting Federation	Yes	No	No
3.	Vietnam Athletics Federation	Yes	Yes	No
4.	Vietnam Chess Federation	Yes	Yes	No
5.	Vietnam Gymnastic Federation	Yes	No	No
6.	Vietnam Canoeing Rowing Sport Federation	No	No	No
7.	Vietnam Judo Federation	No	Yes	No

8.	Vietnam Cycling Federation	No	Yes	No
9.	Vietnam Traditional Martial Art Federation	Yes	No	No
10.	Vietnam Sepak Takraw Federation	Yes	No	No

These marketing tools are almost free of charge, so why they do not take advantage of this? The reason could be the lack of human resources or unaware of the importance of marketing tools.

Thirdly, the commission in non-profit sector in general and national sports federation in particular is less attractive than in commercial sector. According to interviewees, their organizations offer marketing and sponsorship members the commission which ranges from 5% up to 30% of contract value. For example, if the board members successfully seek a sponsorship contract with value of 10.000 USD, they probably receive the commission of 500 USD or 3000 USD. In this case, federations should think of recruiting specialists in marketing and seeking sponsorships, provide them with working tools, salary and allowance, offer them higher commission in order to professionalize marketing activities.

3. Understanding the needs and expectations of employees and board members in order to establish suitable policies on motivation and reward.

It would be the critical for non-profit organizations to figure out expectations and needs of employees and board members as their expectations and needs are totally different and various. Without mutual understanding, federations will not be able to offer them the right motivation and reward as well. It could lead to negative effect on job performances.

As for paid-staffs, it is strongly advised that interviews with potential candidates should be carried out by federations in order to find out the candidates who are suitable for job vacancies, clearly understand the missions, goals of non-profit sport organization and to be willing to commit themselves to working for federation.

As for executive members, despite of the fact that they are commonly elected at National Congress but executive board candidates are selected by federations itself. According to interviewees, the candidates regularly selected basing on the criteria like their positions, abilities, organization. It is strongly advised that federations should involve in exchange with them in order to figure out their expectations and needs as

well and to seek their commitment to development of federation in the future.

To conclusion, the aim of this process is to assure person – organization fit. Without person – organization fit, it seems possible for neither paid-staffs nor board members work for federations actively.

4. Understand theories on organizational management to select board member candidates

National sports federations have to decide which theory among agency theory, steward theory, institutional theory, resource dependence theory, network theory, stakeholder theory, managerial theory or democratic perspective they would like to follow. This would be the key point as each theory provide each interest, and board members will be selected respectively. For example, if stewardship theory is selected, the board members should be experts, and they need give number one priority to boost the performance of federation than pursue managerial compliance. In case, stakeholder theory selected, the interest of organization becomes different as this theory underlines the responsibility of federations to other society groups beside their stakeholders. They could be sponsors, funding agencies, members, staffs, board members ... Therefore, board members should be

stakeholders representatives in order to balance stakeholder needs etc.

(Table 8)

Table 11: Selection of Board members candidates basing on suitable theory

Table 11: Selection of Board members candidates basing on suitable theory

Theory	Interest	Board members	Board role
Agency theory	Owners and managers have different interests	Owner's representatives	Compliance and conformance
Stewardship theory	Owners and managers have the same interests	Experts	Enhance performance
Institutional theory	Stakeholders and the organization have different interests	Influenced by external organizations	Compliance and conformance
Resource dependence theory	Stakeholders and the organization have different interests	Selected for ability to influence other organizations	Build relationships with other organizations
	Stakeholders and the organization have different interests	Selected for ability to influence other organizations	Secure resources to support the organization
Stakeholders theory	Diverse range of interests among stakeholders	Stakeholders representatives	Balancing stakeholders needs
Democratic theory	Diverse range of interests among stakeholders	Lay representatives	Represent constituents and reconcile differences
Managerial hegemony theory	Owners and managers have different interests	Owner's representatives	Symbolic

5. Professionalizing and promoting national sports championships in order to involve more enterprises into sponsoring.

According to Quester & Thompson (2001, p.34) describe sponsorship as “ an investment, in cash or in kind, in a activity, person or event (sponsee), in return for access to the exploitable commercial potential associated with that activities, person or event by the investor (sponsor).

If sporting event is regarded as a product, it can be simply classified as good product and not good product. It is understood that good product is the product which to be highly paid attention by either spectators or the media including television, radio, newspapers and the Internet. The media obviously is the effective marketing tools to promote sporting events and brands of sponsors to people. For example, FIFA World Cup, Olympic Games.

In contrast, not good products are unable to draw the media attention. That means it would be very difficult to seek sponsorship for such sporting events.

It has been seen the very close relationship between marketing and sponsorship here. Sponsorship has been argued as a “co-marketing alliance” (Farrelly & Quester, 2005) or “marketing partnership” (Meenaghan, 2002).

Hence, the need of enhancing quality of national sports championships and promote them to people is so critical to make it more interesting to sport fans and media.

6. Measuring human resources by applying KPIs and suitable model of strategic non-profit human management

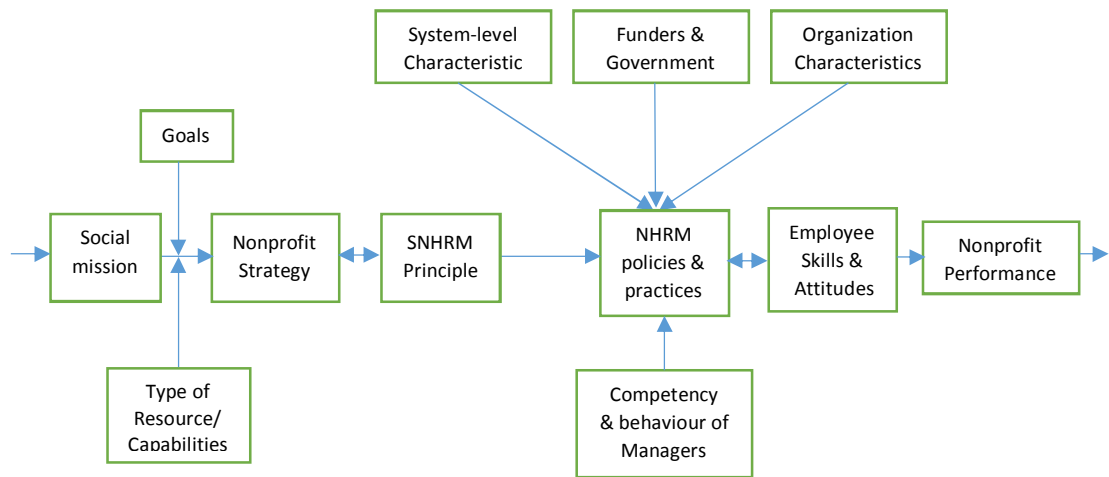


Figure 4: A model of strategic non-profit human resource management

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Appendix A

Financial questionnaire

1. In term of finance, is your organisation supported by government annually ?
2. If yes, how much is your organization supported a year ? If no, please give your opinion why your organization is not supported by government ?
3. In your opinion, how important the governmental grant is in the development of your organization ?
4. Is your organization receiving any annual grant from National Olympic Committee ?
5. If yes, how much is your organization supported a year ? If no, please give your opinion why your organization is not supported by National Olympic Committee ?
6. As a member of International Sport Federation, is your organization granted by them ?
7. Does your organization have any Television right income ?
8. If yes, please estimate how many percent does TV right income account for annual income of your organization ? If no, please give the reason why ?

9. How many significant in-cash sponsorship contract does your organization have in a year ?
10. Please estimation how many percent sponsorship income is account for ?
11. What kind of sponsorship contract, does your organization commonly have ? short-term or long-term contract ?
12. In your organization's case, where does income comes from the most ?
13. In your opinion, such annual income would be adequate for your organization implement its tasks well ?
14. Does your organisation have any strategic plan to increase income in the near future ?

Appendix B

Human resource management questionnaire

1. How many executive board members in your organization ?
2. How are executive board members selected ?
3. How many training courses on organizational management which executive board members can have in a year ?
4. Do executive board members get monthly salary ?
5. If yes, how much do they get a month ? If no, please provide the reason ?
6. Do executive board members receive any kind of allowance ? If no, please provide the reason ?
7. How does your organization reward and praise executive board members ?
8. Which types of rewards does your organization often offer executive board members ?
9. Does your organization have any financial compensation for executive board members ? If no, please provide the reason ?
10. In your opinion, do offered rewards meet executive board members's expectations ?

11. How does your organization measure effectiveness and efficiency of executive board members ?
12. How many members in marketing & sponsorship board ?
13. How many of marketing & sponsoring board members have marketing & sponsorship qualification?
14. How are marketing & sponsorship board members selected ?
15. What could be the difficulties for your organization to recruit skilful marketing & sponsorships specialists ?
16. Do marketing & sponsorship board members get monthly salary ? If no, please provide the reasons ?
17. Do marketing & sponsorship board members receive any kind of allowance ? If no, please provide the reasons ?
18. How does organization to reward and praise the excellent members in marketing & sponsorship board ?
19. According to your organization's policies, is it possible for marketing & sponsorship members to get sponsorship commission ?
20. In your opinion, do performances of marketing & sponsorships meet your organization's expectations ?

21. Does your organization apply Key performance Indicators (KPI) to measure effectiveness and efficiency of marketing & sponsorship board members ?
22. How many part-time staffs work for your organization ?
23. How many full-time staffs work for your organization ?
24. Is the current number of paid-staffs adequate to get organization's tasks done ?
25. In your opinion, is the current pay structure competitive enough to motivate paid-staffs maximizing their capacities ?
26. Does your organization have any model of performance management for paid-staffs ? (Show specific)
27. How does your organization reward paid-staffs ?
28. Which types of rewards does your organization often offer paid-staffs ?
29. Does your organization apply Key performance Indicators (KPI) to measure effectiveness and efficiency of paid-staffs ?

국문 초록

베트남의 스포츠 협회들의 문제점 검토 및 가능한 해결 방안 제시

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호예, 스미스, 니콜슨과 스튜워드에 따르면 스포츠는 세 분야로 구성된다. 첫 번째 분야는 중앙, 지방 수준 및 전문 기관에 정부를 포함하는 공공 부문이다. 그들의 기능은 스포츠 정책을 수립하고 개발하며 다른 분야에도 자금을 제공하는 것이다. 두 번째 분야는 상업용 스포츠 조직으로, 전문 리더, 팀원으로 구성되어 있다. 마지막으로, 비영리 부문으로 지역 사회 기반 스포츠 클럽, 스포츠 조직 및 스포츠 대회를 제공하고 해당 대회에 참가하는 선수에게 기회를 제공하는 국제 스포츠 조직으로 구성된다. 게다가, 비영리 단체는 스포츠 규칙을 규제하고 관리하는 역할을 수행하고 챔피언십을 조직한다. 또한 비영리 부문의 스포츠 조직은 시민

참여의 수단으로 간주되며 사람들이 재능, 에너지 및 시간을 통해 그룹 활동에 참여할 수 있다. 그러나 공공 또는 민간 부문은 그러한 것들을 제공하지 않는다(Statistics Canada, 2004).

따라서 스포츠를 3 개의 기어를 가진 기계에 비유한다면, 비영리 부문은 기계의 원활한 작동을 보장하는 핵심 장비라고 볼 수 있다. 이 기어 작업의 오작동은 기계 작업 또는 기계 손상의 비효율을 초래할 수 있다. 비영리 조직이 자신의 역할을 수행하지 못하면 사람들이 시간, 에너지 및 재능을 스포츠에 기여하지 못하게 된다. 일반적으로 스포츠 운동과 스포츠 활동은 심각한 영향을 받게 될 것이다.

따라서 비영리 부문의 스포츠 조직에 대한 연구는 필요하다. 문제를 해결하기 위해 직면한 문제를 찾아 내고 권장 사항을 제시하는 것이 중요하다. 본 연구에서는 베트남에서 국가 차원의 스포츠 연맹 및 협회가 어떤 문제를 가지고 있는지 살펴볼 것이다. 그런 다음 결과와 스포츠 관리에 관한 지식을 바탕으로 몇 가지 잠재적인 권장 사항을 제시할 것이다. 조직 구조, 리더십, 거버넌스, 재무, 인사 관리와 같은 비영리 조직에 중요한 영향을 미칠 수 있는

핵심 요소를 나열하면 인적 자원 관리 및 재무 측면이 가장 중요하다는 것을 알 수 있다.

특히 전국 스포츠 연맹 및 협회가 어떻게 직원, 임원 및 이사진을 관리하며 동기를 부여하는지 알아 낼 것이다. 그 후 그들이 인적자원을 관리하는 어려움이 있는지, 그 조직의 수입원은 무엇인지, 더 나아가 그들의 소득이 그들의 전략을 실행 할 수 있는지 충분한 기여부를 확인할 것이다.

주요어: 국내체육연맹, 국내체육협회, 잠정적 해결책, 베트남

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