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Values as Guiding Principles in the Administration of Olympic Sports in Singapore

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Abstract

This research examines differences in values and value priorities in two samples of sport administrators in Singapore. 34 predominantly voluntary administrators of National Sports Associations and 41 civil servants employed by the Singapore Sports Council completed the Schwartz Value Survey. Subjects rated 56 universal values (Schwartz, 1992) for their relative importance as guiding principles in life. When conceptualised as possessing transsituational qualities, these values are considered to be significant in decision making processes required for the supervision of sport. Values were classified into ten values types based on Schwartz' (1992) analysis of content and structure. The results showed that the two groups differed significantly in how they prioritised values to assist in the resolution of conflicts arising within their respective areas of concern. Representatives of the National Sports Associations placed greatest emphasis on achievement and conformity, whilst representatives of the Singapore Sports Council placed greatest emphasis on benevolence and security. These rankings are explained in terms of age, experience, and associations with sports people. The divergence in values between two of the significant agencies involved in the promotion of sport is seen as an inherent element of the system in Singapore.

Values As Guiding Principles In The Administration Of Olympic Sports In Singapore

Introduction

Values represent the heart of sport; not results, nor performance. Recognised as strong beliefs about the way competitiveness in sport should be pursued, values take two forms. In the form of universal ethical principles, values have provided some basic reference points for the conduct of all competitive sports (Segrave, 1988). At a more fundamental level, however, values motivate action, and also serve as guiding principles in any form of decision making where a potential conflict exists (Schwartz, 1992). It is apparent then that all decisions relating to the organisation of sport are moderated by precepts which are either general or sport-specific. Choice of activity, talent identification, motivation to participate, selection procedures, coaching techniques, allocation of funds, simple day-to-day administration, these are all influenced by the criteria set by sports people to select and justify their own and other people's actions (Schwartz, 1992).

Purpose of the Study

This study is concerned with values within the context of sport management. As competitiveness in international sport becomes a more relevant prerequisite in the social and cultural development of Singaporeans, so there is an increasing necessity to identify the criteria which guide decision making processes. Four particular questions arise concerning the impact of values on the management of sport in

Singapore. First, is there evidence to suggest that decisions guided by values have influenced the development of sport management? Second, how are the evolving value systems structured? Third, how are the values prioritised by the respective groups of managers and administrators? And fourth, is there a sufficient compatibility between the values to ensure the further advance of sport? Therefore, the specific purpose of this study is to examine the general values and value priorities of individuals entrusted with directing national and personal sporting objectives. The following section describes the national setting within which values have evolved.

Management of Sport in Singapore: An Historical Perspective

Sport in its competitive form in Singapore has been largely an amateur-based pursuit, constructed initially along colonial and communal lines (Lau, 1978). Traditionally, the individual National Sports Associations in Singapore have been led by volunteers, in much the same way that was accepted during the period of Crown Colony status. The colonial influence, which encouraged exclusivity (and thus segregation) through the system of private sporting clubs of sport, was marked by the adoption of a British-styled approach to sport, which placed more emphasis on the process of participation rather than the end result (Kew, 1978). The pursuit of soccer, tennis, swimming, rugby, and cricket as leisure activities, was formerly directed by the wealthier settlers and migrants. And even today, the contribution of private clubs (and their members) to the promotion of international competitions is still considerable. The Singapore Cricket Club, for example, hosts four of the main annual

international events on the local sports calendar. The organisation of these events rests in the hands of unpaid volunteers.

Sport in contemporary Singapore retains some of its earlier communal characteristics as well. Basketball, badminton, and volleyball are associated with the Chinese population. Hockey and cricket remain the preserve of the Indian and Sri Lankan sections, whilst Sepak Takraw is played only by the Malays. Only soccer appears to enjoy more universal appeal.

The shift in value priorities inherent in a change of status from colony to independent nation was reflected in the organisation of sport. After self-government was achieved in 1959, and subsequently independence in 1965, a more concerted effort was made by political leaders to actively incorporate sport into the process of nation building (Lau, 1978). Sport was democratised, with private clubs opening their doors to all ethnic groups. However the majority of migrant workers had little time for any form of recreation, being content to strive for fundamental needs and security.

In 1964, the autonomy of the National Sports Associations was guaranteed in response to worries that Government involvement might be too intrusive.

Government involvement in sport has nevertheless been pervasive (Oon, 1984) dating back to 1966 when a Sports Division of the Ministry of Social Affairs was established to promote the development of sport and to raise the level of competitiveness.

Subsequently, the National Sports Promotion Board was set up in 1971 to advance these objectives, but in 1973, with the completion of the National Stadium complex, the Singapore Sports Council was founded and a Sports For All philosophy became the cornerstone of the sporting policy. In the early years of independence all available

resources were channelled into nation building. Sport was expected to sacrifice aspirations of success on the international scene in favour of the more practical benefits of simultaneously enhancing the health and welfare of the workforce, creating a credible defence force, and supporting moves towards racial integration (Lau, 1978).

Rapid and sustained economic growth, coupled with stability in government, high employment, and rising standards of living have enabled organisational restructuring in recent years. The Singapore Sports Council (1994) has redefined its role and direction with a new mission statement being formulated:

“To foster a fit and healthy nation based on the policy of promoting sports participation in sports from the recreational to the high performance levels so as to enhance the quality of life and contribute to nation building.”

In 1993 an excellence programme was launched jointly by the Singapore Sports Council and Ministry of Community Development. With excellence in sport deemed to be a national goal and priority: “SPEX 2000” represented a focused approach to the task of identifying and nurturing potential world class champions. Seven Core sports, which satisfied the criteria of selection, were identified for intensive development. The seven sports were: Badminton, Soccer, Swimming (and Water Polo), Table Tennis, Tenpin Bowling, Track and Field, And Yachting. A further seven sports were granted merit status and, therefore, enhanced support. These seven sports were Bodybuilding, Hockey, Sepak Takraw, Shooting,

Taekwondo, and Wushu. In all there are fifty five National Sports Associations operating today, 22 of which are classified as Olympic sports.

Within the context of this study, three considerations emerge which tie values to the development of sport in Singapore. First, residual elements of the colonial system remain, notably in the perception that the organisational framework of National Sports Associations is still based on volunteerism and the retention of autonomy. Second, the current Sport For All policy is formally administered with the aim of promoting habitual participation throughout the society. This policy is still instrumental in encouraging Singaporeans to be productive, caring citizens. However there is an increasing acceptance of sport as personal enhancement through recreation, leisure, or competition. Third, the dominant elements of this ideologically based system, establish that regular or routine involvement in sport provides the foundation for elite performance, rather than the use of deliberate and systematic talent identification and enhancement programmes.

Conceptualising Values

It has been implied that values contribute significantly to the pursuit of sport in Singapore. When conceptualised as transsituational in application and as integrated in structure, a value system defines the guiding principles used within sport. Values themselves are classified into ten value types, given here with appropriate definitions for sport administration, based on Schwartz (1992). Although there may not be exact equivalence of meaning amongst all subjects it will be assumed that the variance falls within tolerable limits.

1. **Achievement:** values that emphasise personal success or competence as defined by external or prevailing standards of sport management, thereby obtaining social approval.
2. **Hedonism:** values that emphasise pleasure and personal gratification.
3. **Stimulation:** values that encourage the confrontation of uncertainty or risk, and thus generate further excitement.
4. **Self-direction:** values emphasising the conduct of sports administration for intrinsically based reasons associated with self-determinacy.
5. **Universalism:** values emphasising organisation with due attention to the safety, welfare and personal enjoyment of subordinates.
6. **Benevolence:** values emphasising the development of cohesion and teamwork so as to promote the harmonious pursuit of predetermined sporting goals. This concerns the support and encouragement of coaches, technical officers, and athletes in their combined efforts.
7. **Tradition:** values that originate from group needs to ensure survival and identity. Symbolising the solidarity of the group, these values take the form of beliefs and norms of behaviour, which have the motivational goals of respect, commitment, and an acceptance of tried and tested methods.
8. **Conformity:** values that encourage adherence to designated sporting behaviour, such as following the strategy of the coach, not playing out of position, not taking risks that might compromise team performance.

9. **Security:** values that originate from the basic needs of individuals and groups in order to enjoy a safe and stable environment. They emphasise protection from real and perceived threats of a physical, environmental or an emotional nature.

10. **Power:** values that originate from the acceptance of the need for dominance and control in social settings. They emphasise status, prestige, and control over people and resources.

Values as criteria for decision making are triggered when a situation of conflicting interests exists. Values are influential in this role because of their contribution to the formation of specific attitudes, which may be evoked in immediate situations (Rokeach, 1968). Typically in sporting situations, the interests of players and coaches may be at variance. Disagreement over team positions, strategies, and selection will necessitate an appropriate judgement from the authority figure.

Schwartz' model conceptualises the 56 values as capable of representing 3 universal requirements of existence which have the potential to be conflicting: individual needs, survival and welfare needs of group, and requisites for smooth social interaction. The interrelationships between these basic requirements is shown in Figure 1. In a sport administration context therefore, values which may be operationalised in a particular situation are based on the personal needs of the manager, the requisites for social interaction amongst fellow officers and athletes, and the requirements of the association, as a whole that is being represented.

In this study, values can be recognised as both antecedents and consequences of behaviour associated with the administration of sport. As antecedents, values represent points of reference used during decision making in management processes.

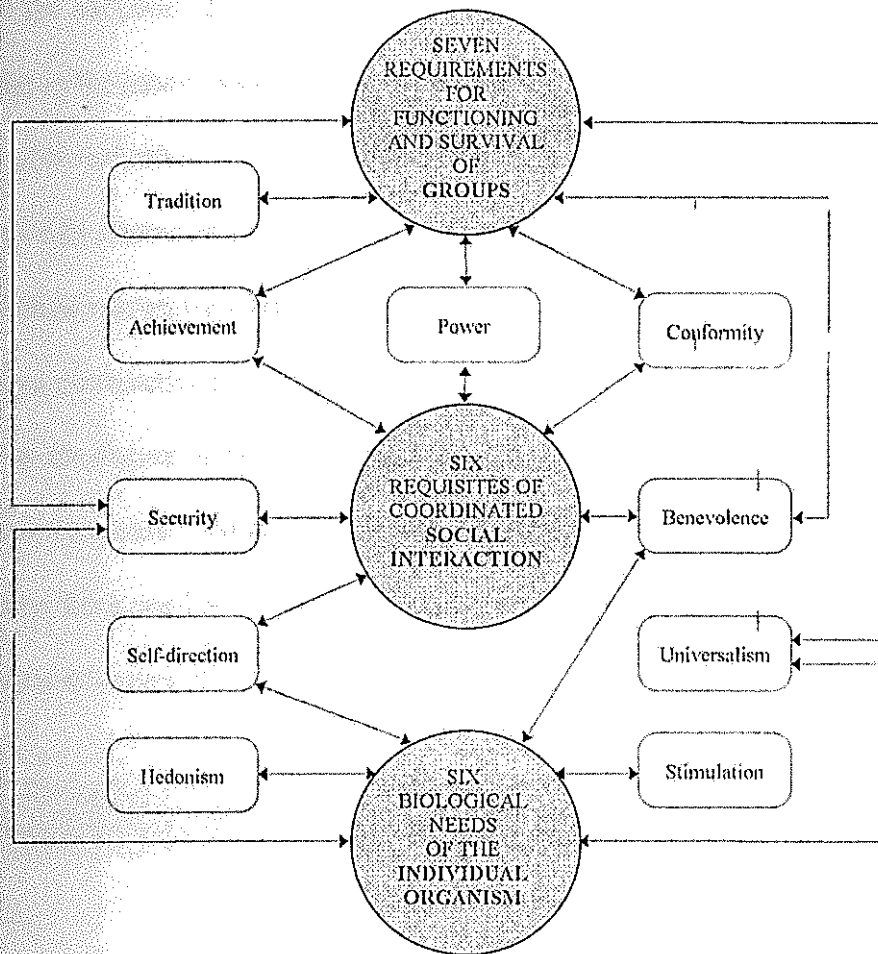


Figure 1: Schematic Diagram of Values Content (Based on Schwartz, 1995)

For example, the utilisation of power to direct subordinate officers. As consequences, values represent the learning that results from decision making. For example, empowerment of subordinates to perform tasks enhances their personal concern for autonomy.

Dynamic relations are considered to exist between value types. When adjacent to each other in the model, the value types share a common motivational orientation or compatibility. In this way, the expectation of conformity in response is seen as

linked to the adoption of traditional methods of management. When separated from each other in the model, values represent differing orientations and are in potential conflict with each other. To advocate striving for success (achievement) whilst simultaneously demonstrating concern for the physical well being of an opponent (benevolence) represents a typical dilemma within competitive sport. Two orthogonal dimensions characterise the relationships between the value types. One dimension focuses on the degree of centrality ascribed to the individual: from self-enhancement to self-transcendence. The second dimension focuses on methods of dealing with uncertainty: from openness to change to conservation of prevailing conditions. The circular structure of values is illustrated in Figure 2.

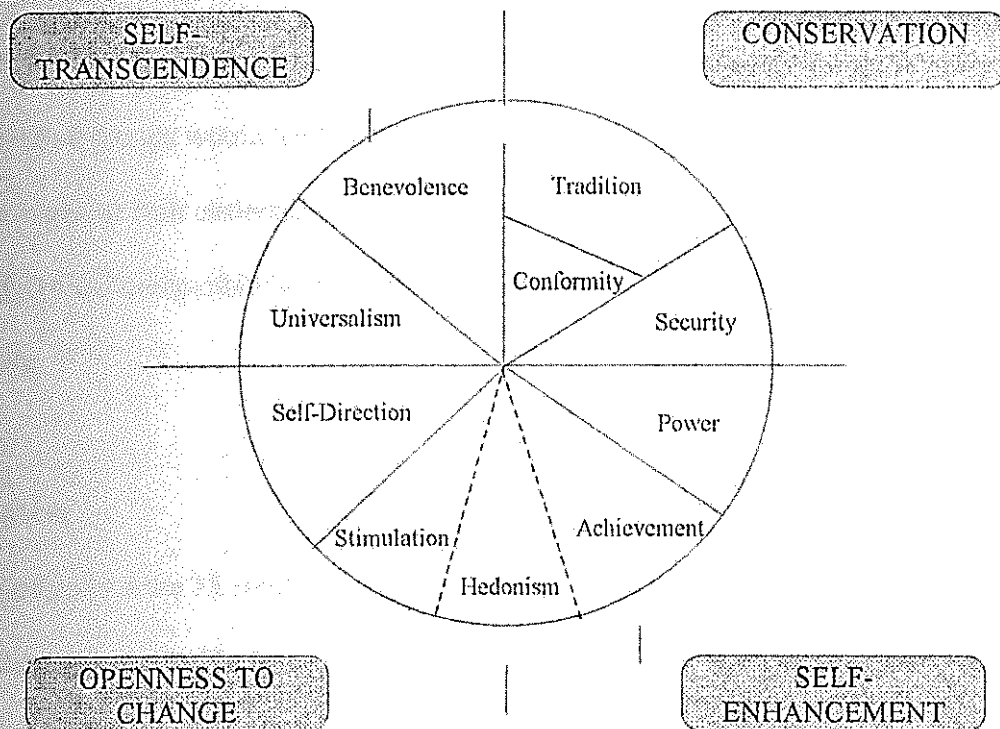


Figure 2 Integrated Value System showing Basic Structure (adapted from Schwartz, 1995)

Hypothesis

The operation of the National Sports Associations and the Singapore Sports Council reflect the utilisation of inherently different value systems. National Sports Associations are specific sport subcultures, which appear to be run on traditional lines. The Singapore Sports Council is the national organising sports body or culture. As a Statutory Board of the Government, it will reflect the process of change associated with political infrastructure of the nation. Value priorities are expected to be different and possibly conflicting. These two cultures differ in their subjective dimensions or aspects which represent internalised influences. It is therefore hypothesised that values expressed by members of the National Sports Associations will be significantly different from those expressed by members of Singapore Sports Council. To discover variations in the value structures of administrators from the respective groups would lead one to conclude that there are differences in the ways they organise their understanding of the world of sport. That is, how they reconcile conflicts and compatibilities among values, not simply the relative importance of values.

Method

Subjects

The subjects were 75 sports administrators from Singapore. Of the 34 representatives of the autonomous National Sports Associations, 12 were paid employees and 22 were part-time volunteers. The 41 representatives the Singapore Sports Council, which is a statutory board of the Singapore Government, were all full time employees. Administrators from the National Sports Associations represented core

sports (N=16), merit sports (N=10), and other sports (N=8). Administrators from the Singapore Sports Centre were Directors (N=18) or other Executives and Sports Officers (N=23). The age distribution of the subjects which is shown in Table 1. The median and mode ages for the National Sports Associations is in the 40-49 years category, whilst those for the Singapore Sports Council are in the 30-39 years category.

Table 1: Age Distribution of Subjects from National Sports Associations and Singapore Sports Council

	20-29 years	30-39 years	40-49 years	50-59 years	60-69 years	70 years +
NSAs	4	6	12	6	6	0
SSC	10	14	13	4	0	0

Table 2 illustrates that the administrators from the Sports Associations had an average of 12.4 years of experience in sports management, whilst those from the Sports Council had an average of 8.0 years of experience.

Table 2: Years of Experience as Administrator of Sport

	0-5	6-10	11-15	16-20	21-25	26-30	30+	Mean
NSAs	11	6	7	5	1	2	2	12.4 years (SD 10)
SSC	21	9	2	5	4	0	0	8.0 years (SD 8)

Table 3 illustrates the highest level of active participation in competitive sport that the subjects had attained prior to involvement as administrators.

Table 3: Active Participation in Sport as a Competitor¹

	Olympic World, or Asian Games	South-East Asian Games	ASEAN, or Combined Schools	Inter- Constituency or Nationals	Clubs, Schools, or Community Clubs	None
NSAs	7	7	5	8	5	2
SSC	2	1	8	9	16	5

Instrument and Data Collection Procedures

The Schwartz Value Survey (1992) was administered to ascertain the subjects' value priorities. Subjects were asked to rate sets of instrumental and terminal values on a 9-point scale ranging from "of supreme importance" (7) to "opposed to my values" (-1). One advantage of this inventory is its ability to measure those 'negative' values which individuals might normally avoid expressing (Schwartz, 1992), for example social power and acceptance of one's position in life. Examining the impact of values on behaviour based on multiple-item indicators is more reliable than alternatives based on single values. The shared variance of items in a system creates a more valid measure of motivational goals.

The inventory was distributed in person to the subjects at two separate sittings. In the case of the Sports Association group, the forms were administered to the 34 representatives (39% of the 87 invited participants) present at the briefing. In

the case of the Sports Council group, the forms were distributed during a workshop on management skills. The forms were completed and returned on the same day.

Data were processed using SPSS for Windows.

Results

The consistency of the responses was determined by calculating the Cronbach Alpha coefficients of each of the ten value types: $r = .76$ (Achievement); $.39$ (Hedonism); $.61$ (Stimulation); $.53$ (Self-Direction); $.81$ (Universalism); $.75$ (Benevolence); $.67$ (Tradition); $.77$ (Conformity); $.53$ (Security); and $.55$ (Power). The responses to all types except 'Hedonism' were therefore accepted as being moderately or highly related.

Multivariate Analysis

In order to compare subjects on each of the value types simultaneously, a 2 (group) x 10 (value types) multivariate analysis of variance (MANOVA) was conducted. The MANOVA indicated a significant interaction between values and group membership, $F(1,73) = 3.13, p = .003$. The observed power to reject a false null hypothesis at .05 level was .97. Univariate F -tests revealed that representatives of the National Sports Associations and the Singapore Sports Council differed significantly on two components of Schwartz' model. The Council representatives placed greater emphasis on 'self-direction' $F = 4.51, p = .037$, and 'hedonism' $F = 5.46, p = .022$. Means, standard deviations, and Univariate F -tests of Significance are presented in Table 4.

Table 4. Means, standard deviations, and Univariate F-tests of Significance for each of the Ten Value Types

Variable	Means (&SD) for NSAs	Means (&SD) for SSC	<i>F</i>	Significance of <i>F</i>
ACHIEVEMENT	4.91 (± .90)	4.52 (± .90)	3.44	.068
HEDONISM	3.19 (± 1.13)	3.82 (± 1.18)	5.46	.022
STIMULATION	3.41 (± 1.16)	3.87 (± 1.13)	3.00	.087
SELF-DIRECTION	4.01 (± .86)	4.40 (± .71)	4.51	.037
UNIVERSALISM	4.03 (± .97)	4.31 (± .98)	1.53	.221
BENEVOLENCE	4.59 (± .82)	4.59 (± .85)	0.00	.984
TRADITION	3.48 (± 1.24)	3.54 (± 1.18)	0.05	.831
CONFORMITY	4.78 (± 1.03)	4.38 (± 1.09)	2.56	.114
SECURITY	4.60 (± .82)	4.57 (± .80)	0.02	.878
POWER	3.24 (± 1.06)	3.27 (± .91)	0.02	.889

In general it was revealed that representatives of the Associations were more expansive in their rating of the values (range of 1.72 points compared to 1.32). This tendency may be explained by differences in the interpretation of the requirements for completing the survey. Subjects were requested to use the whole range of the scale (-1 to +7).

Table 5 shows that the prioritisation of values by the respective groups was distinctive, whilst their counterparts gave prominence to 'benevolence' and 'security'. Of overriding importance to the Association members was the motivational goal of 'achievement', which, predictably is emphasised at the expense of the contending goal of 'benevolence'. Subjects from the Council were less demonstrative in distinguishing between the dominant types. 'Benevolence', 'security', and 'achievement' were credited with comparable significance. Subjects

from the Associations placed emphasis on 'conformity' or self-restraint and played down the independent nature of 'self-direction'. For the Council representatives little distinction was drawn between the ratings of these two types. The results relating to 'benevolence' and 'universalism' show that both groups considered the welfare of people closely associated with themselves to be more important than concern for the environment and people in general.

Four value types were rated below 4.00 by both groups. Scores relating to the contending types 'hedonism' and 'tradition', revealed that pleasure and enjoyment were rated more important to the Council representatives, whilst the belief in prevailing customs was ranked higher by the Association delegates. However, together with 'stimulation' and 'power', these types form the lowest priorities within the system.

Table 5. Hierarchy of Values in National Sports Associations and the Singapore Sports Council

Rank	Value type	NSAs Means	Rank	Value type	SSC Means
1	Achievement	4.91	1	Benevolence	4.59
2	Conformity	4.78	2	Security	4.57
3	Security	4.60	3	Achievement	4.52
4	Benevolence	4.59	4	Self-Direction	4.40
5	Universalism	4.03	5	Conformity	4.38
6	Self-Direction	4.01	6	Universalism	4.31
7	Tradition	3.48	7	Stimulation	3.87
8	Stimulation	3.41	8	Hedonism	3.82
9	Power	3.24	9	Tradition	3.54
10	Hedonism	3.19	10	Power	3.27

Discriminant Function Analysis

To discover which of the 10 value types best predicted membership of the two groups, a discriminant function analysis was conducted. Hedonism and self-direction had statistically separated the groups in the MANOVA, with achievement and stimulation recording scores close to the criterion of .05. Together these four values enabled an accurate identification of group membership in 61.8% of cases (National Sports Associations) and 73.2% of cases (Singapore Sports Council).

Discussion

Two groups of administrators were examined in this study. The first group comprised the directors and managers of the National Sports Associations. They have the most direct and personal influence on the athletes and officials who participate in sport. These are individuals, who may have had considerable coaching or playing experience. They have a feel for their sport. It was anticipated that this group would emphasise criteria associated with the requirements of close personal interaction and with the transmission of sport-specific knowledge. Members of this group may have felt the need to make an active contribution to an Association that had nurtured them in the past.

The second group represented the directors, executives, and officers of the Singapore Sports Council, who organise and oversee the development of the Sport For All policy and the Sports Excellence 2000 policy. Here it was predicted that this group would have a greater concern for policy making and the general well-being of the sports system as a whole. Operating with less direct contact with athletes, this

group was expected to emphasise criteria relating to collective rather than individual interests. Whilst as individuals they may have had considerable involvement with specific sport, their key motivation is career oriented. Their current active participation in the conduct of competitive sport is expected to be less extensive than their counterparts in the National Sports Associations.

One particular assumption is made about these groups. The operation of both is based on the need for athletes to demonstrate competence at national and international levels, so as to obtain local, regional, or global approval. 'Achievement' values were emphasised by both groups as they emphasised the demonstration of success or competence regardless of the size of the organisation. Obtaining social approval would vary according to visibility and status. Lack of success might also be a greater issue for individuals who work for the organisations running major sports. 'Hedonism' values are not strongly associated with either group. The satisfaction experienced by these administrators from sports performance is largely vicarious and the benefits therefore indirect. 'Stimulation' values emphasising action in response to uncertainty were likewise of lower priority, perhaps reflecting the mundane nature of everyday administrative work. The expectation of sporting success or non-success would influence the intensity of arousal inherent in competitive sporting situations. If management is perceived as an on-going challenge then excitement would generate reward and reinforcement to persist.

Self-direction values emphasising the conduct of sports administration for intrinsically based reasons would seem to be more closely associated with members

of the National Sports Associations. Their scores were significantly lower than those of the Singapore Sports Council however. This may be explained in terms of the power relations within the Associations. With limitations in human and financial resources it is possible that the delegation of assignments in small Associations leaves little opportunity for personal creativity or independent action. The Singapore Sports Council as a larger organisation has greater latitude in devolving or assigning work. 'Universalism' values emphasising organisation with due attention to the safety and enjoyment of subordinates reflects a similar trend to self-direction with a higher score for the Council representatives. These values emphasise understanding, appreciation, tolerance, and protection of the welfare of all people and for nature (Schwartz, 1992). These are principles more closely associated with the advocacy of a Sport For All policy, which is the responsibility of this group. 'Benevolence' values were the most compatible between the two groups, with scores for both indicating a high priority. This emphasises that the development of cohesion and teamwork in pursuit of harmony is a well-recognised goal. Both organisations showed concern for the support and encouragement of coaches, technical officers, and athletes. The anticipated emphasis on 'Tradition' values by members of the National Sports Associations did not eventuate, there being no statistical difference between the groups. It is assumed that tradition is not a strong guiding principle for sport in Singapore at present. The colonial inheritance has not been transformed into a uniquely Singaporean sport culture as yet. The task of acknowledging and internalising sport remains an objective for the future. The scores for these values also reflect an acceptance of the rapid and continuous process of change that is

synonymous with Singapore. 'Conformity' values encouraging adherence to designated sporting behaviour was given a high priority by the Sports Associations. As small independent bodies, the maintenance and promotion of conformity has replaced tradition as the focus for ensuring survival and identity. 'Security' values emphasise conservation of order and harmony in personal interactions (Schwartz, 1995). The scores for each group reflected the importance of this value as a means to avoiding or overcoming the threat of uncertainty through control which is power related. The scores for the 'Power' values themselves were the lowest for both groups specifically, resources.

Values Research

Unlike some approaches to research on the relationship between motivational goals and behaviour, Schwartz' theory of an integrated system does not select single values presumed to be associated with, in this case, management in sport, and then measure the relationship, but rather considers the interactions between the competing values within the system simultaneously. According to Schwartz' (1995) interpretation, it would be in situations where conflicts arise that values become operationalised and used as guiding principles. In effect, in a sporting situation where 'playing for personal glory' becomes incompatible with 'teamwork' there will be a trade-off between value types associated with self-enhancement and self-transcendence.

Values are important to sports administrators because of their potential to influence behaviour in sport related situations. Sportsmen and women express greater positive feelings about sport participation when they encounter others whose values

are perceived to be similar (Schermerhorn, 1991). Congruence of values within any organisational framework represents a key facet of the vision for excellence in Singapore. In the sporting context, when values are incongruent, conflicts over goals and means are likely to result. Officials from the National Sports Associations who are in close contact with athletes tend to use principles that apply to sport-specific situations where individual needs are to be integrated. There is emphasis on achievement and the concomitant need for conformity in teamwork to accomplish that success. Directors and officers from the Singapore Sports Council view matters from the organisational standpoint tending to recognise and resolve problems on a broader scale. Surprisingly, power to effect change or control is perceived as low priority by both groups even though it represents a critical component of leadership effectiveness (Soucie, Aplin, Quek, and Oon, 1996).

The value systems representing the National Sports Associations and the Singapore Sports Council are structured in terms of conflicting interests and the potential of a motivational goal to resolve the conflict. Administrative officers assimilate at least two sets of values; those pertaining to the conduct of sport and those pertaining to the management of sport. Depending on previous experience one or other of these sets may dominate. The values are prioritised according to the perceived demands of a situation.

Conclusions

This study is part of an on-going investigation of values associated with competitive sport. It provides descriptive information on the interplay between values within an

individual's own integrated system. The key findings relate to the criteria used to direct decision making by representatives of two different groups of sport administrators. Based on an historical perspective it was anticipated that two of the main agencies of sport in Singapore would show contrasting characteristics. The results showed that a significant difference did indeed exist between the values of individuals representing the respective groups.

The main implication of the study focuses on the creation of a sports culture, where the values of the members are more congruent with each other. Within the context of this study, four factors are considered influential in shaping the content of the values associated with the future development of sport in Singapore. First, the age of the individuals involved will explain some of the variation. There is evidence to suggest that recognised shifts in values are associated with chronological age, for example, greater need for conformity and security, and less need for hedonism and stimulation as one grows older (Schwartz, 1992). Second, the degree of general and specific experience in management will be reflected in the ability of the individual to reconcile and co-ordinate their own needs and the needs relating to the facilitation of social interaction and group functioning. The management principles brought into the system need to be taught and shaped specifically to deal with sport in Singapore. Representatives of each of the sample groups would benefit from time spent with their counterparts, so as to understand the prevailing problems of each and to stimulate cross-fertilisation of ideas. Third, the experiences gained in sport as a competitor help to facilitate interaction with athletes. There is cause to suggest that the value systems of individual subjects who have had greater experience of

competition will reflect residual elements of values assimilated earlier as athletes. Retiring athletes should therefore be encouraged to seek employment within an integrated system on a full-time basis. Fourth, the conflict between intrinsic and extrinsic forms of incentive represents an important area of concern for volunteer part-time managers. At a time when a shift towards sports excellence is being observed, it is appropriate to suggest that a transformation is required that brings the Associations and the Sports Council closer together in terms of their employment expectations.

Note

¹ Subjects are classified in terms of active participation in competition at local regional and international levels. The highest grouping includes the Olympic Games, World Championships, and the Asian Games. The South East Asian Games is the foremost regional competition. Representation at the Association of South East Asian Nations Schools Championships or at the Singapore Combined Schools Championships is limited to National Schools champions. Participation in local inter-Constituency tournaments of the national championships represents the next level. Schools and clubs represent the lowest level of formal competition.

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