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CONCEPTUALISING THE CONSIDERATION OF “FIT” IN PURSUIT OF ORGANISATIONAL SUCCESS

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Sport businesses endeavour to meet social expectations to act as a “citizen” of their community. Specifically, as pressure on sport entities to be socially responsible from their public stakeholders further develops, so do those of their internal constituents. The demands and related attitudes of these critical knowledge workers (e.g. employee and volunteers) have been found to increasingly impact their perceptions of the organization. Further, these attitudes have been cited to influence the management processes of attracting and retaining these important organizational assets in traditional business settings.

For these reasons, it is important to explore the potential and specific impact an organisation’s corporate social values, as perceived by their internal stakeholders, have on the management of these relationships. And as noted, this is particularly important for sport organisations as they have an inherent expectation to address these social demands. This will be proposed to be an important area of research that will potentially contribute to understanding stakeholder management and its ultimate impact on organizational success. Moreover, this presentation will outline the documented literature and will further proffer the idea of shared social values as a means to exhibit “fit” between knowledge workers and their respective organisation. Lastly, proposed outcomes from “fit”, the antecedents and consequences will be discussed as a conceptual framework for research investigating internal stakeholder management.

Sheila Nguyen is currently a lecturer for Sport Management at Deakin University. She has a Bachelor of Arts majoring in psychology and athletic medicine (University of Vermont), and a Masters degree in sport psychology (Temple University). Presently, she is completing her PhD investigating stakeholder management and corporate social orientation at The Florida State University. Sheila’s major research interests are stakeholder management, relationship marketing, and corporate social orientation/profile. She has worked in athletic medicine and sport psychology (university athletics, Temple Sport Medicine and Orthopaedic Clinic), international marketing/licensing (PGA Tour), public relations (International Association of Golf Administrators), and corporate consulting (William Morris Agency, Beverly Hills).