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# **Gender Diversity and Organisational Performance in Community Sport Clubs**

Dr. Mel Johnston (Auckland University of Technology)  
Dr. Michael Naylor (Auckland University of Technology)  
Associate Professor Geoff Dickson (La Trobe University)





# Gender Diverse Leadership

- Recent increase in women/girls sport participation not been matched by an increase in leadership positions (Leberman & Burton, 2017)
- Know something of barriers to women's participation in governance roles (Adriaanse & Schofield, 2013)
- Little attention on impact of women in governance positions on organisational performance

# Community Sport Clubs

- Largest proportion of nonprofit organizations in Western countries and form the backbone of sport.
- Approx. 7,500 clubs in NZ
- Rely almost exclusively on volunteers for governance, administration and program delivery
- Culture of tradition and informality

Hoeber, Doherty, Hoeber, & Wolfe, 2015; Misener & Doherty, 2013



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# National Sport Club Survey



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- Partnership between NZASA and SPRINZ
- Provides an annual snapshot of the management and operations of NZ sport clubs
- In 2020, representatives of 1,178 sport clubs across 94 sports, in all regions of NZ completed the NSCS
- In 2019, representatives of 775 sport clubs across 75 sports completed NSCS

**NATIONAL  
SPORT CLUB  
SURVEY**



**AMATEUR  
SPORT  
ASSOCIATION**







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# Organisational Performance

- Performance has different meanings depending on the way success is defined by an organisation
- Combines financial and non-financial measures
- Little known about organisational performance in community sport clubs



Hoye & Doherty, 2011; Nowy, Wicker, Feiler, & Breuer, 2015

# Variables of Interest

% of Women on  
Board/  
Committee

LOW (1-20%)  
DIVERSE (40-60%)  
HIGH (80-100%)

Financial  
Performance

Membership  
Growth

Urban/Rural ◇ Size of Membership ◇ Club Operating Costs ◇ No. on Board ◇ Board Tenure



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# Results

	2019 775 clubs	2020 1,178 clubs
% of females on Board /Committee	40%	44%
LOW	6%	7%
DIVERSE	20%	16%
HIGH	16%	24%
	32%	28%
	12%	11%
	14%	14%



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# Results



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## FINANCIAL PERFORMANCE ✓

2019  $\chi^2(4) = 12.01, p = .01$

2020  $\chi^2(4) = 11.40, p = .02$

## MEMBERSHIP GROWTH ✗

2019  $\chi^2(4) = 1.47, p = .83$

2020  $\chi^2(4) = 4.60, p = .33$

# Results



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Urban / Rural  
Chi-square

2019

$\chi^2(2) = .02, p = .99$

2020

$\chi^2(4) = 20.76, p < .01$

Size of Membership  
ANOVA

2020

$F(2,497) = 3.81, p = .02$

Operating Costs  
Chi-square

2020

$\chi^2(10) = 56.95, p < .01$

No. on Board  
Chi-Square (2019) ANOVA (2020)

2019

$\chi^2(2) = 13.23, p = .01$

2020

$F(2,500) = 8.03, p < .01$

Board Tenure  
ANOVA (2019) Chi-square (2020)

2019

$F(2,437) = .08, p = .92$

2020

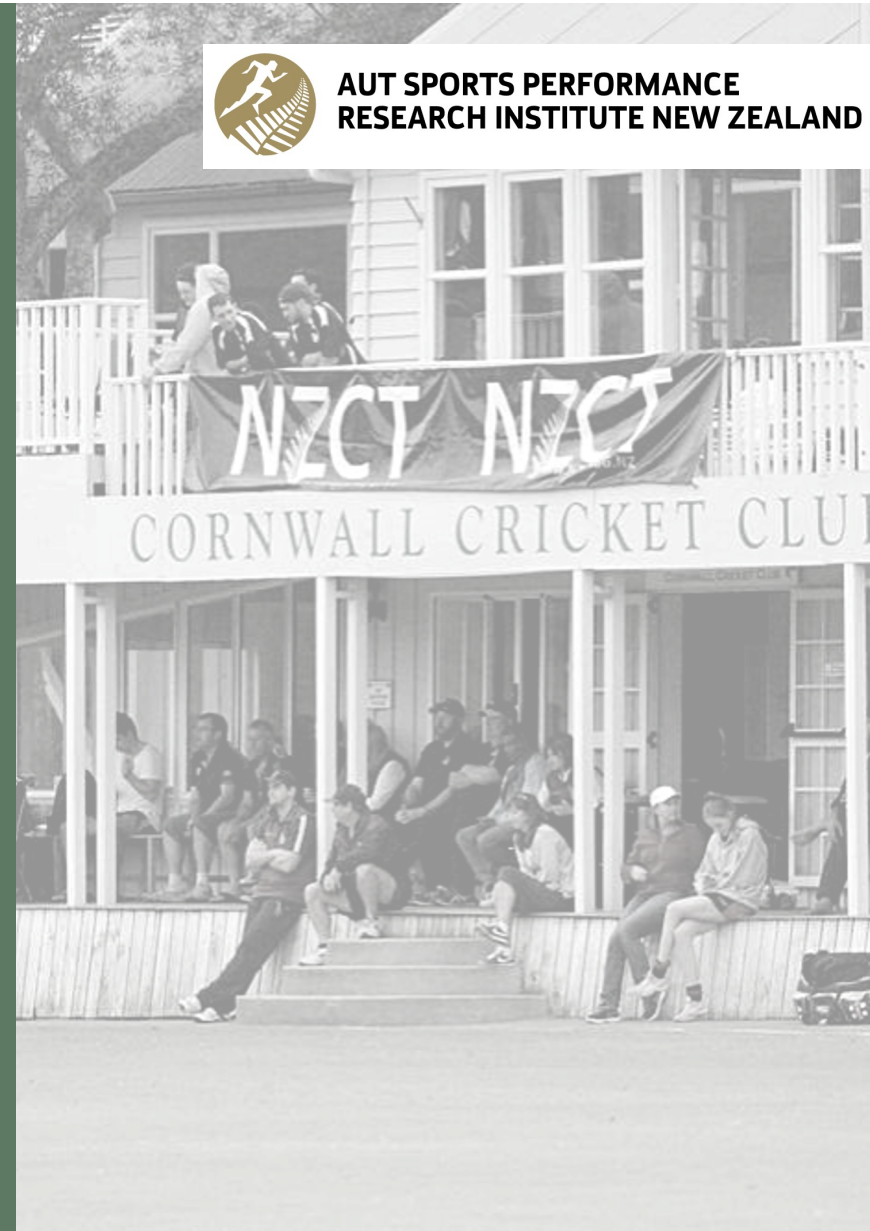
$\chi^2(18) = 17.61, p = .48$

# Discussion

- Initial venture into important topic
- Gender diverse leadership in large community sport clubs
- Delayed club impact on gender diverse leadership



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QUESTIONS



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# Thank you

Contact:

Dr. Mel Johnston

[melody.johnston@aut.ac.nz](mailto:melody.johnston@aut.ac.nz)

Twitter: [@melsportnz](https://twitter.com/melsportnz)