

To try and other methods of cardiovascular rehabilitation: mud baths, reflexology, aerosols, spa treatment etc.

To maintain normal weight or be concerned to normalize it, because excess weight affects the entire body, including the cardiovascular system.

REFERENCES

1. Juravle I., Bilha C., *Implication of physical therapy regarding cardiovascular and metabolic parameters improving for patients with chronic coronary heart disease, The Annals of the*

"Ștefan cel Mare" University, Editura Universității, Nr. 5, pag 68

2. Marcu V, Dan M. *Kinetoterapie, Editura Universității din Oradea, Oradea, 2006*

3. Ocheană G. *Rolul kinetoterapiei în recuperarea bolnavilor cardiaci, Editura On, Oradea, 2006*

4. Oprian O. și colab., *Progrese și tendințe noi în cardiologia modernă, Editura Medicală, București 2005*

5. *Organizația Mondială a Sănătății (World Health Organization) - <http://www.who.int/en/>*

DESIGNING ORGANIZATIONAL EFFECTIVENESS MODEL OF SELECTED IRAQ'S SPORTING FEDERATIONS BASED ON COMPETING VALUES FRAMEWORK

Ibrahim AKO¹, Mehrali HAMATINEGHAD¹, Rahim RAMEZANINEGHAD¹, Hossein EYDI²

¹Guilan University, Rasht, Iran

²Razi University, Kermanshah, Iran

Abstract

The aim of the present study was designing model of organizational effectiveness of selected Iraq's sport federations based on competing values framework. Statistical society of present study included 221 subjects ranging from chairmen, expert staffs, national adolescent athletes, and national referees. 180 subjects (81.4 percent) answered standard questionnaire of Eydi et al (2011) with five Likert values scale. Content and face validity of this tool was confirmed by 12 academic professors and its reliability was validated by Cronbach's alpha ($r=0.97$). LISREL software version 8.50 was used for path analyzing and modeling, and confirmatory factor analysis was used to confirm the model and relationships between factors. Results of Structural Equation Model (SEM) based on path analysis method showed that factors of expert human resources (0.88), organizational interaction (0.88), productivity (0.87), employees' cohesion (0.84), planning (0.84), organizational stability (0.81), flexibility (0.78), and organizational resources (0.74) had the most effects on organizational effectiveness. On the other hand, findings of factor analysis showed that patterns of internal procedures (interaction and organizational stability) and rational goals (planning and productivity) were main patterns of competing values framework and determinants of organizational effectiveness of Iraq's selected sport federations. Moreover, federations of football, track and field, weightlifting, and basketball had the highest mean of organizational effectiveness, respectively. Hence, Iraq sport federations mainly focused on organizational control, and internal attention as index of OE.

Keywords: *Organizational effectiveness, Organizational control, internal attention, internal processes, rational goals model, sporting federations*

INTRODUCTION

Organizational effectiveness is one of research topics in organizations for more than several decades and all of them are trying to reach structural effectiveness and change their procedures (chelladuray & Madella, 2006). However, experimental studies have not yet achieved a general theory regarding organizational effectiveness, even though the construct of effectiveness is widely studied in organizational literature and among researchers it is considered as main subject in organizational analysis (Goodmann & Pennings, 1980). Construct of effectiveness is a

challenging issue among profit and non-profit organizations and there is no general description due to lack of agreement regarding organizational effectiveness (Cameron, 1981).

Different viewpoints exist considering concept of organizational effectiveness. One of these viewpoints regards effectiveness as a scale or extent by which an organization achieves its goals. The other one views organizational effectiveness as a measure of achieving short and long term goals considering expectations of beneficiaries, appraisers, and organizational living stage (Robbins, 1998). In past decades, each of these

descriptions challenged the construct of organizational effectiveness. For instance, Barnard (1938), Yuchtman and Seashore (1967), Price (1968), Pfeffer and Salansick (1978), Campbell (1977), Martz (2008) quoting from Nadler and Yuchtman (1980) suggested that an effective organization is one that shows a large degree of appropriateness and adaptability or compromise between its elements.

Various models have been presented to measure organizational effectiveness. In spite of more than 60 years of performing investigations in this field, there are still fundamental challenges in measuring effectiveness of organizations and also multi-dimensions and complexity in sport makes this measurement even more difficult (Baruh & Ramalho, 2006; Cameron, 1981). Perceiving organizational effectiveness needs understanding several models because usually none of these models are applicable separately. Thus, the sole way to perceive the construct of effectiveness is to understand relative relationship between different models and that how these models are interrelated. Daft (1998) has divided various approaches of studying effectiveness to two main approaches of conservative (3 methods) and modern (2 methods) (Daft, 1998).

The most dominant and primary approach that was used to define and assess effectiveness was an approach based on goal attainment. This approach views organization's goods and services as outputs. Chelladurai, Seziscelo and Hegerti (1987) - following this approach- used index of medal acquisition and victories in international competitions in order to determine sporting organizations' effectiveness. Nevertheless, they suggested that the approach of goal attainment may be useful to assess only effectiveness of professional and elite sporting organizations and programs and may not work for mass sports' programs. On the other hand, success can be measured by progress in sporting competitions.

Second approach is based upon resource attraction or system theory (Yuchtman and Seashore 1967). According to this theory, organizational effectiveness involves the ability of an organization to obtain resources in order to ensure viability. Attracting required resources and maintaining a harmonious relationship with the environment is main issue of the system theory (Balduck & Baleens, 2009; Scott, 1997). However, this approach is able to measure some of inputs and outputs but this does not necessarily mean measurement of effectiveness. For instance, Frisby (1986) by combining the goal approach with systems resource approach tried to investigate that if highly successful Canadian federations in attracting scarce financial resources were also successful in achieving high performance-related

objectives. His findings showed that only one of goal approach indices (ranking effectiveness criteria) has significant and positive relationship with one of system resource approach indices (total budget). This indicates that capable organizations in acquiring scarce financial resources are also able in achieving high performance-related objectives (Frisby, 1986). Koski (1995) examined Finnish sporting federations using system resource approach and indicated that five measures of resources attraction capability, internal environment, internal procedure productivity, codifying real goals, and general levels of activities can be considered as measures of sporting federations' effectiveness. By classifying people as resources, Koski found out that number of organization's staffs has important effect on other areas (Koski, 1995).

Third approach is based on internal procedure of organization. This approach has changed viewpoints related to effectiveness. It caused that dynamism among organization's staffs become the most important measure of effectiveness in an organization which involves measures such as honesty, integrated systems, and good performance. In this approach, effectiveness means healthy resources and organization's productivity. An efficient organization has an integrated, smooth, and harmonious internal procedure in which staffs and members feel satisfaction. Organizational effectiveness in this approach means organization's ability to perform tasks such as decision making, planning, and budgeting and so on. This approach assumes that organizational effectiveness is the result of management procedures' development in determining and choosing organization's goals and the way to achieve these goals (Daft, 1998). Chelladurai, Seziscelo and Hegerti (1987) also investigated the effectiveness of Canadian sporting federations in accordance with resource acquisition. This study includes main areas in mass and elite sport within input-throughout-output cycle and also six dimensions of effectiveness (i.e. input-mass, input-elite, throughout mass, throughout-elite, output-mass, and output-elite). Although scientific or experimental results of this study did not completely support theoretical framework of effectiveness in sporting federations, it was considered as an invaluable attempt to better understand the operations of Canadian sporting federations.

The emphasis on human resources is fourth approach that is recognized as the strategic constituencies approach. In the strategic constituencies approach, an organization is regarded effective when the organization complies with requirements of internal and external environment's factors, especially internal and external strategic constituencies in order to enjoy

their support. This approach is supposed as an alternative for goal attainment, system resource, and internal procedure approaches (Baldock & Baleens, 2009; Zammuto, 1984). The advantage of this method is that by the time of its implementation there would be a wide attention to organization's effectiveness and internal and environmental factors would be evaluated. The strategic constituencies approach involves owners, fans, athletes, society, Medias, national communities and sponsors. Numerous studies have been conducted in sport area using this approach. In this regard, Vail (1985) attempted to examine the importance of 6 prominent variable of organizational effectiveness (i.e. adaptability, communications, financial resources, organizational development, human resources, and organizational planning) from viewpoint of different parts of Canada's sporting federations. He suggested that all measures are important in determining organizational effectiveness as stated by sporting managers, governmental organizations, coaches, and financial sponsors.

Papadimitriou and Taylor (2000) examined the effectiveness of Greece's sporting federations. They have used constituencies' satisfaction approach as their research model and viewpoints of 6 groups of organization's constituencies (board of directors, professional staffs, national coaches, elite athletes, international referees, and scientific counselors) regarding federations' effectiveness were measured using 33-question questionnaire of effectiveness. Five factors of organizational effectiveness including external communications, interest in athletes, internal procedures, long-term planning, and sports science support were introduced in factor analysis which have formed multidimensional feature of effectiveness construct. Also, results of ANOVA test showed that athletes, coaches, and scientific counselors of federations had the least satisfaction among other groups, while international referees and board of directors had the most satisfaction.

Despite weaknesses and strengths of aforesaid approaches in sporting organizations (Narayanan & Nath, 1993; Price, 1972), competing values approach is one of multidimensional and multifold organizational effectiveness approaches that involve strategic constituencies approach.

According to this approach, there are reciprocal, multifold and different values within organizations each of which are observable and measurable in different parts of sporting organizations (Shilbury & Moore, 2006). Thus, using this kind of approach seems appropriate in sport field (Balser & McClusky, 2005). Competing values approach of Quinn and Rohrbaugh (1981) was presented in order to assess organizational effectiveness. Campbell et al (1974) introduced a list of 39 measures which encompassed comprehensive collection of appropriate ones for evaluation of organizational effectiveness. Quinn and Rohrbaugh (1981) analyzed this list and by identifying patterns and frameworks dominating these patterns tried to present suitable classification of those measures. Quinn and Rohrbaugh (1983) introduced a multidimensional scale in order to identify dimensions of basic values in which concept of organizational effectiveness have been implanted. The result of this investigation led to introduction of 3-dimensional approach of organizational effectiveness which includes 3-dimensional values continua encompassing flexibility-control, internal focus-external focus, means, and ends. The name – competing values approach- was chosen because of paradoxical organizational values in this approach (figure 1). This framework is in fact representative of the paradox that exists within organization and management, because organizations are concomitantly trying to achieve different criteria (Quinn & Spreitzer, 1991). Quinn and Rohrbaugh (1983) also confirmed the existing paradox in this approach. Above this, it is probable that an organization has both fixed and flexible structure and also by having satisfied staffs, it may be efficient. On the other hand, competing values approach is a road map for organizations to find growth opportunities for themselves (Quinn & Rohrbaugh, 1983). According to this approach, 4 approaches of open, rational goals, internal procedures, and human relationships exist within 8 factors of flexibility, organizational resources, planning, productivity, organizational interaction, stability, employees' integration, and experts that by examining organizational effectiveness via this approach, the success in achieving determined goals could be predicted.

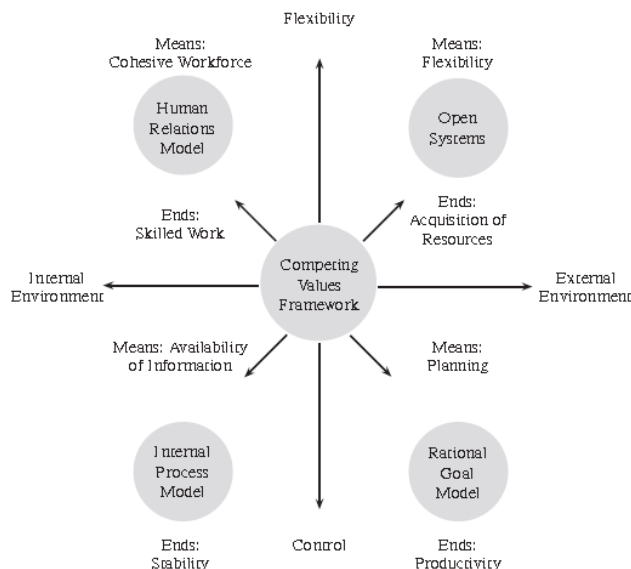


Figure 1: Competing Values Model of Organizational Effectiveness: Quinn and Rohrbaugh (1981, 1983).

Tregunno et al (2005) investigated the performance of Canada's emergency parts using this approach. Their findings showed that assessing performance of one group of constituencies leads to imbalance between other groups. So considering demands and viewpoints of all constituencies may result in performance improvement within Canada's emergency parts. Other studies used competing values approach include Heathcoat (1998) (organizational effectiveness in youth clubs) and Panayiotopoulos and Papalexandris (2004) (human resources and organizational performance management in Greece) concluded that human resources has high correlation with organizational performance.

In sport area, Shilbury and Moore (2006) examined Australia's sporting organizational effectiveness using competing values approach. They have used semi-structured interviews in order to investigate and recognizing the dimensions of competing values pattern, and experts' opinions in order to pilot testing. Characteristics of reliability and validity regarding criteria of competing values approach using structural equations model indicated that rational goals approach is a prominent and dominant aspect of organizational effectiveness in competing values approach.

Rojas (2000) reviewed the most important approaches of non-profit organizational effectiveness and showed that competing values approach is the most appropriate one to assess this kind of organizational effectiveness such as sporting organizations. Balduck (2009) examined Belgium's Sport clubs' effectiveness via competing

values approach and indicated that dimensions of constituencies' satisfaction, competing goals attainment, athlete attraction, elite coaches, and organizational communications and information are predictors of effectiveness within Belgium's sporting clubs. In addition, findings of Walton and Dawsons (2001) showed that different people have different viewpoints regarding this issue. Thus, when using Quinn and Rohrbaugh's (1983) competing values approach in order to measure effectiveness within non-profit organizations such as federations, utmost caution should be provided. Eydi et al (2011) investigated effectiveness pattern of Iran's selected sporting federations based on competing values framework. Their statistical society included Iran's selected sporting federations and their statistical sample involved (board of directors, expert staffs, referees, athletes, and adolescent coaches) 6 selected team and individual sport federations of basketball, volleyball, handball, weightlifting, wrestling, and taekwondo. Via detective factor analysis, Researchers identified 62 questions within 4 approaches of rational goals, open systems, internal procedures, human relationships, and 8 sub scales of flexibility, planning, productivity, organizational resources, organizational sustainability, information accessibility, employees' integration, and expert staffs. The results showed that factors of productivity, organizational resources, organizational sustainability, planning, flexibility, organizational interaction, employees' integration, and expert staffs had the most effect on the effectiveness of Iran's selected sporting federations,

respectively. On the other hand, findings of confirmatory factor analysis indicated that rational goals approach (productivity, planning) was the major framework for important and determinant values of organizational effectiveness in six of Iran's selected sporting federations (Eydi et al, 2011).

In general, competing values approach was selected as theoretical framework for the present study due to its multi-dimensions and coverage of other approaches within itself. This approach is formed by 4 approaches of open systems, rational goals, internal procedures, and human relationships, and 8 factors of flexibility, resources, planning, productivity, organizational interaction, sustainability, expert staffs, and employees' integration (Rojas, 2006; Slak & Parent, 2006). Regarding dimensions and applications of competing values approach, it seems that the effectiveness of Iraq's sporting federation and their focus can be measured by utilizing this approach. In the present study, competing values approach was identified as appropriate theoretical basis because of its capability in combination of major theoretical approaches of effectiveness.

Popular sports in Iraq include football and basketball as team sports, and weightlifting and track and field as individual sports. The country could achieve remarkable success in international levels in these sports. For instance, reaching 1986 soccer world cup games, 4 times Olympic attendance, and achieving football's 4th title in Athens' 2004 Olympic games, championship in Asia's national cup games in 2007, 2nd title in west Asia's male basketball games in 2010, 2nd title in west Asia's female basketball games in 2010, 2nd title in track and field in Guang jo's Asian games in 2011, and two championships in Asia's weightlifting in recent years. Furthermore, sporting organizations are among the most and the widest organizations that their aim is developing mass and individual sports. Because organizations act in turbulent settings, measurement of their effectiveness is vital. So the objective of the present study is designing organizational effectiveness approach of selected Iraq's sport federations based on Competing Values Approach.

METHODOLOGY

This survey is a descriptive and measurable one which studies the organizational effectiveness of chosen athletic of Iraq. Statistical society of this survey is four Iraq sporting federations which are selected non-randomly and purposefully. The criteria for choosing sporting federations are: domestic regular leagues, active share, and gaining prosperities in international competitions and the samples of survey are all participants (president, vice-president, secretary, professional staff, athletic,

coaches of adult national team and referees), two selected federations of collective sport (football and basketball) and two selected federations of singular sports (track and field and weightlifting). Generally, 221 questionnaires distributed which 180 one of them was analyzed at the end.

In this survey we used Quinn and Rohrbaugh (1983) CVF model for studying organizational effectiveness of Iraq sporting federations in four quadrant of human relations model, Internal process, rational-goal model, open systems model and eight sub factors of Flexibility, Resources, Planning, Productivity, organizational interaction, Stability, worked force cohesion and worked force expert. Due to the lack of related questionnaire to survey's subject-because the questionnaire had been used for selected federations of Iraq- we translated the questions into Arabic and Kurdish. For approving the structure and content, we distributed the questionnaire to 12 educational training professors and psychologists and 20 of people of board members, managers, professional staff, trainer, athletes and professional referees who are working in professional leagues of Iraq. They suggested their professional ideas about questions, questionnaire's content, the relationship between questions with choices and the conformity of questions with survey's objectives which culminated in setting and affirmation of the final questionnaire.

By using the Cronbach's alpha these rates were achieved internal stability and reliability of questionnaire $r=0.97$, Flexibility $r=0.80$, Resources $r=0.81$, Planning 0.83 , Productivity $r=0.89$, organizational interaction 0.86 , Stability $=0.86$, worked force cohesion $r=86$, worked force expert $r=0.87$, the questionnaire was the type of 5 point Likert by using 1 for "totally disagree", 2 for "disagree", 3 "no idea", 4 for "agree", 5 for "totally agree".

We used descriptive statistic methods for studying demographic properties and for distinguishing the extent of importance of variables. We also exploited "Kolmogorov-Smirnov test" for testing the normality of data distribution. For access analyzing, modeling, conformity analyzing for affirmation of model property and relationships among agents, we also used the "Lisrel software version 8.50".

Structural equation modeling is a general approach for testing the hypotheses about hidden and witnessed relationships of variables which sometimes is called covariance structural analysis, casual modeling or Lisrel; however the dominant term is "structural equation modeling".

RESULTS.

According to the questions which concern the demographic properties of federations participants,

these rates were achieved through 221 people who attended in this survey: 0.85.6 men, 0.14.4 women, about 0.79 under the age of 45 and 0.21 upper than 45 (which shows that the most of participants were young), 0.65.5 with less than 15 years of employment and 0.35.5 with more than 15 years of employment (which is an acceptable rate for vocation resume and experience), 0.5 under diploma, 0.28.3 diploma, 0,18.3 vocational degree, 0.36.7 B.A, 0.7.8 M.A and 0.3.9 Ph.D. which shows most of the participants have academic degrees.

According to table (1), football federations have the maximum average in all effectiveness agents except for stability agent which is attributed to the weightlifting federation. Moreover the basketball federation has the least average in all effectiveness agents except for organizational planning agent which is devoted to weightlifting federation. Generally football and basketball federations, in respect, have the most and the least organizational effectiveness table (2).

Table

Factors	Federations	Mean	Std Deviation
Flexibility	Football	3.12	0.73
	track and field	3	0.69
	weightlifting	2.84	0.90
	basketball	2.76	1.11
Resources	Football	2.87	0.66
	track and field	2.61	0.80
	weightlifting	2.58	0.61
	basketball	2.50	0.78
Planning	Football	2.83	0.77
	track and field	2.72	0.65
	basketball	2.57	1
	weightlifting	2.55	0.84
Productivity	Football	2.77	0.70
	Weightlifting	2.71	1.05
	track and field	2.55	0.61
	basketball	2.43	0.88
organizational interaction	Football	3.05	0.79
	track and field	2.96	0.74
	weightlifting	2.91	0.89
	basketball	2.79	1
Stability	Weightlifting	3	0.83
	Football	2.90	0.75
	track and field	2.84	0.80
	basketball	2.57	1.01
worked force cohesion	Football	2.87	0.75
	track and field	2.79	0.72
	weightlifting	2.70	0.80
	basketball	2.62	0.86
worked force expert	Football	2.85	0.76
	track and field	2.78	0.83
	weightlifting	2.75	0.92
	basketball	2.51	0.88

1.

Means and Standard deviations of Effectiveness Dimensions in Sporting Federations

Table 2. Means and Standard deviations of Iraq's Sporting Federations Effectiveness

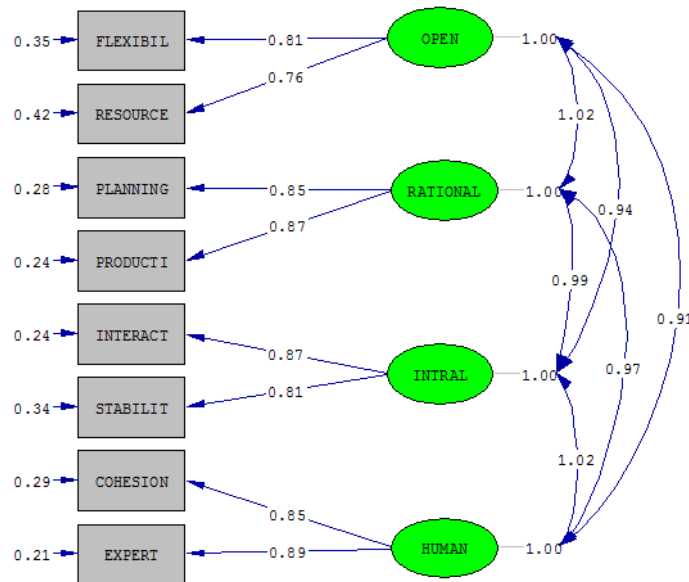
Federations	Mean	Std Deviation
Football	23.31	4.79
Track and field	22.27	4.85
Weightlifting	22.08	5.84
Basketball	20.42	6.93
Sum	19.70	5.03

For testing the hypothesis, we used affirmative factor analysis to see whether the model and its four dimensions are proper or not. The chi-square for this model was 2.9 which was lesser than the climatic rate of chi-square with df 1 (3.84).on the hand, root mean square error of approximation (RMSE), GFI, AGFI and CFI are 0.006, 0,96, 0.90, 0,99 in respect, which prove the appropriateness and fitness of the model and the competitive values of approach. Moreover, according to figure (2), the agents of expert staff with Human Relations Model ($r=0.89$), productivity with rational goals model ($r=0.87$), and interaction with Internal Process Model ($r=0.87$), have the most relationships and human resource with open system model has the least relationships. Also, models based on open system with rational goals model and Internal Process Model with Human Relations Model ($r=1.02$) has the most relationships, and open system model with Human Relations Model ($r=0.91$) has the least relationships.

According to figure (2), we study coefficients access analysis of each relationship in the model. Moreover the organizational effectiveness completed model with details is introduced. In the access analysis, one-way flashes show the casual relationship among variables and hidden agent. It also shows the eight agents of: Flexibility, Resources, Planning, Productivity, organizational interaction, Stability, worked force cohesion and worked force expert (independent variable) and their relationships with organizational effectiveness (dependent variable).

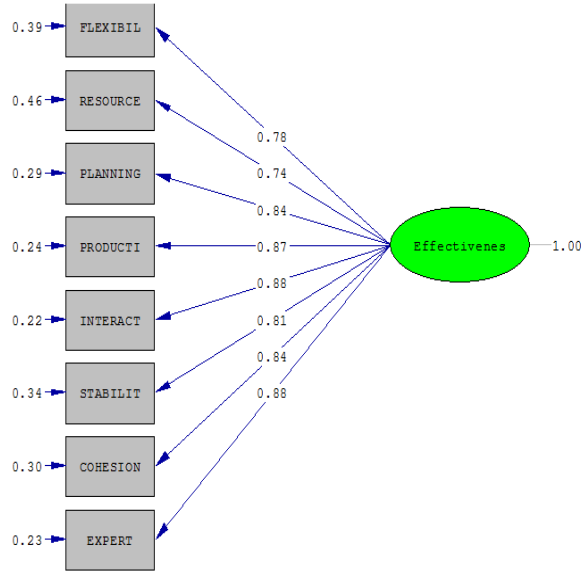
The mutual flashes show the simple relationships among variables. For testing hypothesis to see whether it has been designed properly or not, we used chi-square. According to the model's subtitle, its rate for this model is (2.33) which is less than its climatic rate with df 1 (3.84) and shows the fitness of the model.

The rate mean square error of approximation (RMSEA) is (0.08) which shows the appropriateness of the model.



Chi-Square=24.38, df=14, P-value=0.04119, RMSEA=0.064

Figure_2: confirmatory factor analysis model of organizational effectiveness competitive values of Iraqi selected sporting federations



Chi-Square=46.57, df=20, P-value=0.00067, RMSEA=0.086

Figure 3. Organizational Effectiveness path analyzed model in selected sporting federations

Figure (3) shows the completed model of organizational effectiveness of sporting federations. Due to the excess of relationships among agents and patterns, we just stipulate the most important agents and the patterns of competitive values with organizational effectiveness in sporting federations: productivity agent with rational goals pattern,

organizational interaction with internal processes model, worked force expert with human relation model, and rational goals pattern and internal processes pattern with organizational effectiveness of sporting federations had the most relationships which according to these two models and their sub-comparisons, they are showing the organizational effectiveness access for sporting federations.

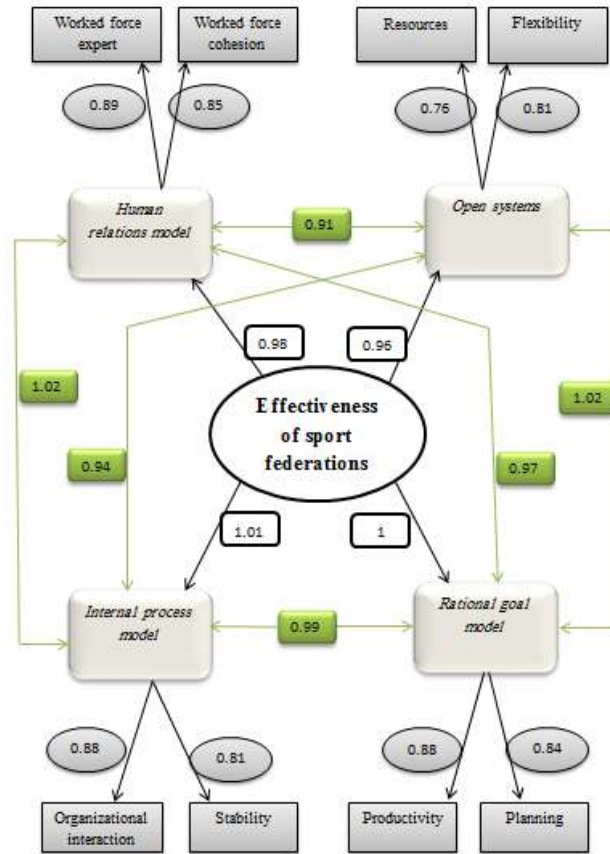


Figure-4: Competing Values Model of Organizational Effectiveness in Sporting Federations.

DISCUSSION

Football federation in all factors except stability factor had the most median, but power lifting federation had the most median in stability factor. Also, basketball federation in all organizational effectiveness factors had a lowest median except organizational planning in power lifting federation had the lowest median in all selected Iraq federations. Generally, in OE football federation had the most, and basketball federation had the lowest effectiveness.

Today, football knows like a huge industry in the world, as many countries pay a lot of money for conduct international tournaments to introduce themselves to the world. The beauty of football and high interested people to this field caused countries done the most investment in this field for satisfying their people. Iraq country like other countries has a special importance to the football. However, invest mentor and governments men should pay more attention to other sports and youth ministry should change its strategy by reengineering, and by this way sport for all elite sport be in a suitable level.

The result of path analysis eight OE factors in sport federations makes the model of effectiveness in that federation. In this model, we paid attention to the

different factors, priorities and values of agents. Expert human resource factor, interaction and organizational productivity were the most important factors of OE in Iraq federations.

The result of path analysis also showed Expert human resource and interaction factors are valuable indexes of competitive values($r=0.88$) and support expectations. It seems that by raising specialty and demand of organizations, perused managers to absorb experts, and sport organization progress by this way. Papadimitriou & Taylor (2000) knows internal methods, interest to athlete, external relationships and support of physical educations factors of Greece sport federation, that result support result of this research. Iraqi federations concentrate on expert human resource and organizational interactions and attempt to enable their athletic programs and strategies by making an active and expert atmosphere in athletic structures. Chelladurai (2000), Seziscelo& Hegerti (1987), and Papadimitriou & Taylor (2000) research's result support this finding. Politics makers and government men should pay attention to human resource because they are the heart of organization, and they archive to visions, missions, goals and policy of the organizations.

In each organization like sporting federations, to improve effectiveness and achieve to the goal of organization use of absorb, teach and protect effective and expert human resource. And personal features of human resource have relation with OE. Human resource in federations in one federation is not only workers and board members but also sport volunteers, athletes, coaches, technical board and referees are member of human resource, in this research result showed selected federation in Iraq by absorb expert in special committees of federations have important step in effectiveness of organization according to human relationship pattern.

We must attention to skill holder as moderator of relationship in effectiveness of organization. Concentration on need of skill holders showed most of federation's attentions are on elite and professional level or sport for all, this subject demonstrate Iraq system have attentions on give medals in international tournaments but they don't pay attention to extend sport for all in society. In federation environment rarely have coordination between expectations of elite athletes for preparation to be in international tournaments and program and service are done for them. So we must pay special attention for needs and expectations of athlete and technical board when we want design programs for preparation for international tournaments and receive national achievement.

Also according to the designed model of Iraq selected federations internal process model (interaction and stability of organizations) and rational goal model (productivity and planning) was the most important models in Iraq selected federations. In rational goal model, we emphasized on the organizational controlling structure and external environment, however in internal process model (interaction and stability of organizations), we emphasized on the active relationship between workers and protection of existed conditions of organization. In addition in rational goal model, we paid attention to external environment however in internal process model the concentration is on both internal conditions and controlling focused organization. This result showed Iraq selected federations must paid attention on external environment and result of Shilbury & Moore, (2006), and Eydi (2010) research support this idea. Iraq selected federations in addition to pay attention on external environment, must pay attention to needs of skill holders and human resource needs to improve stability of federations.

This research showed different strategies like flexibility, obtain resource, productivity, planning, organization interactions, stability, expert human resource and worker cohesion shows different organization dimensions in sport federation.

In relation with competitive values approach we must utter that in these approach four different approaches and eight dimensions are visual in competitive values approach. In that model managers can know their strengths and weaknesses and they can analyze that for effectiveness. In this research result showed in four federations in Iraq their ability for effectiveness and achieves to strategic goals and prepares services for sport volunteers, athletes, coaches, technical board and referees and expert human resource and trying to absorb and obtain them are the main dimensions of OE in Iraq sport federations. Hence other federations must improve their ability in that dimensions to be effective.

REFERENCES

1. Balduck, A.L, Baleens' (2009), *a Two-Level Competing Values Approach to Measure Nonprofit Organizational Effectiveness*. Ghent University, Vlerick Leuven Gent Management School. Working paper, 1-30.
2. Balser, D. & McClusky. J. (2005), *Managing Stakeholder Relationships and Nonprofit Organization effectiveness*. *NONPROFIT MANAGEMENT & LEADERSHIP*, 15 (3), 295-316.
3. Baruh, Y., & Ramalho, N. (2006), *Communalities and Distinctions in the Measurement of Organizational Performance and Effectiveness across For-Profit and Nonprofit Sectors*. *Nonprofit and Voluntary Sector Quarterly*, 35(1), 39-65.
4. Cameron, K. (1981), *The Enigma Of organizational effectiveness ss/D.Baughery (Ed) New Directionsfor Program Evaluation: Measuring Effectiveness/NO.11/San Francisco: Jossey-Bass/September*.
5. Campbell, J. P. (1977), *on the nature of organizational effectiveness*. In P. S. Goodman, J. M.Pennings, & Associates (Eds.), *new perspectives on organizational effectiveness*, 36-41.
6. Chelladurai, P., Szyszlo, M., & Haggerty, T. R. (1987), *Systems-based dimensions of effectiveness: The case of national sport organizations*. *Canadian Journal of Sport Science*, 12, 111-119.
7. Chelladurai, p; Madella, A. (2006). *Human Resource Management in Olympic Sport's Organizations*. *Human Kinetics*. First Edition.
8. Daft, Richard L. (1998), *Organization theory and design*, South Western College Publishing (Cincinnati, Ohio), ISBN 0538879025, 6th edition.
9. Etzioni, A. (1960), *two approaches to organizational analysis: A critique and a suggestion*. *Administrative Science Quarterly*, 5 (2), 257-278.
10. Eydi, H. Ramezanineghad, R, yousefi, B, Sajjadi, S.N, Malekakhlagh, E (2011).

Compressive review of organizational effectiveness in sport. Sport management international journal, Choregia, 7 (1) 6-21.

11. Eydi, H. RamezaniNeghad, R, yousefi, B, Sajjadi, (2012). *Designing Model of organizational effectiveness in sporting Federations of Iran. Sport management journal of Mazandaran, 14, 6-21.*

12. Frisby, W. (1986), *Measuring the organizational effectiveness of national sport Governing bodies. Canadian Journal of Applied Sport Science, 11, 94-99.*

13. Goodman, P. S., & Pennings, J. M. (1980), *Critical issues in assessing organizational effectiveness. In E. E. Lawler III, D. A. Nadler & C. Camman (Eds.), Organizational Assessment. New York: Wiley.*

14. Koski, P. (1995), *Organizational effectiveness of Finnish sporting clubs. Journal of Sport Management, 9, 85-95.*

15. Lawrence, P. R., & Lorsch, J. W. (1967), *organization and environment, Boston, Mass.: Harvard Business School. Division of Research.*

16. Martz, W. A. (2008), *Evaluating organizational effectiveness. Dissertation for the Degree of Doctor of Philosophy, Western Michigan University, 33.*

17. Miles, Robert H. (1980), *Macro organizational behavior, Santa Monica, Cal: Goodyear, 375.*

18. Narayanan, V. K., & Nath, R. (1993), *Organization theory: A strategic approach. Homewood, IL: Irwin.*

19. Papadimitriou, D., & Taylor, R. (2000), *Organizational effectiveness of Hellenic national sports organizations: A multiple constituency approach. Sport Management Review, 3, 23-46.*

20. Pfeffer, J. & G. R. Salanick (1978), *The external control of organizations: A resource dependent perspective, New York: Harper & Row, 11.*

21. Price, J. L. (1972), *The study of organizational effectiveness. The Sociological Quarterly, 13, 3-15.*

22. Quinn, R. E., & Rohrbaugh, J. (1983), *A spatial model of effectiveness criteria: Towards a competing values approach to organizational analysis. Management Science, 29, 363-377.*

23. Quinn, R. E., & Spreitzer, G. M. (1991), *The psychometrics of the competing values culture instrument and an analysis of organizational culture on quality of life. Research in Organizational Change and Development, 5, 115-142.*

24. Robbins, S. & Barnwell, N. (1998). *Organization theory in Australia (3rd ed.). Sydney, Australia: Prentice Hall*

25. Rocha, M., & Turner, A. (2008), *Organizational effectiveness of Departments and coaches Extra- Role Behaviors, Journal Issues In Intercollegiate Athletics, 1, 124-144.*

26. Rojas, R. R. (2000), *A review of models for measuring organizational effectiveness among for-profit and nonprofit organizations. Nonprofit Management & Leadership, 11 (1), 97-104.*

27. Scott, R. W. (1997), *Effectiveness of organization effectiveness Studies. New Perspectives on Organization Effectiveness. P. S. Goodman and J. M. Pennings. San Francisco, Jossey-Bass: 63-95.*

28. Seashore, S., & Yuchtman, E. (1967), *Factorial analysis of organizational performance. Administrative Science Quarterly, 12 (3), 377-395.*

29. Shilbury, D., & Moore, K. A. (2006), *A study of organizational effectiveness for National Olympic Sporting Organizations. Nonprofit and Voluntary Sector Quarterly, 35 (1), 5-38.*

30. Simmons, J. (2003), *"Reconciling effectiveness and equity in performance management: a stakeholder synthesis approach to organizational systems design", Systemic Practice and Action Research, 16 (5), 35-56.*

31. Slak, T., & Parent, M. M. (2006), *Understanding Sport Organizations: The Application of Organization Theory. Human Kinetics. 2nd Edition.*

32. Trail, G., & Chelladurai, P. (2000), *Perceptions of goals and processes on intercollegiate Athletics: A case study. Journal of Sport Management, 2, 154-178.*

33. Zammuto, R. F. (1984), *A comparison of multiple constituency models of organizational effectiveness. Academy of Management Review, 9, 606-616.*

THE IMPORTANCE OF PSYCHO-PHYSICAL RELAXATION IN DIMINISHING THE FREQUENCY AND INTENSITY OF MIGRAINE CRISES