



The effects of organizational structure and management on the Olympic Movement in South East Asian Countries

Suriyan Somphong
Faculty of Science and Technology
Suan Sunandha Rajabhat University
Bangkok, Thailand
E-Mail: suriyan.so@ssru.ac.th

Abstract

The Olympic Games is a highly complex enterprise necessitating a large diversity and amount of resources. It also requires an assortment of committed stakeholders who are tasked with to bidding for an event, and ultimately planning and hosting the Olympic Games. The purpose of this study was to review the histories, organizational structures, and management of National Olympic Committees in South East Asian Countries as well as to analyze and synthesize the findings according to the modern system theories and organizational concepts in order to present the guidelines for driving the Olympic Movement of NOCs. The thirty respondents in this study were purposively selected since they were some experts from the NOCs. The instruments used comprised of a questionnaire and semi-structured interview developed by the researcher. The qualities of the instruments were verified by measuring the construct validity, calculating the index of congruence under the considerations of the experts, and determining the reliability with Cronbach's method, respectively. The results of this study showed good developments and protections for the Olympic Movement. There are five aspects of organizational management as follows: 1) input factor including people, budgets, management and equipment required for and effectively supporting the activities; 2) process factor that is the method that can take the input into the system step by step in order to result in output; 3) output factor that is the goals in the forms of efficiency, effectiveness, satisfaction, and compensation specified by the committees; 4) feedback factor adjusting the output from the system to be satisfactory; and 5) environment including internal environments (e.g. atmospheres and member interactions) and external environments (e.g. national economy and politics). It was found that Thailand has the most systematical management followed by Indonesia, Malaysia, Singapore, Philippines, Vietnam, Cambodia, Myanmar, Laos, Brunei, and Timor-Leste, respectively. The guidelines for driving the Olympic Movement are based on three strategies as follows: 1) support the international sport events according to the Olympic Charter 2) develop the databases and information technology systems of the Olympic studies in order to support the Olympic Movement, and 3) coordinate with the public and private sectors to conduct activities according to the Olympic Movement. From these finding, the NOC in South East Asian Countries will develop the management systems towards enhancing the sustainability as well as the International Olympic Committee standing.

Keywords: Organizational Management, Olympic Organization, National Olympic Committee.

Introduction

The Association of South East Asian Nations or ASEAN, is the geopolitical organization and association of economic value in ASEAN and includes ten countries which are Indonesia, Malaysia, Philippines, Singapore, Brunei, Vietnam, Laos, Myanmar, Cambodia and Thailand. It aims to support the good processes recognized between regional players, keeping of the peace, stability and security in political life, and additionally seeks to accelerate economic growth, social progress, and cultural development in the region.

It strives to promote a good-life and good eating based on equality and sharing benefits between members and offers open opportunities to restrain the growth of disputes or arguments between countries peacefully, accordingly Supitr (2011) commented that:



ASEAN and sport in Thailand especially society and cultural on the part of sport, will help to improve the body, mind, soul, emotion, society and EQ for ASEAN in part of stability can connect all by sport and ASEAN in part, through sport while also generating income for a country by following six national sport strategies to be the basis of thinking and integration of sport with tourism, and public and cultural exchanges in all type of sport which are unique to Thai culture, such as Thai boxing, Takraw and regional performances. (Supitr, 2011)

In part, sport accepts that it can connect and also improve people, the body, mind, emotion, society, one's soul and thinking, for people to obtain good health which will be an important basis upon which to improve the country overall. Thus, Thailand is going to join with the ASEAN community and ten other countries and is planning to develop itself and them, but there are questions needing to be answered especially on the part of sport organizations. The Olympic organization in ASEAN has a policy and vision that is well defined and the responsibility for how to drive desired practices when Thailand is going to ASEAN. It seeks to take on the Olympism ideology and to drive the Olympic Movement to be motivated more by Baron Pierre de Coubertin for promote stronger organization in the ASEAN group. Charouck (2011) mentioned that: "National Olympic Committees in ASEAN, in charge of international sport organization need to be concerned and ready in defining the policy for driving the nation's sports to go to ASEAN properly and to process the driving policy of the International Olympic Committee (IOC) to preserve the spirit of Olympism".

Participating in the Olympic Games allows each athlete to become a member of the Olympic family ... a very special club for those who have competed in the Olympic events. Membership of this unique club cannot be bought. The only way to become a member is to achieve sporting excellence. (Szewinska, 2002)

Olympism's ideology was based on Baron de Coubertin, the father of the modern Olympic Games who used "Olympism" as an important base to express the mind and beliefs reasonably for humans. Olympism is a philosophy of life, promoting and coalescing in a balanced whole the qualities of body, will and mind. It blends sport with the important aspects of culture and education. It tries to create a way of life based on the joy of effort, the educational value of good example, social responsibility and respect for universal fundamental ethical principles. He was willing to make public the notion of Olympism through the process of education, and improve society through the modern Olympic Games with a belief that "Sport" will be the element to attract government interest, organizations, departments of state and also people in general and especially through sport competition. This would serve as an inspiration to children and youths and grow their interest in sport and learning about the desired life values to embrace so as to improve them to be a good person of value to their nation.

To be eligible for participation in the Olympic Games a competitor must comply with the Olympic Charter as well as with the rules of the IF concerned as approved by the IOC, and must be entered by his NOC. He must notably:-respect the spirit of fair play and non-violence, and behave accordingly on the sports field ;-refrain from using substances and procedures prohibited by the rules of the IOC, the IFs or the NOCs;-respect and comply in all aspects with the Olympic Movement Anti-Doping Code. Olympic Charter, Rule 45. Edition 2001.-be a national of the country of the NOC with is entering him.-a competitor who has represented one country in the Olympic Games and who has changed his nationality, shall not participate in the Olympic Games to represent his new country until three years after such change or acquisition. This period may be reduced or even cancelled with the agreement of the NOCs and IF concerned and the approval of the IOC Executive Board. (Olympic Charter, Rule 46. Edition 2001)



The Olympic Movement is a concentrated, organised, worldwide and enduring action, carried out under the highest authority of the IOC, of all individuals and beings who are inspired by the values of Olympism. The International Olympic Committee is the highest authority of the Olympic Movement. Its key role is to encourage top-level sport as well as sport for all in harmony with the Olympic Charter. It safeguards the regular celebration of the Olympic Games. As a learning platform, the sport field will become the laboratory for training youths later on, and even in the Olympic Games sport their needs to be serious competition, Coubertin believed that the “Olympic Movement” will progress by giving the needed education, and greater understanding from the Olympic Study Center which Coubertin believed should be concerned about society. Then the goal of Olympism is to put all sport at the service of the peaceful development of humankind, with a view to promoting a totally peaceful society troubled about the preservation of human dignity. There should be a good-culture in losing or winning and good attitudes. no drugs should be used at all in efforts to win as these cause the growth and stability of a country in terms of value to diminish. The practice of sport is then a basic human right and all individuals must have the possibility of practising a sport, without discrimination of any sort and in the full Olympic spirit, which necessitates common understanding within a spirit of friendship, cohesion and fair play.

When he fashioned the IOC, Coubertin had clear and detailed ideas. He personally recruited the founding members, whom he defined as: “All, or almost all of them, were sportsmen in the true sense of the word, in keeping with the idea I had formed from the very beginning, that is to say men competent enough to be able to get to the bottom of any particular question, but far enough removed from any exclusive specialisation ever to become its slaves, men international enough not to be blinded in any international question by their strictly national prejudices, men – finally – capable of holding their own with technical groups and who could be counted on to be completely free of any material dependence upon the latter.” (Olympic.org)

Coubertin believed that physical competition underwrote the world society and promoted global harmony. His ideals depended on a obligation by states not to interfere in sports. The desire of Coubertin was for people to live in harmony and this is a key part of the goal of the movement. Coubertin tried to promote the idea that the National Olympic Committees (NOCs) understand Olympism better, and to promote the idea that nations need to be part of this strategy in and for the Olympic Movement. By accepting that sport happens within the context of society, sports organisations within the Olympic Movement need to have the rights and obligations of independence, which include freely founding and regulating the rules of sport, and defining the structure and governance of their organisations. They also should enjoy the right of elections free from any outside stimuli and the responsibility for confirming that principles of good governance be practiced.

The enjoyment of the rights and freedoms in this Olympic Charter must be available without discrimination of any kind, such as race, colour, sex, sexual orientation, language, religion, political or other opinion, national or social origin, property, birth or other status. In some cases the NOCs are limited by limited information processing capability and they tend to rely on simple models of reality in order to organize their duties and operate in line with Olympic ideals.

The Olympic International Federations (IFs) have the key responsibility and duty of managing and monitoring the commonplace running of the world’s various sports disciplines, including the practical organisation of events during Olympic Games, the supervision and approving of the technical rudiments in the events and the supervision of the development of athletes practising the sports at every level. Each IF then governs its sport at a global level and confirms its promotion and expansion. Each IF monitors the normal administration of their sports and gives an assurance of the regular organisation of competitions as well as respect for the rules of fair play and cultural diversity acceptance.

One of important strategy drivers of the Olympic Movement in the entire world is NOCs. A National Olympic Committee (NOC) is basically a national component of the worldwide Olympic



movement. NOCs are subject to the controls of the International Olympic Committee. NOCs are accountable for organizing their people's participation in the Olympic Games. They may propose cities within their respective areas as candidate cities for future Olympic Games. NOCs also endorse the progress of athletes and training of coaches and officials at national levels within geographic regions. Belonging to the Olympic Movement necessitates acquiescence with the Olympic Charter and recognition by the International Olympic Committee (IOC) which approves the right to NOCs and supports their need to be established based on the principles and regulations of the IOC based on the Olympic Charter. This defines the regulations that are needed to promote, improve and protect the Olympic Movement.

“The IOC must provide more assistance to NOCs so that they can better develop a balanced policy with their respective local governments in a spirit of maximum collaboration whilst maintaining their independence.” (Recommendation 39 of the IOC 2000 Commission, in accordance with Rule 31.5 of the Olympic Charter)

Only NOCs have the power to promote their own country in sport and to participate within the Olympic Games and also other games that NOCs support. They also need to process entries and allow other games in their own country. In this the IOC will help NOCs to achieve success from Olympic Solidarity as the IOC (2013) explained concerning the role of NOCs. The National Olympic Committee is independent and needs to act against any forces, of all types even political, religious or economic. The major influencing body is the IOC for these NOCs with its substantial influence. The Olympic Charter is important to accept as a set of rules and guidelines for the organisation of the Olympic Games, and for governing the Olympic movement. It was last revised on the 15th of September 2017 during the 131st IOC Session in Lima, Peru.

The NOCs need to promote the fundamental principles of Olympism at a national level within the framework of sports. NOCs are thus committed to the development of athletes in all countries and support the development of sport for all programmes and high performance sport in their countries. They also contribute to the training of sports administrators by organising educational programmes. Another objective of the National Olympic Committees is to safeguard that athletes from their respective nations attend the Olympic Games. Only an NOC is able to hand-pick and send teams and competitors for involvement in the Olympic Games.

National Olympic Committees also supervise the preliminary selection of possible bid cities. Before a candidate city can contest against those in other countries, it foremost needs to win the selection process by the NOC in its own country. The National Olympic Committee is then able to name a city to the IOC as a possible candidate to host the Olympic Games.

With this, the challenging question is “what about structure management and system management of NOCs? How much do NOCs’ need to respond to the will and policy of the Olympic Movement and Olympic Charter?” in order to derive real value in the study, an analysis, and then synthesis is needed of the present path of the movement of NOCs.

How are the principles of Olympic Charter supported, what is the underlying ideology and information analyses that is needed to properly drive the system based on the ideology of the Modern Olympic Organization. Nipat (2012) found that in a global and modernized world, human beings are penetratingly integrated and interdependent. Organization then enormously influences the quality of life through its provision of products and services to society. He thus developed a Human Organism Models as an substitute managerial tool for better value creation of organization. Four key variables of organization are vital which are vision, competence, strategy, and value. These are crucial, combined, interconnected, and inimitable. Modern Olympic organizations were purposively selected as samples for analyses based on data collected from 1894 to 2010 and then this was integrated with results from a focus group of Thai Olympic scholars and experts’ opinions from Republic of Korea. The results from the analysis of the modern Olympic organizations with Human Organism Models confirmed that the models are



correct, inclusive, and taken to be used as a managerial tools for the design and development of organizations. The value of this lies in Human Organism Models validity and reliability, as well as comprehensiveness, clarity and of course its simplicity.

In representing all sports federations, the NOC is the sole speaking partner of the Government and public authorities, the economic world and the media when it comes to defending, the general interests of sport. This, of course does not impede on the independence and the particular role of each national federation but allows for an added value in the support and defence of sport in general. (Jacques Rogge, President of the IOC)

Because of this the Olympic Movement is a value based organization and great model of success. However research about the Olympic organization also gets to be more interesting and important than others. This means one should get more education on it. The researcher is interested in studying about organizational structure and management of NOCs in ASEAN for the enhanced learning about the background of its establishment, and the structuring and management of NOCs. He thus basically applied the information to analyze and synthesize in terms of the System Theory and Human Organism Model of the modern Olympic organization. This was done to present the guidelines for the Olympic Movement of NOCs in South East Asian Countries. To be effective, NOCs need to abide by regulations and implement these properly and they must be effectively enforced. In a NOC, the degree to which individuals are able to express their views and request certain courses of action is important. Thus mechanisms must be in place (Kidd & Donnelly, 2000) and no corruption should prevail as this will adversely affect the governance and ability of the NOC members to serve the wishes of the IOC or they country they represent.

Objectives

The purposes of this research study were to review the histories, organizational structures, and management of National Olympic Committees in South East Asian Countries as well as to analyze and synthesize the findings according to the modern system theories and organizational concepts in order to present the guidelines for driving the Olympic Movement of National Olympic Committees in South East Asian Countries.

Methodology

The sample for the study was administrators of NOCs in South East Asian Countries and included the president, vice president and director of National Olympic Committees in all 11 countries, three persons in each country in total of 33 persons included with Indonesia, Malaysia, Philippines, Singapore, Brunei, Vietnam, Laos, Myanmar, Cambodia, Timor and Thailand. Experts were used for a quality test of the validity of the tool and comprised of three senior personnel related to NOCs in South East Asian Countries. The expert used for the quality test of the reliability of the tool were also senior personnel related to NOCs in South East Asian Countries and comprised 30 persons.

The Independent variables were 1) Basic information of NOCs of South East Asian Countries such as background of establishment and organization structure of NOCs in South East Asian Countries 2) System management of NOCs in South East Asian Countries. Followed by additional variables such as 1) Result of gathering information about the background of the establishment of NOCs in South East Asian Countries 2) Results of organizational structure of NOCs in South East Asian Countries 3) Results of system management of NOCs in South East Asian Countries 4) The development path of the Olympic Movement of NOCs in South East Asian Countries.

Idea and principles used in the research were systems theory by Wiener (1948) including input, process, output, feedback, environment, and also the Organizational Structure Theory conforming with the Modern Olympic Organization (Nipat, 2012).



Scope of study

1. The idea was to analyze and synthesize the National Olympic Committee's management system in ASEAN (11 Countries) according to the System Theory (Wiener, 1948). Systems theory is an interdisciplinary theory about the nature of complex systems in nature, society, and also science. It is essentially a framework by which one can examine and/or describe any cluster of objects that work together to yield a result. Management research provides good evidence of models that are suitable to be embraced by NOCs and which are heterogenous and which ultimately affect strategic choices.

Systems change is about addressing the basis causes of social complications, which are often inflexible and entrenched in networks of cause and effect. It is thus an deliberate process calculated to primarily alter the components and structures that cause the system to behave in a certain way- thus for example. why do the NOCs operate as they do. It is based on the following:

1.1 Input (Man, Money, Material and Management)

1.2 Processes

1.3 Output

1.4 Feedback

1.5 Environment

2. In the Modern Olympic Organization with Human Organism Model inclinations (Nipat, 2012), the aspects of importance are the following:

2.1 Vision of organization

2.2 Competence of organization

2.3 Strategy of organization

2.4 Value of organization

Operation Definitions

1. Modern Olympic Organization means specifically a sport organization in the modern time involving the Olympic Movement: of which, there are IOC, IOA, OS, IFs, OCOGs and NOCs.

2. Human Organism Model regarding organization as a human being composed of four key pillars of excellence which are vision, competence, strategy and value.

3. Vision of an organization describes its origin, existence and purpose.

4. Competence of organization outlines domains of sufficient means for the necessities and convenience of organizations to perform tasks in order to achieve their vision.

5. Strategy of organizations is the choice of action to be undertaken for organizations to perform tasks in order to achieve their desired vision.

6. Value of organization reflects performance of organizations as a result of strategy in terms of managerial efficiency and managerial effectiveness.

Value of the study

1. The NOCs can be the centers of knowledge and understanding about Olympism for people in South East Asian Countries.



2. The NOCs will enhance the performance of organizations for managing things systematically.
3. The NOCs will be regarded as reference points for management of 'new born' organizations to design organizational structure and the likes.
4. The NOCs will know how to effectively drive the Olympic Movement in South East Asian Countries.

Procedure of Dissertation

1. Conduct of a literature review on the Olympic Charter, the role of the NOC, principles of Olympism and the Olympic Movement and the history of NOCs in South East Asian Countries.
2. In-depth interviews were conducted with a purposeful sample to gain a clearer understanding of the impact of the NOCs on selected individuals. Interviews were transcribed and content analyzed using a content analysis method. The transcripts were divided and grouped according to questions, themes and issues. Furthermore, several interviews were conducting with people involved with the organization of NOCs throughout its history in order to obtain useful background information.
3. Finally writing up a research report that combines the researcher's understanding of the relevant theory and previous research with the results of his empirical research.

Results and Discussion

1.A brief History of the establishment the National Olympic Committee in South East Asian Countries.

The history of the National Olympic Committee in each country was summarized by the researcher by reviewing relevant literature. The establishments of the National Olympic Committees in South East Asian Countries are summarized as follows:

The National Olympic Committees is the only sport organization in each country. It is an organization under the International Olympic Committee's jurisdiction. Therefore, the national sport organization of any country that is not under the National Olympic Committee and uncertified by the International Olympic Committee needs to submit an application to the International Olympic Committee for certification by sending its regulations of the National Olympic Committee to every country. The National Olympic Committees also has to be responsible for enforcing the regulations in its country. By reviewing the histories of the National Olympic Committees in eleven South East Asian Countries, it is found that the National Olympic Committees of the Republic of Philippines is the first National Olympic Committee in South East Asian Countries. It was established in 1911 and certified by the International Olympic Committee in 1929. The Republic of Philippines is considered as the country that has internationally supported and developed sports for a long time. It was also the first country joining the Olympic Movement in South East Asian Countries. The Republic of Philippines has been considered as country that is strong and good at performing its duties to date. Consequently, the Indonesian Olympic Committee was established and Indonesia was the second country with a National Olympic Committee in South East Asian Countries and the committee was established in 1946. The third one was the Singaporean National Olympic Committee established in 1947. The fourth one was the Myanmar Olympic Committee which was then established in 1947.

The fifth one is the National Olympic Committee of Thailand under the Royal Patronage of His Majesty the King. In 1946, the International Relations Committee for Sports was established with the objective to offer an prospects for foreigners residing in Thailand after World War II to play



and compete in sport events. The income collected from ticket sales was used to support the Thai Red Cross Society and sports activities for the public.

A meeting of the committee decided that there should be an Olympic organization to achieve these activities, with the objective of developing friendly relations with other countries through sports. Consequently, the Olympic Committee of Thailand was established on June 20, 1948, and a letter was sent to the International Olympic Committee at Lausanne, Switzerland on July 22, 1948 to appeal for a formal recognition. The appeal was well thought-out at the International Olympic Committee meeting at Copenhagen, Denmark on May 15, 1950, which totally approved formal recognition of the Olympic Committee of Thailand.

The sixth one is the Olympic Council of Malaysia established in 1953. The seventh one is that of the Lao National Olympic Committee established in 1975. The eighth one is that of the Vietnam Olympic Committee that was established on 1976. The ninth one is that of the National Olympic Committee of Cambodia. It was established in 1983. The tenth one is that of Brunei Darussalam Olympic Committee. It was established in 1984. The last one is that of the National Olympic Committee of Timor-Leste which was established in 2003.

2. The Summary of the Managerial Structure of National Olympic Committees in South East Asian Countries.

To manage the structures of the National Olympic Committees in South East Asian Countries, there are four main variables: organizational vision, organizational performance, organizational strategy, and organizational value. These four variables are necessary for driving the Olympic movements. The structures of the National Olympic Committees in South East Asian Countries were summarized and divided into two levels by the researcher as follows:

At the first level, the board of directors has direct duties and responsibilities for the people relevant to the organizational visions and values. By summarizing the structures of the National Olympic Committees in the South East Asian Countries, it is found that the committees include the chairpersons, vice chairpersons, secretaries, treasurers, and commissioners who are important persons driving the Olympic Movements, creating the policies and visions, and setting the organizational values according to the Olympic Charter. This organizational structure is systematically created by the National Olympic Committees and consistent with the contexts of different countries.

At the second level, the managers of the National Olympic Committees in the South East Asian Countries are the ones taking actions and directly relating to creating and using development strategies appropriate for the organizational performances in order to achieve the organizational visions and result in the organizational values specified and approved by the organizational stakeholders. There are five main units of the National Olympic Committees: 1) marketing, 2) administrative, 3) finance and accounting, 4) international relations, and 5) information technology units. These are the variables in terms of organizational performance for driving the strategies specified and used by the managers.

3. The Summary of the Analysis of the Management System of the National Olympic Committees in Five Aspects.

The details are as follows.

3.1 Input is an important factor supporting the National Olympic Committees in the South East Asian Countries to effectively take actions in terms of personnel, fund, material, technology, information, and organizational management. Singapore, Indonesia, Malaysia, and Laos are the countries that have important factors at only a moderate level. The countries with important factors at a low level are Brunei, Myanmar and Timor-Leste.



3.2 Process is the method that the National Olympic Committees in South East Asian Countries can take regarding vital factors coming into the system. The movements are systematically conducted in order to result in outputs such as visions, plans, and personnel management. Thailand and Philippines are the two countries with processes at the very good high level. Singapore, Indonesia, Malaysia, Vietnam, Brunei, and Myanmar are the countries at the moderate level while the countries at the lowest level are Cambodia, Laos and Timor-Leste.

3.3 Output is the goal of the National Olympic Committees in South East Asian Countries. It must be in the form of efficiency, effectiveness, satisfaction, or compensation in different aspects for the National Olympic Committees. Malaysia, Thailand, and Philippines are the three countries with outputs at the very good level. Singapore, Indonesia, Vietnam, Cambodia, Laos, and Myanmar are the countries at the moderate level. The countries at the lowest level are Brunei and Timor-Leste.

3.4 Feedback is the component that can adjust the outputs in order to make the outputs satisfactory. The relevant information must be returned to the system for improving the inputs and processes in order to make these effectively and efficiently relevant. Singapore will be the only country with the feedback at the very good level while Thailand, Philippines, Indonesia, Malaysia, Vietnam, and Cambodia are the countries at the moderate level. The countries at the low level are once again Brunei and Timor-Leste.

3.5 Environment is organizational in nature. Examples are organizational atmospheres and interactions of the outsiders. The organizations are those such as local and foreign sport, economic, and politic organizations. Thailand, Singapore, Indonesia and Malaysia are the four countries with organizational environments at good advanced levels. Vietnam, Laos, and Philippines are at the moderate level countries. Cambodia, Brunei, Myanmar and Timor-Leste are at the lowest levels of organization.

For the management system of the Olympic Committees in the overall or five terms, Thailand has the most systematical management followed by Indonesia, Malaysia, Singapore, Philippines, Vietnam, Cambodia, Myanmar, Laos, Brunei and Timor-Leste, respectively.

4. The Summarized Guidelines for Driving the Olympic Movement of the National Olympic Committees in South East Asian Countries.

For driving the Olympic Movement of the National Olympic Committees in South East Asian Countries, the strategic plans are presented by the researcher as follows.

The first strategic objective is to support the international sport events according to the Olympic Charter.

The second strategic objective is to develop the apposite required databases and information technology systems of Olympic Studies in order to support the Olympic Movement.

The third strategic objective is to coordinate with the public and private sectors in order to conduct activities according to the Olympic Movement processes and objectives.

Finally, researchers believe that the circumstances of good cooperation between national and international sport organizations will achieve the sought after objectives of Olympism. The Movement when operating within the scope and direction of sport strategic plans will bear fruitful children, youths and citizens that are endowed with good physical and mental health. It will promote the notion of people living peacefully within a spirit of fraternity in society by means of Olympism and the Olympic Movement in general. It is hoped that South East Asian Countries can pave the path to host Summer Olympic Games in the near future.



Conclusions and recommendations

The study showed that good developments and protection of the Olympic Movement and its ideals is according to five aspects of organizational management as follows:

1. Input factor including people, budgets, management and equipment required for effectively supporting the activities;
2. Process factor that is the method that can take the input into the system step by step in order to result in desired outputs;
3. Output factor that is the goals in the forms of efficiency, effectiveness, satisfaction, and compensation specified by the committees;
4. Feedback factor adjusting the output from the system to be satisfactory;
5. Environment including internal environments (e.g. atmosphere and member interactions) and external environments (e.g. national economy and politics). It was found that Thailand has the most systematic management followed by Indonesia, Malaysia, Singapore, Philippines, Vietnam, Cambodia, Myanmar, Laos, Brunei, and Timor-Leste, respectively.

Moreover, the guidelines for driving the Olympic Movement, are based on three strategies as follows:

1. Supporting the international sport events according to the Olympic Charter.
2. Developing the databases and information technology systems of the Olympic studies in order to support the Olympic Movement.
3. Coordinating with the public and private sectors on order to conduct activities according to the Olympic Movement processes and practices.

From these findings, National Olympic Committees in South East Asian Countries will need to develop the management systems to be more sustainable as well as support the International Olympic Committee. Finally, the researchers believes that the circumstances of good cooperation between national and international sport organizations will achieve the desired objectives of Olympism. The movement, when placed under the scope and directions of sporting strategic plans will result in fruitful children, youths and citizens with good physical and mental health, living peacefully within a sense of fraternity in society. And all this via Olympism and the Olympic Movement. It is hoped that South East Asian Countries can pave the path to enable some of them to host the Summer Olympic Games in the near future.

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