

# Analyzing the Influence of Style Promotion of the Organization Leaders of Taiwan Blind Baseball Sport Committee through Case Study

Chen, Chao-Chien, Assistant Professor of Department of Physical Education,  
Asia University, Taiwan

## ABSTRACT

*The study is a study of qualitative research, including visiting the leaders, coaches and team leaders of the foundation groups which are of nature of social obligation, so as to obtain the basic points of view of them to the style of the leaders of the organizations and organizational framework as well as the understating of the operation of the association framework. After long time of collecting relevant documentations and analyzing the results through the Qualitative Method as well as applying many different methods to collect data through Triangulation, errors are decreased. The study results in the following conclusions, including: 1. the style of the leaders of the blind baseball committee organization at the beginning of development in Taiwan belongs to the nature of laissez faire; 2. the features of the style of the leaders of the blind baseball sport organization in Taiwan are: professional leadership and coordination ability, public relation ability, patience, enthusiasm and trusting others; 3. the framework of the blind baseball sport organization of Taiwan shall be operated under different professional background; 4. all the participating administrative personnel are volunteers in the framework of the blind baseball sport organization of Taiwan; 5. the blind baseball recreation of Taiwan shall provide an unobstructed activity space which will make the blind own the sense of achievement like the ordinary athletes; 6. the leaders of blind baseball organization shall establish the bridge of human relations between the normal persons and the blind, such as the common body language, living topics and common interests.*

**Keywords:** recreation, organization leaders, blind baseball, qualitative study

## INTRODUCTION

Taiwan is currently in a multivariate society, and it is more multivariate for the disable to participate recreation items, such as the hot sports items: Beep Baseball, Gold Ball and Blind Table Tennis; it is the social welfare groups which obligatorily provide the disable with these games for participating, for example, blind baseball recreation is introduced into the life circles of the blind in Taiwan. Therefore, the leaders of recreation organization shall notice that, everyone holds the basic social psychological and physiological needs, without reference to age, gender, religion, and disability, race and nation, which can be shown in different ways. Everyone has the right to seek ego-acknowledge and to be praised by social groups, so as to affirm the existence of self-worth. During the process of its development, blind baseball sport has created special culture different from the exiting competition of other ordinary athletics, and the researchers discover in the contest of blind baseball that the ballplayers try to complete their due responsibility during the process of contest, without reference to scoring or out, self-confident smiles are always appear on the faces of the ballplayers after ending of the contest, because the effort they make on the court are respected and acknowledged by the society, and all the teams will exclaim happily and express their thanks at the end of contest; this is the most touching scene which is seldom seen in other recreation organizations.

The blind baseball sport in Taiwan began to develop in 1996, which was introduced into Taiwan by Taipei Blind-Loving Culture and Education Foundation, then a team was grouped to participate the annual blind baseball game of the World Cup, meanwhile, the 2000 World Cup Blind Baseball Game sponsored by Taipei Blind-Loving Culture and Education Foundation was held in 2000, which further caused the voluntary sponsor in domestic enterprise circle, onsite live programme through media and large-space report on plane media, and this makes blind baseball sport become the mainstream for the blind to participate social recreations. But this sport at present is in a state that makes organization cannot be smoothly built into a formal single national association, which is one of the strong motives which result in the research by the researcher. The researcher thinks, if the blind baseball sport is to be permanently operated and developed, it is necessary to probe into the style of the leaders of the sport and the characters. Therefore, the leaders' style of the future blind baseball becomes the second motive of this research.

## OBJECTIVE OF STUDY

The major objective of the study is to research how the leaders of the foundation group which are of nature of social obligation, the team coaches and the team leaders regard the style of the organization leaders in Taiwan at present,

and the researcher will probe into the basic organizational framework of the Taiwan blind baseball committee through qualitative description, perspective and visiting.

### **SCOPE OF STUDY**

This study, through researching the viewpoints of the leaders, coaches and team leaders of the foundation groups which are of nature of social obligation to the style of organization leaders and through actual investigation, is applied to find out the basic organizational framework of blind baseball committee of Taiwan. Due to the limitation of the length of the text, this article is to make the relevant visiting most related with the viewpoints of the leaders, coaches and team leaders of the foundation groups to the style of organization leaders, and to observe the leader style through the 24th section of national committee meeting held in Cleveland by NBBA of USA and the 2001 World Cup Blind Baseball Game.

### **LIMITATION OF STUDY**

In this study, the researcher tries to understand and visit the leaders, coaches and team leaders of the foundation groups which are of nature of social obligation, and has obtained data which shows that no scholars issue the studies relevant to the style of the leaders of blind baseball in Taiwan until now; therefore, the data in this study shall be evidenced more carefully, and the more documentations of sport sociology and organizational management science as well as the other documentations and theories shall be referred, so as to demonstrate whether the style of the leaders of recreation organization will influence the promotion of blind baseball sport in the future.

### **INTERPRETAION OF TERMS**

- (1) Recreation: generally refer to the dynamic recreations participated beyond working or studying or doing housework, beyond the physiological time, and according to free will and liking, such as country dance, shadow boxing and jogging, etc.
- (2) Outdoor recreation: recreations are gradually transferred from simplex indoor activities to outdoor recreations due to variation of society and change of human culture and customs, such as mountain climbing and hike, etc.
- (3) Organization leaders: refer to the behavior and style of leaders and not the characters of individual action, the two own obvious styles, one is on the tasks of organizations, and the other is on the relation with the personnel. Anyhow, organization leaders hold certain influence in the organizations. (Slack, Trevor, 1948 p.293)

### **RESEARCH TO DOCUMENTAIONS**

The study is, resorting to various documentations, to research that the course for a special sport group to establish a single association is not as smooth as the ordinary sport groups do; therefore, the documentations of sport sociology and organizational management science will be taken as the basic framework of the theory of this study (Abra-Hamson and Smith, 1970). Besides the true reform inside the organizations, the leaders always take some pretexts at each stage, especially when the individuals occupy certain positions and own certain rights and influence (Bailey and Adams, 1990). There is a strategy which makes the non-bureaucratic leaders to promote the inside to care for the organization, such as reform, efficiency, duty and control to authorization. And in the framework of sport sociology, to know sport is to interpret sport into some social phenomena. Though the sport sociology scholars lack the common understanding of single definition, sport can be defined as the institutionalized competition in the physiological aspect which occurs in formal organizations or corporate bodies (Nixon.1984: 13.15).

This definition is determined by several cognitive viewpoints, which is extremely important in the view of sociology. The term "Institutionalized" means that sport owns fixed structural form and corresponding durative, formal, status, role and social relation. According to some basic definitions above mentioned, we can understand that sport formal refers to the inter-dynamic formal or informal principle in management or formal society: status, which is the positioning in the organizational structure of sport. Some rights and duties are relevant to statuses, for example, "he" usually means the coach or the organization leader, president, team leader or manager in some sport items ( Nixon, 1984 ). The formal social structure of sport includes the following factors: obvious or formal rules and the rigid provisions stipulated by implementing units which are composed of management groups, the holders of positions of different levels and the non-definitetime bureaucratic organizations (Weber, 1922: Hess, Markson & Stein, 1991: 91-92 ).

(1939: White and Lippitt, 1968). Investigation is according to the following problems: which leader style will influence the operation of organizations? Is a group diversified, such as autocratic, democratic or of laissez faire? Is there any differences or single individual which influences other members? The three different social leader style forms will establish (1) autocratist, (2) democratist or (3) person of laissez faire, who will solve problems according to their

own experiences and principles.

Each leader has the skill to get along with several teenagers with the same rights and status. This will be a noticeable conclusion, but the result is that some developments obviously different from the groups and environment appear; in addition, in each experimental group, the relation between the members is soon identified and their talents are emphasized; besides, just as the mode that they get along with their subordinates, such results from study produce convincing answers. Leaders had better be democratic chiefs. Leaders are the important strength behind the success of organizations (Bennis and Nanus 1985:3). Leading is the optimum process to encourage and inspire individuals, including the cooperation in organizations to realize the objective of these organs. For example, Bennis and Nanus say that, in the works of the professional personnel, to be a leader is more important than to be a manager. They say that “managers make things right and leaders are the right things”.

It is known according to the relevant documentations that the definition of the competence of leaders can be viewed according to the following viewpoints:

1. To own the competence of forecast is the true essence of a leader; he is strong and powerful in any occasion, clearly expresses his own opinion, and can also freely talk about the uncertainty of the future (Hersburgh, 1987).
2. The essence of leaders is the competence to transfer state A to state B, namely to exalt it to the utmost (Hitt, 1988:6).
3. Leaders own the competence to transfer foresight into fact (Bennis and Nanus 1985).
4. If only the effort of the subordinates is consistent with the objective of the “organization”, a leader shall encourage the creation, free action and innovation of the subordinates (Roberts 1990: 62).

The course of challenge, inspiring the shared foresight, helping the behavior of the others and encouraging mind of others are the methods for leaders to apply in an organization to make special things good (Kouzes and Posner, 1987). The culture of blind baseball organization is different from that of the ordinary social groups; the blind have their usual life-circle language and life form, which is the largest difference in the environment of the blind from the outside groups. The above documentations show that leaders own different leading characters and leading manners.

## METHOD OF STUDY

Whether the method of study is correct or not is related to the value of study and is also the key of the whole study; the study is mainly divided into the following parts: 1. visited objects, 2. steps and procedures of study, 3. onsite visiting and field observation, 4. studying tools, 5. data analysis, and each part will be described in the chapters hereinafter.

### (1). Visited Objects

Only the relevant visiting which are most related to the viewpoints of the leaders, coaches and team leaders of the foundation groups which are of nature of social obligation to the style of organization leaders is made in this study, and the researcher himself participates the first informal team leader and committee meeting held by Taiwan Blind Baseball Committee. In addition, the researcher attended at his own expenses the World Cup Blind Baseball Game held in Cleveland of USA in 2001, and the researcher can observe the visited as well as the operation of organization and the performance leader style through the game.

### (2). Steps and Procedures of Study

Because the visited objects in this study are in Houston of Texas, USA, Dr. Kimmel, Jessica, professor of sociology research method of University of Incarnate Word, has guided this study for many times in the aspect of steps and procedures of study through E-mail, and has put forward opinion and suggestion of modification on the steps and procedures of the framework. For the open visiting in this study, three persons are chose as the objects, and then modification will be made. In addition, the researcher, in order to make the framework and steps complete, invited Dr. Kimmel, Jessica to make modification to the open topics.

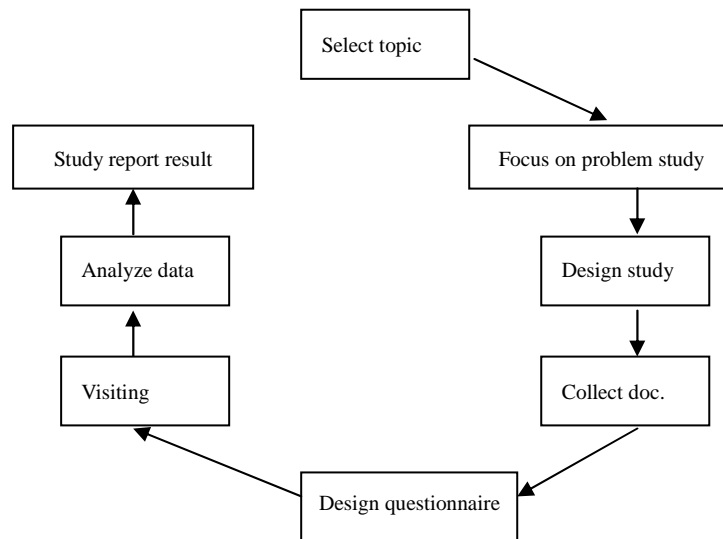
### (3). Visiting

Because Qualitative Method is applied in this study, the professional video camera, camera, recorder, map, business card and ordinary stationery articles are applied, and the open problems are designed, to act as studying the problems replied by the visited.

### (4). Data Analysis

During the course of this study, 12 visited persons are notified in advance to be the objects of study; the researcher applies qualitative study to make further research and uses the open problems as the basic problems replied by the visited, therefore, the replies to the open problems by the visited are more widespread and may deviate the theme. In addition, when the visited talk about the key contents during the visiting course, the researcher may continue to present problems in order to make complete information for the topic, therefore, the researcher shall clearly understand that the visited may talk about the confidential information inside the organization due to indulgence, and the researcher shall comply with the moral and ethic of quantitative study and keep the secret to avoid hurting the visited or the organization, meanwhile, the researcher shall make the names of the visited anonymous and shall not publicize the names. Due to the openness of this study, the data obtained from the replies of the problems are very extensive, and video camera and

recorder shall be used in this study to record the data of visiting, and the important visiting results will be collected from the extensive data as the basis.



Flow Chart of the Study Procedure

## RESULT AND DISCUSSION

The executive officers, coaches and team leaders of the foundation groups will be visited in this chapter for the viewpoints of them to the style of organization leaders and organizational framework as well as the understanding to the operation of association framework. Among the visited, there are 2 of executive officers of foundation groups and 10 of coaches and team leaders. This study applies Qualitative Method to analyze the results as well as applies many different methods to collect data through Triangulation, errors are decreased. In another word, it is to apply different method of estimation to make actual visiting, field observation and research to the documentations in the study. In this chapter, the case description of the contents and the statement of field observation will be clearly demonstrated.

The names of the relevant participants in this study will be anonymous and given different codes, for example, executive officer of foundation groups is A1.1, A team coach is B1.1, B team coach is B1.2, C team coach is B1.3, etc; A team leader is C1.1, B team leader is C1.2, C team leader is C1.3, etc.

Case description: The blind baseball sport in Taiwan began to develop in 1996, which was introduced into Taiwan by Taipei Blind-Loving Culture and Education Foundation, then a team was grouped to participate the annual blind baseball game of the World Cup, meanwhile, the 2000 World Cup Blind Baseball Game sponsored by Taipei Blind-Loving Culture and Education Foundation was held in 2000, which further caused the voluntary sponsor in domestic enterprise circle, onsite live programme through media and large-space report on plane media, and this makes blind baseball sport become the mainstream for the blind to participate social recreations. The following is the contents of the visiting in this study.

### 1. Replies to Questions

Case A1.2: show that a group owns certain style and culture, especially, a group of the blind is very different from the other sport group, for example, it is more conservative in operation of organization and the topics discussed are usually not able to be voted effectively; the causes lie in that blind groups are closed society and it is difficult to trust the normal people or produce inter-dynamics among the colleagues. Case C1.1: think the style of the leaders of blind baseball organizations in operation belongs to laissez faire. Everyone can usually express his own opinion and no formal speaking procedures or provisions in meeting. Case C1.2: think it belongs to laissez faire but comply with the provision of meeting resolution, and this is the phenomenon during the course of the foundation of the organizations.

Case A1.1、A1.2: Case A1.1 and A1.2: think that it is necessary to further probe the culture and background of blind baseball organizations; he thinks it is one of the basic concepts, the culture background of the blind is different from that of the ordinary groups, because the blind lose their sight and have the sense of distrust and insulation to the outside, the style of the leaders of blind baseball organizations shall own high provisional leading competence, patience, love and care, meanwhile, the leader will establish the bridge of human relations between the normal persons and the blind, such as the common body language, living topics and common interests.

Case B1.1: it is pointed out during visiting that the character of the leaders of blind baseball organizations owns professional competence, love, patience, enthusiasm, trusting others and understanding the need of the blind. In addition,

Case B1.2: speak that the leaders of blind baseball organizations own international view and world view, because blind baseball recreation no longer belongs to Asian countries such as Taiwan. B1.3: express that the tenet of blind baseball association is professional, long-term, popularization and recreation, because blind baseball need long time for promotion and establishing of institutions.

Case A1.1: express that the largest difference between blind baseball and other recreations lies in that the design of the rule of baseball game is to make the game to be completed by the blind and the normal. The blind themselves are limited to the inherent closed culture which hinder the communication with the outside, but it is fortunate that the promotion of this sport will change the human relations and skill in life, and the normal people will feel that to take the first step is how difficult for the blind. Therefore, the inter-dynamic social communication different from the culture of the other recreation organizations is arose.

Case C1.1、C1.2、C1.3: unanimously think that the blind are passive, and therefore the units of blind baseball organization shall plan the information and activity which attract the blind, for example, in the blind baseball game held in Taizhong city, the team leaders make plan and propaganda of blind baseball, for this reason, they may seek help from the local enterprise groups to sponsor blind baseball games.

Case C1.2、C1.3、C1.4: express that the blind have strong intention to participate, and therefore most of them obtain the information through school, network, telephone, radio or friends. Usually, each team will introduce in detail rules, field and equipments and so on to the blind, and meanwhile, will let the blind themselves to taste the excitation of blind baseball recreation, and let them understand the sport belongs to the great sport which will be cooperated by the blind and the normal.

Case A1.3、A1.4、A1.5: all think that the leaders of blind baseball organizations shall make excellent public relation personnel to seek long term sponsor for blind baseball according to the situation of development of Taiwan Blind Baseball Committee at present, just as American Pioneer Telephone Company sponsors the annual budget of NBBA. But Case A1.1: express that the style of organization leaders may influence solicit subscriptions, because not any of the organization leaders are good at social activities.

## 2. Field Observation

It is understood through field observation after ending of visiting in the study the roles which the visited play in the organizations and the leader style was observed through the 24<sup>th</sup> section of national committee meeting held in Cleveland by NBBA of USA and the 2001 World Cup Blind Baseball Game. At first, the chairman of the association spoke in the meeting according to meeting procedures, and then the department chiefs reported the annual working items to the whole committees and discussed; the researcher discovered the chairman of the association only aided to coordinate, and other things are replied by the department chiefs.

On the other hand, it is clearly observed that every leader of the administrative organization will put forward definite report of the implementation plan to the committee of the meeting, so that it is supported or objected by the committee immediately; though the time to have the meeting is long, it can constitute democratic character to the organizational framework. The researcher heard of that, except the salary of the executive officer is paid by NBBA, almost all administrative personnel participating in the blind baseball sport organizational framework were volunteers; and this sort of basic organizational framework is worth learning by Taiwan.

In the 2001 World Cup Blind Baseball Game, the researcher observed that blind baseball teams showed professional game level in the game, and it was difficult to believe by ordinary people that it was the blind who were running in the court, especially, the coaches or team leaders shared tacit understanding with the members, no matter hitting ball or the application of defense strategy was the same as in the ordinary professional baseball game; after ending of the game, they shook hands and played up just like the ordinary teams. In addition, the blind baseball teams of Taiwan had team meeting everyday in the World Cup Blind Baseball Game in 2001; the researcher observed during the research course that the leaders of Taiwan owned strong sense of mission and duty, and had a requirement to the ballplayers different from the American teams, for example, the requirement of team suits and principle showed difference from the different culture of other countries.

## CONCLUSION AND SUGGESTION

According to analysis to the documentations, it is known that the Blind Baseball Sport Organization Association was formally founded in USA in 1975 and is 27 years until the present time, of course, it is not long compared with the Modern Sport Organization Association, but blind baseball sport immediately caused the notice by the American mainstream media and large-space report on plane media after its development and therefore attracted the blind to participate blind baseball sport and further become the mainstream for the blind to participate social recreations. This study is to research whether the style of the organization leaders has influence on the popularization of blind baseball sport; though it is researched by actual documentations, it is discovered that few scholars participate this sort of study in this field, therefore, this study resort to the other relevant theories as the base of the framework. The study is, through the replies to the actual problems by 15 visited persons, which is acted as the visiting of one of the Triangulation, to

probe into the important data on the organizational framework of American blind baseball.

#### Triangulation

- (1) Examples: Case A1.1 and A1.2: think that it is necessary to further probe the culture and background of blind baseball organizations; he thinks it is one of the basic concepts, the culture background of the blind is different from that of the ordinary groups, because the blind lose their sight and have the sense of distrust and insulation to the outside, the style of the leaders of blind baseball organizations shall own high provisional leading competence, patience, love and care; in addition, it is discovered in Case C1.1: think the style of the leaders of blind baseball organizations belongs to democratism and laissez faire. Everyone can usually express his own opinion and no formal speaking procedures or provisions in meeting. Case C1.2: think it belongs to democratism statement and therefore comply with the provision of meeting resolution. Case B1.1: can point out during visiting that the character of the leaders of blind baseball organizations owns professional competence, love, patience, enthusiasm, trusting others and understanding the need of the blind.
- (2) According to the observation, the actual decision making style of the visited is known, but the researcher discovers that the organization leaders will solve the problems through organizational procedures when facing important decision. This observation is consistent with the results in the documentations; meanwhile, the researcher clearly knows the department chiefs of blind baseball organizations had professional background.
- (3) According to the research to the documentations of sport sociology and organizational management science, there exists the significance of background framework in any sport organization, certainly blind baseball sport organization is not an exception. Such as in the documentations, it is mentioned that Leaders are the important strength behind the success of organizations (Bennis and Nanus 1985:3). Leading is the optimum process to encourage and inspire individuals, including the cooperation in organizations to realize the objective of these organs. For example, Bennis and Nanus say that, in the works of the professional personnel, to be a leader it more important than to be a manager. They say that “managers make things right and leaders are the right things”.

The following conclusions and suggestions are resulted from the above research and analysis:

1. The style of the leaders of the blind baseball committee organization at the beginning of development in Taiwan belongs to the nature of laissez faire.
2. The features of the style of the leaders of the blind baseball sport organization in Taiwan are: professional leadership and coordination ability, public relation ability, patience, enthusiasm and trusting others.
3. The framework of the blind baseball sport organization of Taiwan shall be operated under different professional background.
4. All the participating administrative personnel are volunteers in the framework of the blind baseball sport organization of Taiwan.
5. The blind baseball recreation in Taiwan shall be provided with an unobstructed activity space, which will make the blind own the sense of achievement like the ordinary athletes.
6. The style of the leaders of blind baseball organization shall be helpful to establish the bridge of human relations between the normal persons and the blind, such as the common body language, living topics and common interests.
7. The future researchers shall pay attention to qualitative and quantitative study, so as to make the study own more obvious values.
8. The future researchers shall apply the style theory of other organization leaders, so as to make the study can become one of the important references for establishing national association of blind baseball.

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