

Assessing the effectiveness of football administration in the SAFA Ngaka Modiri Molema Region

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DECLARATION

I hereby declare that the study entitled “Assessing the effectiveness of football administration in the SAFA Ngaka Modiri Molema region” is my own work and has never been submitted to any institution of higher learning. All sources I have used or quoted were indicated with complete references and acknowledgements.

Kagiso Marumo

Date

DEDICATION

This study is dedicated to my mother, who brought us up under the notice of “The future belongs to the educated” Mrs Mahali Patricia Marumo. You have instilled a sense of discipline and independence in us from a young age.

ACKNOWLEDGEMENTS

It has been a fascinating experience to prepare this comprehensive dissertation. Thanks be to the Almighty for rendering me wisdom and courage to complete this work.

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ABSTRACT

This study was confined to the SAFA Ngaka Modiri Molema region in the North-West Province. The main objective of the study was to assess and identify the differences good football administration can provide for the development of a region. Football as a game or sport linked to sound administration could make a meaningful contribution to the socio-economic development of a region like the SAFA Ngaka Modiri Molema.

The study mainly focused on affiliated members of the SAFA Ngaka Modiri Molema region. Football administration is the core business and foundation of South African football which includes players, coaches, management, clubs and organisations. This precisely means that sound administration is key for the advancement of any organisation.

The study sought to answer the following research objectives: to investigate whether football administrators in the SAFA Ngaka Modiri Molema region are competent to run football, to investigate remedies for overcoming challenges affecting football administration in the SAFA Ngaka Modiri Molema region, to find out the views of key stakeholders (club owners, players, officials and referees) on the service rendered by SAFA Ngaka Modiri Molema football administration, and to identify innovative practices and latest resources used for advancement of modern football. The data collected was subjected to quantitative analysis. One hundred questionnaires were distributed and hundred questionnaires (100%) were completed and returned. Simple random sampling technique was employed for data collection. The number of 100 returned questionnaires was deemed sufficient sample size of presentation.

The findings of the study revealed that football administrators in the SAFA Ngaka Modiri Molema are incompetent. These results show that good and well qualified football administrators are needed in the SAFA Ngaka Modiri Molema region. The results revealed that the SAFA Ngaka Modiri Molema region should review their administrative policy, improve their service by employing competent football administrators and investing in modern technological infrastructure.

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CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION

With the shift from industrial to knowledge economy organisations find it very difficult to adapt to the new 21st century challenges. More is expected in terms of ensuring performance and providing good administrative services. It is also a time when a generation with a new outlook on life emerges. The greatest challenge for many organisations remains, getting employees to give their best in pursuit of organisation's vision and mission. In this regard public organisations spearhead a critical role in ensuring that administrative excellence is enhanced. The gravity of such challenges is more evident in the football fraternity. This has resulted in maladministration because of lack of competent football administrators who are not willing to contribute to the advancement of football in South Africa, rather looking at their personal gain. Football administration in general operates well in a system that has a well-functioning football structure. Spina (2013:100) "indicates a need for the role of a public administrator to expand as im1plemter of social equity".

The study's main objective sought to assess the effectiveness of football administration confined to the Ngaka Modiri Molema Region of the North-West Province (NWP) in South Africa. The assessment of this was to broaden discussions and analysis of the current administration procedures in relation to real and well-recognised businesses. This is a currently prevailing issue. It is due to the fact that the running of modern football affairs is subject to poor administrative governance which can be detrimental to the success of the organisation or association.

The South African Football Association (SAFA) Ngaka Modiri Molema Region in Mafikeng forms the Central district, which is part of the four SAFA regions, which are in the emblem of the NWP in South Africa. The region neighbours three other SAFA regions in the province namely; SAFA Bojanala, SAFA Bophirima and SAFA Doctor Kenneth Kaunda regions. The NWP is mainly rural with a population of 3 271 952 and is chiefly reliant on government and agriculture sectors for employment (Statistics South Africa, 2010).

The literature that was used in this chapter was derived from the South African Football Association constitution, SAFA contribution, SAFA Competition Uniform rules, academic journals and periodicals, contemporary literature and debates on the effectiveness of football administration, with reference to sport administration, and the current law relating to administrative governance in the Kings reports of corporate governance.

This chapter included a brief background to the study, significance to the study and highlighted the problem statement. This was followed by a section that looks at the hypothesis statement. An outline of the research aims and objectives was discussed. The objectives were split into primary and specific objectives. The research methods was restricted to the descriptive-qualitative approach which gave the research methods used, sample design and analysis methods and the data collection instruments. A scope of study that stipulates the area, which the research is confined, was given in the chapter. Finally, the plan of the study was made, which briefly described what is contained in the subsequent chapters of the study.

1.2 BACKGROUND OF THE STUDY

South Africa was secluded from international sport for many years due to the apartheid policies. Sport plays an imperative role in local communities, in the form of crime reduction and reduction in drug taking. In 1991, SAFA as a national association of football in the country was established (SAFA Constitution, 2004). This was the conclusion of a long unity process that was to free the sport in South Africa of all its past racial divisions. In 2006 SAFA had to align itself to the new municipal demarcation of South Africa. This was when the fifty two (52) SAFA regions were established (SAFA Contribution, 2006).

SAFA Ngaka Modiri Molema region forms part of the 52 regions of SAFA. The region is in charge of the development of football in and around the district by ensuring good administration of leagues, training and development of local coaches, referees and football administrators which is the critical part for this study.

1.3 PROBLEM STATEMENT

Despite the South African Football Association's initiative to giving funding to SAFA regions in a quest to develop and train football administrators, coaches and referees, poor administration and lack of proper administrative procedures still remains a challenge. The need for good administrative governance has become apparent in today's rapidly changing modern society. Many social and economic challenges can be addressed by good administrative justice like in football. This study's main focus was to assess the effectiveness of football administration in the SAFA Ngaka Modiri region. Fourie (2005:497) believes that to avoid employee skills from becoming obsolete due technological advances, changes in work processes or strategic planning, managers must continuously be aware of changes in the environment and what impact could contribute to policy formulation have on the employees. Problems faced by SAFA Ngaka Modiri Molema which preclude its effective running of football include the following:

- Shortage of qualified football administrators who can administer sort activities offered in the SAFA Ngaka Modiri Molema such as administration of leagues, event management, tournaments, training and development of coaches and referees on a daily basis.
- Lack of specialised training program for football administrators by SAFA National
- Inadequate operational resources and football facilities which contribute to poor administrative service to affiliated clubs, such as out-dated machines and poor football fields.
- Lack of planning on financial administration for prioritised programmes.

1.4 SIGNIFICANCE OF THE STUDY

The South African Football Association (SAFA) has recently embarked on an initiative to empower football administrators, coaches and referees in an effort to

capacitate and advance our standard of football in the country. Well-equipped and trained football administrators can provide a more advanced excellent administrative services in areas like Ngaka Modiri Molema district the area being considered in this research. The study aimed to recommend to policy makers and implementers the development and formulation of proper football administrative systems, processes and procedures in order to produce sound football administrators for our district and that of the country.

The findings of the study will have significant impact on the effective administration of football in our district and thus escalate to that of the country. It will also help improve the service quality of football administrators in the district to be viable and effective in running and organising well-structured competitive games. This will be done in ensuring that there are systems and processes put in place supported by well-equipped football administrators employed to deliver the service. Well-equipped and trained football administrators will subsequently improve and add value to the overall sound administration of football in the district and service delivery to customers will be served to the desired level.

The inability by the South Africa Football Association to assess the way in which poor administration of football in the SAFA Ngaka Modiri Molema and its impact on the competitiveness of football and the interest from customers, instigated the researcher to conduct this study. It was the researcher's view that training, development and employing well-equipped football administrators in the SAFA Ngaka Modiri Molema would contribute immensely to upgrading the standard of the leagues. This would result with support from communities partaking either actively or passively in the league programmes in the region.

1.5 MOTIVATION OF THE STUDY

Poor and unskilled football administrators can have a negative effect in the running of football programmes in SAFA Ngaka Modiri Molema. Good governance becomes a critical entity. Governance devolves the strategic aspects of steering larger decisions and imparting direction and roles (Graham, Amos and Plumptre, 2003).

The motivation for this research was to provide meaningful and applicable information to the SAFA Ngaka Modiri Molema Regional Executive Committee together with the SAFA National office policy makers and program implementers and others working together to mitigate the impact or effectiveness on both individuals, communities and the region, so that our collective responses to this problem is strengthened. The research proposed to assess the effectiveness of football administration in the SAFA Ngaka Modiri Molema region in an effort or attempt to broaden the understanding of the complex dynamics that will shape both professionalism and pro-active administration of football in the region.

1.6 RESEARCH AIMS

1.6.1 Main objective

The main objective of this research was to assess the effectiveness that football administration can make as an administrative performance factor in the SAFA Ngaka Modiri Molema region. Ehlers (2008:315) states performance management is one of the most important components of human capital management because it provides the necessary tools to determine how well people are working and measure their work outputs. He further defines it as a process of setting performance objectives and standards and measuring their achievements in order to achieve the overall corporate goals.

1.6.2 Specific objectives

- To investigate whether football administrators in the SAFA Ngaka Modiri Molema region are competent to run football.
- To investigate remedies for overcoming challenges affecting football administration in the SAFA Ngaka Modiri Molema region.

- To find out the views of key stakeholders (club owners, players, officials and referees) on the service rendered by SAFA Ngaka Modiri Molema football administration.
- To identify innovative practices and latest resources used for advancement of modern football.

1.7 CHAPTER OUTLINE

The mini thesis will be arranged in five chapters. Chapter one gives an overview and background of the study. The chapter outlines the significance of the study, the research problem statement, hypothesis, why the study was undertaken and gives the objectives of the study. The research design and the chapter outline of the study have been shown in the chapter.

Chapter two presents a literature review that highlights contemporary debates on the administration of football and the impact it has on good governance of leagues. This chapter focuses on the positive factors that can be attained by having competent football administrators.

Chapter three presents the research design and the methodology, outlining methods of analysis and procedures utilised in the study.

Chapter four presents the discussion and analysis of the findings of the study. It focuses on the opinions that the participants have about the impact of good football administrators can make in the successful running of leagues and competitions and its contribution on social development in the community.

Chapter five will present the conclusion of the findings and recommendations that will assist SAFA Ngaka Modiri Molema Regional Executive Committee and SAFA National office policy implementers to determine the effect of football administration for a successful running of a functional office that is sustainable and beneficiary to the clubs and community.

1.8 CONCLUSION

The South African Football Association has embarked on the diversification of nation and local socio-economies from the historic dependence on mining and agriculture. The initiative aimed to produce sound football administrators for the advancement of the game. It was anticipated that this will bear economic and social benefits, in preparing future football administrators to lead competitive football leagues and competitions. This study specifically focused on assessing the effectiveness of football administration in the SAFA Ngaka Modiri Molema region of the administrative capital of the North-West province.

Despite effort from other sporting codes like rugby to have qualified and trained rugby administrators with specialised skills in rugby administration, a number of socio-economic challenges continued to be faced especially in areas of football administration to have skilled football administrators running the game to its intended goals. This emanates from the region's inability to assess the effectiveness good football administration can contribute to the socio-economic activities of the region such as proper leagues and competition's administration.

This study is envisaged to contribute to the existing body of literature on good football administration. It is also anticipated that the findings and recommendations of this study will assist the SAFA North-West Provincial Executive by highlighting needs and long term benefits that can be derived from empowering and training football administrators for the province in ensuring the advancement of good governance and competent personnel recruitment in football.

In the chapter that follows, chapter two, other literature on football administration is benchmarked. This constitutes the literature review of this research, where literature presented in the articles and periodicals by other authors will be reviewed. Other literature that will be reviewed will include related football association's information on the topic.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

Sport is critical in the economic and social growth of any nation. It has over the years been an integral part of the culture of South Africa. Participation in sport helps communities in the form of reduction in crime and substance abuse. According to Bohlmann and Van Heerden (2005) sport has increasingly taken a significant position in the economy of the country.

South Africa was excluded from international sport for many years due to the apartheid policies. The exclusion denied our professional sport to keep up with the rest of the world. Football administration in particular and the sport industries in South Africa have not reached their probable contribution to the development of communities and that of the economy. This could be attributed to the apartheid regime's policy (Swart, 2005).

The layout of the literature review has ten sections. The first section looks at the definition of key words used in this research. The second section looks at football and the administration thereof with discussion on football and administration as separate phenomena. This is followed by a closer look at discussion of the importance of football administration and its impact on performance management. A section on the advantages of effective role played by good administration in the organisation follows. An important section, dealing with governance systems, training and development in modern football administration, followed by innovation and technological benefits in modern football is included. Moreover, the administrative challenges faced by football clubs in South Africa were explored. Literature pertaining to creating a culture of good service delivery to football customers was discussed under respective sections and led to the final section, which discusses the future and development of football administration. The chapter ends with a conclusion that gives a summary and the researcher's brief conclusion of the literature studied.

2.2 DEFINITION OF CONCEPTS

Football: an activity performed by two teams each comprising of eleven members, who play a round ball in a playing field (Oxford dictionary, 2007:461).

Customer: is someone buying products for use from a business (Oxford dictionary, 2007:287).

Customer service: refers to the litany of actions an organisation does to add value to its products and services in the eyes of the customer (Machado and Diggines, 2013).

Governance: the activity of steering a country or controlling a company or organisation (Oxford dictionary, 2007:514).

Culture: It espouses the manner in which people relate to each other; their dress, food, language and so forth (Umanitoba, 2006).

Innovation: the introduction of new things, ideas or ways of doing (Oxford dictionary, 2007:618).

Performance management: is a process of setting performance objectives and standards and measuring their achievements in the quest to accomplish the overall goals of an organization (Ehlers, 2008).

Community: all people leaving in a particular area or country (Oxford dictionary, 2007:225).

Organisation: an enterprise with established authority relationships (Haimann, 2011).

2.3 FOOTBALL AND ADMINISTRATION

Football has the influence to eliminate social ills, create social unity and peace. In the 21st century football is perceived and run as a business. Numerous changes

have unfolded through improvement of media rights pacts. A plethora of professional clubs has mushroomed and has also become complex businesses (Christian Aid, 2010; Conn, 2012; Wheatley, 2012; Kelly and Harris, 2010).

A lot of clubs are embarking on hiring well-qualified football administrators who possesses the know how in football administration and the operations thereof. Responsibilities for managerial precincts vary depending on the size of the club. Bridgewater(2010:31-55) concurs that football and sports administration have become intertwined in recent years due to their complex nature and merging the two has made meaningful contribution to their professional running of football. According to De Man and Duysters (2003) mergers take place when parties bring their operations as a single entity. Football is a specialised field and requires well shrewd football administrators and managers to assist the club achieve its stated mandate.

The importance of the proper configuration of football and administration has escalated in extensive literatures. There has been rising scepticism over the extent to which current football administration potentially results in good public or customer service delivery and productivity. The Batho Pele which translates to (People First) is determined in the White Paper on Transforming Public Service Delivery (Government Gazette No 18340) dated 1 October 1997. It advocates that organisations such as a football club deliver response and quality services (Chi-Kuang, Chang-His, Shioh-Jiuan and Hsiu-Chen, 2004; MacCarthaigh, Ross and Sarapuu, 2012).

2.4 THE IMPORTANCE OF FOOTBALL ADMINISTRATION AND ITS IMPACT ON PERFORMANCE MANAGEMENT

The practice of administration in football can produce a competitive advantage for a football club to distinguish itself from its competitors. This introduces the use of the two activities combined together to be an integral part of performance management. Ehlers (2008:315) states that, performance management is the most important components of human resources because it provides the tools to determine how well people are working and measure their work outputs. The linkages between football

and administration have increased over time, mutual benefits to both and have become evident as the concept, and practice of football administration has developed.

Proper administrative system, planning, processes and procedure are vital tools in today's administrative justice and the advancement of an organisation of football club. Marshall (1999:13) *as cited* in Kilfoil, and Groenewald, (2005) reiterates that if stakeholders have a common strategic stance, then all will move faster. He further asserted that, sometimes it can be difficult to align all social players and departments with a strategic vision and mission (Kolfoil and Groenewald, 2005).

The section gave the importance of football administration and the impact it has on the performance of a football club and that of an organisation. Therefore, underlining the need to run football within the prescribed standards of business operations is enhanced. This has brought to the fore the good administrative procedure and processes, as commonly known. The next section discusses the advantages effective administration could play in an organisation.

2.5 THE ADVANTAGES OF EFFECTIVE ADMINISTRATION IN AN ORGANISATION

The administration portfolio is the backbone of every sports organization. According to Mishra (2014), effective administration is critical to any organisation and that effective communication becomes requisite (Holt, 2015; Mishra, 2014). An administrator should possess conceptual, technical and innovative skills to ensure the smooth running of the organisation (Bass, 2015). One of the fundamental roles of the administrator is planning and organizing. Bass (2015) further alludes that, in public organizations, an administrator should develop operational and strategic plans that will assist in accomplishing corporate goals.

This section has given an on point perspective on the effective role played by good administration in an organisation. It highlighted the most effective advantages of having a good administrator in an organisation and the benefits there of. The meaningful role a sound administrator can make for the organisation. The next

section looks at the governance systems, training and development in the modern football administration.

2.6 GOVERNANCE SYSTEMS, TRAINING AND DEVELOPMENT IN MODERN FOOTBALL ADMINISTRATION

2.6.1 Organisational governance in modern football administration

Jeston and Nelis (2008) perceive governance as a tool guarantees that processes, process designs and strategy are harmonised, and ensures alignment among all the three. Spanyol and Dwyer (2008) summarises governance as “the structure, metrics, roles and responsibilities necessary to measure and improve performance and to manage an organisation’s processes,” regards it as critical to “...constant re-engineering and growth in the organisation”. Governance practices also embrace how a football club’s resources are managed and the relations among the operations, policies and systems. Korhonen (2007) contends that governance is imperative to ensure coordination among process initiatives by various functional units in order to exclude misalignment between organisational strategy and process endeavours.

2.6.2 Governance systems in today’s administrative justice of an organisation

Systems are a systematic way of doing things. Tate (2009) states that, no organisation can be made to run its affairs without proper systems in place. Tate (2009) further expresses that, in the same token, systems without systematic people could be useless unless well trained and qualified football administrators are employed.

2.6.3 Education, training and development in modern organisation

Education and training can assist the public service to improve the professional capacity of human capital and to expedite institutional transformation. Training also

contributes to equipping public servants with requisite skills and competencies they need to conduct their jobs effectively (Van Jaarsveldt, 2009: 259).

In the Republic of South Africa, the public service is the provider of particular products or services that South African citizens might need (Van Jaarsveldt, 2009: 258). Therefore, in order to be able to supply such services; the South African public service requires educated, trained and professional public servants (Van Jaarsveldt, 2009: 258; Aguinis and Kraiger, 2009: 454). One of the important prerequisites of the South African Constitution, Act 108 of 1996, is the maintenance of a public service that is efficient, effective and career oriented (Constitution of South Africa 1996: 107-111). Retief (2010: 29) states that the Education, Training and Development Practices (ETDP) Seta is one of the largest of South Africa's 23 sector-focused Setas. It was created, along with the other Setas, in 1998 with the promulgation of the Skills Development Act No. 97 of 1998 (SDA). The author also states that the Setas were formed to promote the development of skills specific to the various sectors of the South African economy and provide meaningful contributions to society through self-advancement. Mello (2008: 205) states that the objectives for human resource development include amongst others, efficient and effective service delivery, prevention of obsolescence and stagnation, career development and the quest to address backlogs in service delivery. According to the author, the overarching quest for development is to make the South African public service a world class service provider that adds value to tax-payer's lives and the developmental state.

2.6.4 The importance of planning in the modern administration of football

In modern football administration good and sound administration is the order of the day. Football clubs embark on a strategic planning exercise in order to be competitive in the industry or business environment. Planning is vital for any organisation and it leads to coordinated action. According to Assar (2015) "planning is deciding in advance what is to be done, when, where, how and by whom it is to be done". Planning bridges the gap from where we are to where we want to go. It

includes the selection of objectives, policies, procedures and programmes from among alternatives (Alford and Beatt, 2014).

The next section looks at innovation and technological benefits in modern football administration. This looks at current innovation and technological use in football in the twenty first century.

2.7 INNOVATION AND TECHNOLOGICAL BENEFITS IN MODERN FOOTBALL ADMINISTRATION

Most football clubs are integrating technology to advance their operations and to be abrupt with the changes happening around them. Information and Communication Technology (ICT) is an enabler of access to information that is a key to equity and changing people's lives (Servon, 2002). When football administrators and community football clubs are empowered in areas important to them, they at the same time build the capacity of people. Mutula and Mostert (2010) notes "installing computers and connections in underdeveloped communities is a small part of what is needed to put ICT to use for socio-economic development".

Football operates in a volatile environment where technology is the order of the day. Many football clubs are now realising the need for technological advancement for innovation. Mutula and Mostert (2010), concur that the term "digital divide" describes a situation where a discrete sector of the population suffers significant and indefinite lags in its adoption of ICT through circumstances beyond its control. People living in local communities lack access to information because of poor infrastructure.

Mobile telecommunications networks have spread across the country sophisticated ICT application have been adopted by business and government; and the internet provides a foundation for the flow of information and transactions in banking and financial services, universities and other scientific performing agencies, as well as in shopping and entertainment services (Abrahams and Reid, 2008). Football administrator who are running leagues use technology to inform their customer that is fixture are downloaded, results and new development about the league are posted

on league website. This means all stakeholders can have an access to information in time and wherever they are.

The next sections look at the administrative challenges faced by football clubs in South Africa. Other literatures from African countries and Europe will be looked at in the section.

2.8 ADMINISTRATIVE CHALLENGES FACED BY FOOTBALL CLUBS IN SOUTH AFRICA

The South African football Association (SAFA) as the mother body and custodian of football in South Africa is responsible for ensuring good administration of the organisation and the accountability thereof. Maladministration and lack of accountability have negatively impacted on the development of football in South Africa and the Africa continent as a whole. Football has developed into a lucrative a billionaire dollar industry across the world but Africa remains at the periphery of this self-enriching system (Chiweshe, 2014). Chiweshe, (2014) further asserted that, 'it is believed that many factors such as the predatory and globalised nature of major European leagues, Africa's problem stem from systematic and institutionalised problems with its football administration structures'. Local leagues and clubs on the continent are largely run unprofessionally except in a very few countries and South Africa is no exception and accusations of match fixing are abound. Coupled to this, political interference provides a context in which football becomes a complex social construct in which space, culture, politics and economics intersect to produce very little development of the game as a vibrant commercial entity (Chiweshe, 2014).

Corruption determines and affects access to space, resources and fair chance. Power struggle has become the order of the day in the football administration and thus impacts on aspect of football which includes local clubs, young players, referees, club owners, officials and football fans in general. Khumalo, (2013), also contends that bad governance within football is a rife problem which cascades at the very top at FIFA (Fédération Internationale de Football Association).

The section discussed literature on football administrative challenges faced by communities based on rampant corruption challenges, maladministration, misusing of resources, power struggle, match fixing, lack of accountability by football administrators, infrastructure and image challenges. The literature used was contextualised with the background of countries like in Europe, Africa and South Africa are used. The following section looks at literature on the creation of sustainable customer service/ care and service culture. This aims to look at relevant literature that addresses some of the issues faced by both internal and external customers (employees and consumers).

2.9 CREATING A CULTURE OF GOOD SERVICE DELIVERY TO FOOTBALL CUSTOMERS

2.9.1 Creating customer service/ care and service culture

Customers are deemed to be key stakeholders who determine the existence of an organisation and football is no exception. According to Oxford dictionary (2007:287) "a customer is someone who buys goods or services from a business". Good customer service delivery yield customer satisfaction and retention. Machado and Diggins (2013) define customer service as the actions done by an organisation in order to add value to its products and services in the eyes of the customer.

Creating good service culture to customer is very imperative in today's business operations (Boshoff and du Plessis, 2009). Culture is something that builds over the years. A service culture can only be developed over time and there is no quick fix solution if it is absent in a service organisation. Robbins (2005) defines organisational culture as a common perception by the organisation's member. He further state that organisational cultures are created, maintained or transformed by people (Robbins, 2005).

What these authors are suggesting, is a good organisational culture can yield good results and perception about the organisation. This can be considered as a shared

values and attributes that influence people in an organisation in such a manner that interaction between them internally and interaction with customers and representatives of other external people are perceived favourable. It is therefore deduced that any organisation that operates in an environment must have a service culture.

The following section looks at literature pertaining to the desired practise on quality customer service delivery that is linked to company's performance standards. Anticipation is that team work and employee empowerment is key for customer satisfaction that would result in customer retention.

2.9.2 Practising performance management for quality customer service delivery

According to Ehlers (2008:13) performance management is one of the most important components of human resource management because it provides the tools to determine how well people are working and measure their work outputs. An organisation relies on team effort to get work done. It should never be forgotten that the primary purpose of most if not all organisations is to maximise performance (Swart, Mann, Brown, and Prince, 2005:18).

These authors are of the opinion that service of any organisation is formulated and impacted by internal and external variable. The most obvious internal variable is the administration and leadership of the organisation; therefore the values of the administrator and leader of any public organisation are reflected in the customer service of the organisation. Providing good administration, leadership and encouraging employees to work as a team is important in ensuring quality services in the football organisation.

2.9.3 Employee empowerment as the best approach for effective customer service delivery

One of the ways to realise the organisational goals of service excellence, customer satisfaction and employee retention is through empowerment (Boshoff and du Plessis, 2009).

What these authors are accentuating is football administration must ensure that in order to have employees who give good productivity to customers; they must ensure that there are proper systems and processes in place. This means recruitment of the right people is very important, employees must be trained and developed in line with their work, decentralise decision making in other work area to allow employees to have discretionary power.

The section has explained some of the different perspective other authors has on customer service. Of importance has been the practise of performance management and customer service in an organisation. The section also identifies team work, employee empowerment, customer satisfaction and customer retention as a means for organisational goals of service quality. The next section that looks future and developments of football administration and the expressive changes and improvements it has made in the Twenty first century.

2.10 THE FUTURE AND DEVELOPMENT OF FOOTBALL ADMINISTRATION

In the twenty first century football administration has improved drastically due to the fact that countries no longer exist in vacuum because of globalisation. Day (2000) also argues that “as a result of the improvements in safety and security that have been achieved in and around stadiums, we have witnessed an increasing number of females and families developing an interest in football and supporting their chosen team”.

Football development encompasses a whole lot of things. According to Dumitru as cited in Mazibuko (2014) states that, “evidence through years of study and research,

I can boldly declare that the core foundation for South African football, players, clubs, coaches, technical teams, management, organizations and the football industry as a whole, hinges mainly on leadership”.

2.11 CONCLUSION

This chapter discusses literature pertaining to football and sport in general. This will give the reader an indication of the significance, which sport particularly football can have on a community such as Ngaka Modiri Molema region of the administrative capital of the North-West Province. Sport can help to turn a community into a desirable place, crime reduction and mould a healthy and positive society. The section highlights literature concerning football, football administration and sport.

The next chapter looks at the research methodology. There are two possible research methodology that can be applied namely; the quantitative and qualitative methodology. The advantages and disadvantages of each research method are discussed. This will lead to an appropriate decision on which method of research will be applied to provide the answer to the research questions concerned.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter focuses on the research design and methodology, in particular clarifies the type of study and methods of data collection and analysis to be used in this dissertation. The study was poised at assessing the effectiveness of Football Administration in the SAFA Ngaka Modiri Molema of the North-West Provincial capital. This required the use of an appropriated research methodology linked with the problem statement (Leedy and Ormrod, 2005). Hartley and Dickson (2004) define research methodology as the approach to linking the research questions, objectives and the data collection, followed by analysis and interpretation in a logical sequence (Hartley and Dickson, 2004). To achieve this, it was vital to target the right population and collect precise information using the apt research methodology. The chapter also outlines the sort of questions to be posed to respondents and the appropriateness of questions to be used. Discussion on the population and sampling, closing with ethical bounds to which the researcher sort to adhere to were also unpacked. The following section discusses the research approach and the one used in the study.

3.2 RESEARCH APPROACHES

3.2.1 Quantitative and Qualitative

The three major research classifications are quantitative, qualitative and mixed or triangulation. The choice of which methodology applied depends on the characteristic of data to be collected and the problem of the research. The quantitative methodology will apply where data is numerical while qualitative

methodology will usually be undertaken where the data collected is verbal (Leedy and Ormrod, 2005).

Quantitative analysis is the collection and analysis of data that is non-qualitative (Lofland and Lofland, 1984). This involves the setting up of models pertaining to the problems under analysis, selecting input to the models and deriving an output from the models (Drott, 1989). Leedy and Ormrod (2005) concur with the systematic approach of using numerical data for the purpose of possible correlation among two or more phenomenon, while stressing the use of the quantitative methodology examines the situation as it is and therefore does not lead to any addition to the investigation, nor does it provide the cause-and-effect relationship. In some case, the failure to use of quantitative methods has been attributed to the inability to understand computational data and models or interpretation of statistical inferences (Grayson, 1980).

In contrast to quantitative methods, qualitative methods focus on phenomena occurring in its natural settings and aims to study the phenomena in their complexity entirely (Leedy and Ormrod, 2005). Under qualitative analysis, the assumption is that there are diverging views to a problem or phenomenon, and the use of this method will deliver an accurate opinion of the matter studied. The researcher is required to dwell on the interpretation of the matter other than focusing on quantifying the situation (Creswell, 2003).

Peshkin (1993) asserts that qualitative research has the ability to: enable the researcher to have fresh views concerning a specific phenomenon allowing the development of new concepts or theoretical perspectives and or draw complications pertaining with the phenomenon.

Following is a comparison of the quantitative and qualitative using a table:

Quantitative	Qualitative
Bias towards counting	Counting only if clearly necessary
More detached, impersonal orientation favouring use of data	Greater investment in the data

Rule driven, with clear mental model for the researcher	Encourage substantial flexibility in research procedure because there are no strong prototyping models to follow
Predictable outcomes with little processes of characteristics	Confined on appreciating organisational processes and less predictable outcomes
Highly generalised because presentation is mostly free of context	Grounded within the local context in which the phenomena of interest takes place. This leads to problems when generalising empirical results pertaining to a large population or other settings
Less focus on particular reasons	More explicit about participants' reaction

Distinction between quantitative and qualitative methodology (*Source: Cassel & Symons, 1994*) However, the study used quantitative methodology as data could be gathered in a short space of time.

3.2.2 Research Method used

The approach used in this study is the quantitative research methodology. The reason to use this method has been arrived at considering the use of the two possible methodologies that is quantitative and qualitative. The qualitative methodology can best be used in descriptive, interpretive, verification and evaluation studies. On the other hand, quantitative methodology can best be used for observation studies, correlation research, development designs and survey research (Leedy & Ormrod, 2005).

3.2.3 What Data is required?

3.2.4 Primary and Secondary Data

Primary data is original data collected by the researcher meant specifically for the study conducted. Such data or information can be collected using interviews and surveys. Secondary data on the other hand is data collected from previously gathered sources conducted by someone else for the purpose of a related study and subsequently used by other researcher. Secondary sources includes data collected from sources such as journals, periodicals, books and reports (Leedy & Ormrod, 2005). Whereas according to Leedy and Ormrod (2005), primary data is considered the closest to the actual study and secondary data as a layer farther away from the study performed, Cooper and Schindler (2004) consider secondary data provides background information and direction for a research. Therefore, this study employs both primary and secondary data. As recommended by Leedy and Ormrod (2005), a research methodology is used for obtaining primary data based on a conducted survey. Secondary data has been drawn from journals, reports and available literature in the academic field on the topic.

3.3 RESEARCH DESIGN

Research design involves a set of decisions regarding what topic is to be studied among what population with what research methods for what purpose (De Vos, et al, 2011: 142; Denzin and Lincoln, 2003: 43). According to Bhattacharyya (2009: 40), research design is in fact the conceptual structure within which the research is conducted. The study will utilise the case study research design focusing on the case of Ngaka Modiri Molema District. A questionnaire was developed and distributed randomly to club owners, players, officials, referees in the SAFA Ngaka Modiri Molema region.

3.4 VALIDITY AND RELIABILITY

Validity and Reliability are frequently used in the context of measuring the strengths and weaknesses of the research processes. Kirk and Miller (1986) define validity as, the extent to which the research methods and instruments measure what they claim or set to measure. Further asserted that, the assessment of validity would also involve consideration of whether the results of a research process have been skewed or contaminated by additional (and sometimes unforeseen or unanticipated) factors in the research field and/or process.

Reliability is concerned with how accurate and consistent the measuring instrument is (Bless, Higson-Smith and Kagee, 2006:151). In other words, an instrument is reliable if it produces equivalent results for repeated trials. There are various methods to estimate reliability. These are test-retest-, equivalent form-, split-half-, inter-scorer reliability (Ibid, p151- 154) and Cronbach's Alpha (UCLA 2010).

3.5 METHODS OF DATA COLLECTION

3.5.1 Methods for Collecting Primary Data

Cooper and Schindler (2004) classify data collection as a monitoring and communication process. In monitoring, the researcher does not need any response from subjects but inspects activities or nature of a material. In the interrogation or communication type of data collection, the researcher questions the subjects through interview or telephone conversation, self-administered or self-reported instruments. There is no simple answer to what is the best data collection instrument. The nature and purpose of the research will just give guide to which method to use (Blankenship and Breen, 1995).

a) Interviews

Qualitative studies tend to have open-ended interviews, survey research interviews tend to be structured. The questions posed in a structured interview tend to have a standard set of questions from the researcher (Leedy and Ormrod 2005).

b) Survey

The characteristic of a survey is the collection of numeric or quantitative data from a given group using direct observation. A survey can be used for various reasons that can include one of the following; explore differences, examine correlations and associations, exploratory research, testing of a theoretical model and for identification of trends.

The primary data in this study will be collected by conducting a survey with structured questionnaires. The questionnaires will be distributed physically and through email to all selected SAFA Ngaka Modiri Molema Regional club owners, players, officials and referees involved in football within the SAFA Ngaka Modiri Molema. These will include the following:

- SAFA National Competitions Department Office – Policy makers and implementers
- SAFA Ngaka Modiri Molema Regional Office – Administrative office
- SAFA Ngaka Modiri Molema Regional Executive Committee

Only selected officials in those offices and structures will form part of the survey. These will include decision makers such as committee member and the regional president.

3.5.2 Questionnaires

A questionnaire is the data-gathering tool used in this study. The data collected will be analysed to determine the relationship of the effectiveness of football administration and its impact on the development and socio-economic activity in the SAFA Ngaka Modiri Molema region. Physically delivered to the respondents within SAFA Ngaka Modiri Molema region of the questionnaire will be done, with other questionnaires emailed to respondents. In the questionnaire-based survey, relevant

respondents will answer questions about the effectiveness of football administration and its impact in the SAFA Ngaka Modiri Molema region.

The choice of using closed ended questions was based on objectives of the study, ease communication with the respondents and amount of information presumed held by the respondents. However, both qualitative and quantitative methods have advantages and disadvantages, all the questions used in the questionnaires are closed ended. Closed ended questions are less costly to administer, easier to code and analyse (Cooper and Schindler, 2004).

Twenty (20) brief questions but essential to the research make up the questionnaire as recommended by Leedy and Ormrod (2005). The intention is also to encourage and maximise the response rate. The questionnaire has two sections. The first part aims at collecting biographical data on the respondents such as age, gender and qualifications- general personal particulars. The second section contains specific questions pertaining to the effectiveness of football administration and football facilities in the SAFA Ngaka Modiri Molema. Responses require the respondent to indicate a yes or no answer.

3.5.3 Sampling Methods

This selected group from the population is called a sample (Nachmias and Nachmias, 1996:201). When choosing a sample, the researcher often has to prepare a comprehensive list of all units in the target population that is called a sampling frame (Leedy and Ormond, 2005).

The population of concern to this study is club owners, players, officials, referees, decision makers and the regional president. The participants of the sample intended will require having the following description:

- The participants must be club owners, players, officials and referees, football administrators, SAFA National Competitions, SAFA Ngaka Modiri Molema office and SAFA Ngaka Modiri Molema Regional Executive Committee members.

- The participants must have been involved in the SAFA Ngaka Modiri Molema Region's activities for at least four years

The above requirements will be essential considering experience because respondents lacking the desired calibre will not be in positions to articulate the effectiveness of football administration in the SAFA Ngaka Modiri Molema Region, which may affect the authenticity of the results pertaining to the research being conducted. Sampling methods can be probability, non-probability or random (Bless, Higson-Smith and Kagee, 2005:100). Probability sampling was used for the administration of the questionnaire in this study and the researcher wanted to ensure that the samples are representative of the population. Non-probability sampling was not utilised since the research did not make use of interviews. The sampling strategy used in this study was simple random sampling. A list of all participants required for the sample were sourced followed by a random selection of the sample used for the purpose of the survey.

The sample size required a minimum of 100 completed questionnaires in order to draw an expressive conclusion from the data collected in the survey.

3.6 DATA ANALYSIS

The data collection was captured into an SPSS system which gave the researcher comparison of responses by the respondents.

3.7 ETHICAL CONSIDERATION PERTAINING TO THE STUDY

This research focused on assessing the effectiveness of football administration in the SAFA Ngaka Modiri Molema. Therefore, respondents are required to give answers concerning the effectiveness of football administration in the SAFA Ngaka Modiri Molema region. In any instance where any structure or office failed to excel in

relation to these variables, managers, administrators and committee need not necessarily feel concerned or guilty. Further, it was emphasised that utmost privacy and confidentiality is attached to all responses and respondents. This study is an aggregate and categorised in terms of the effectiveness of how sound football administration can play in the SAFA Ngaka Modiri Molema region. The study was not intended to create unnecessary fears or misunderstanding among people from outside who read the report. The researcher pledged that any statistics obtained was treated in confidence and had a written consent from all respondents. The information was treated for statistical or research purposes only. There was no publications whatsoever without the consent from the researcher or any institution that participated in the publication

In the event that other researchers had conducted this research, commitment to the rule of plagiarism was abided by. Credit was shown to other authors that had been used in obtaining and compiling the body of knowledge contained in this research study.

3.8 LIMITATIONS

Low response rate is a common limitation in surveys. This will tend to impinge on the relevance of the research owing to lack of full representation. Other limitations arise where respondents are required to tick one of the possible answers and are not asked to give their true feelings. Survey respondents are also likely to provide socially acceptable answers or avoid strongly negative or positive views and stick to compromise positions. Some respondents deliberately and unnecessarily give extreme opinions as their answers. Occasionally, response rates are also low and it takes researchers extra time and expense to collect required number of responses.

3.9 CONCLUSION

The chapter gave the research approach that this study explored. The research methodology used in this dissertation was the quantitative research approach. The study made use of the primary data to conduct the survey and the secondary data to draw literature. A questionnaire was used to gather data and the random sampling technique to disseminate questionnaires.

CHAPTER FOUR: DISCUSSION OF RESULTS

4.1 INTRODUCTION

The chapter presents discussions and analysis of the main findings that emerged from the data obtained through questionnaires on the assessment of football administration in the SAFA Ngaka Modiri Molema region. The questionnaire was divided into two parts. The first part was on the general personal particulars that is background and demographic. The second part looked into the effectiveness of football administration in the SAFA Ngaka Modiri Molema region that is general questions on football administration.

4.2 RESPONSE RATE

The data was summarized on a spreadsheet and figures and table were drawn. There were 100 questionnaires distributed and 100 questionnaires were completed and returned. This makes it a 100% response rate by the respondents. Simple random sampling technique was employed for data collection; the number of 100 returned questionnaires was deemed to be a sufficient sample size in light of other studies. The data was summarized on a spreadsheet and SPSS was used to produce the required results.

4.2.1 Gender

Figure 1 Gender

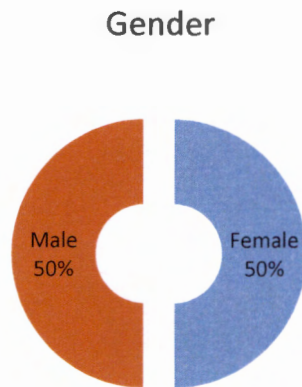
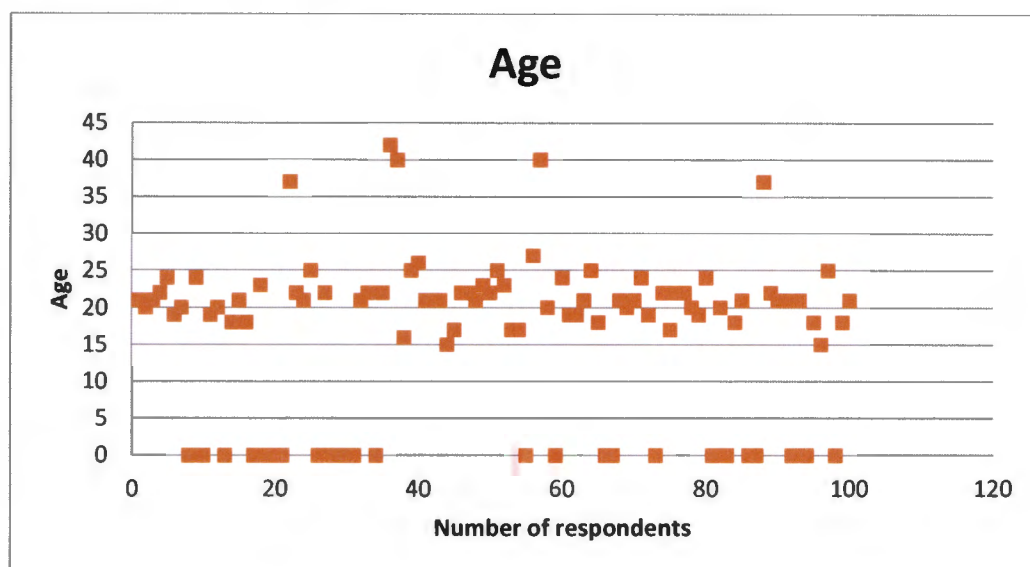


Figure 1 shows that out of 100 respondents, 50 (50%) were male and 50 (50%) were female. The difference in the frequency of male and female respondents is not significant. It is evident from the figures above that the representation of male and female are similar. Furthermore the sex distribution of respondents in the sample studied may be seen to represent the sexual distribution of the community. This clearly indicates that the questionnaires were distributed equally to all genders.

4.2.2 Age of the respondents

Figure 2 Age of the respondents



The graph above shows that the age of the respondents ranges between 15 and 42. It also shows that majority of them are youth with the age between 15 and 30. About 21 of them did not disclose their ages.

4.2.3 Racial composition of the respondents

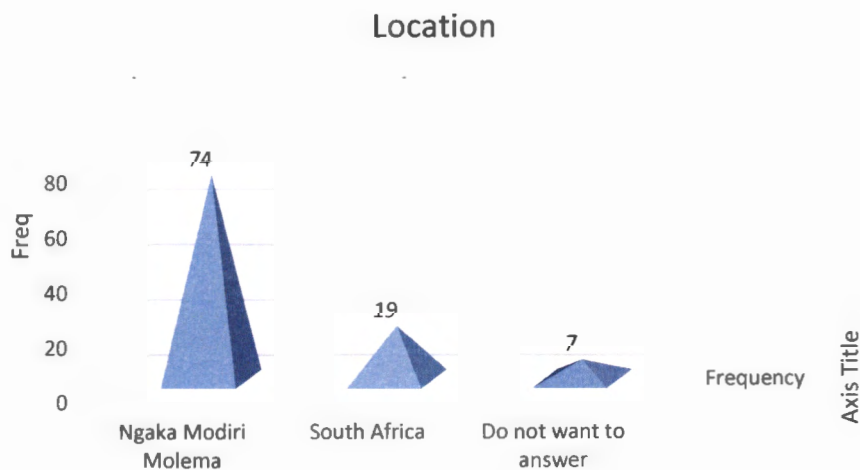
Figure 3 Race of the respondents

Race	Frequenc y	Perce nt
African	98	98.0
Member of other ethnic group	1	1.0
Do not want to answer	1	1.0
Total	100	100.0

Table 3 shows that (98%) of the respondents were African. This confirms that in the SAFA Ngaka Modiri Molema there is not much diversity in football participation. Of the 100 respondents (1%) were members of the other ethnic groups and another (1%) were not interested in giving out their race group. SAFA Ngaka Modiri Molema region is situated in a largely black society of which most people in the area are Setswana speaking. It should be up to the SAFA Ngaka Modiri Molema authorities to ensure that they market themselves to other groups within the region in an effort to diversify the region.

4.2.4 Location of the respondents

Figure 4.1 Location of the respondents

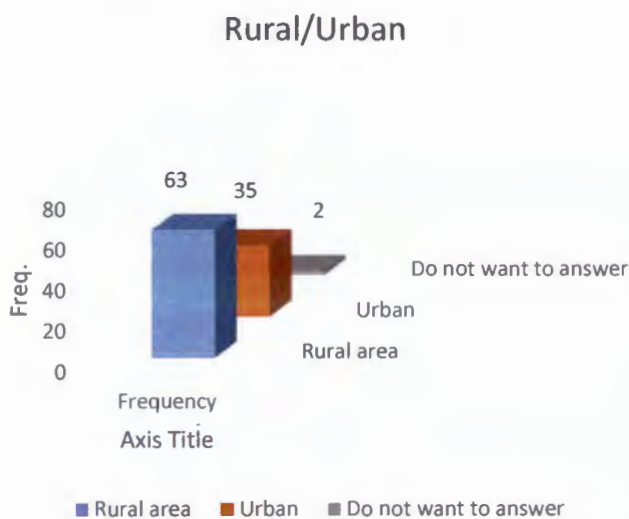


Out of the 100 respondents, the majority (74%) of the respondents were brought up in Ngaka Modiri Molema region, with only (19%) indicating that they were brought up outside the region but in South Africa. The importance of this question was to develop whether they were respondents who were not familiar with the Ngaka Modiri Molema region's social and environmental situation. The result implies that most of the respondents are familiar with the prevailing situation of the social and

environmental conditions. A foreign perception would have however added flair of foreign best practice.

4.2.5 Rural/ Urban of the respondents

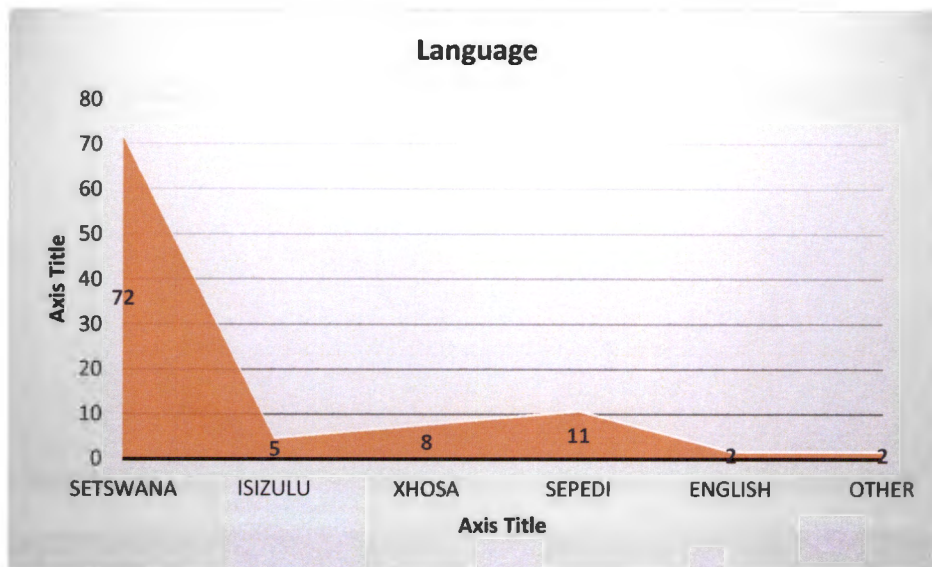
Figure 4.2 Rural/ Urban of the respondents



Out of the 100 respondents, the results indicated that (63%) of respondents were brought up in the rural area, while (35%) indicated they were brought up in urban areas and (2%) did not want to indicate their place of upbringing. The difference of the two residences of the respondents is significant. This tells that Ngaka Modiri Molema is situated in a rural area and majority of its residences are from the rural area. Majority of football fields are in rural areas with only a handful in urban area. The rural areas are mostly lagging behind the urban areas. While Ngaka Modiri Molema region is considered mainly rural, it was encouraging to discover that (35%) of the respondents indicated that they came from urban settings. This result will deliver a fair representation from both areas and the perception towards football participation.

4.2.6 Language of the respondents

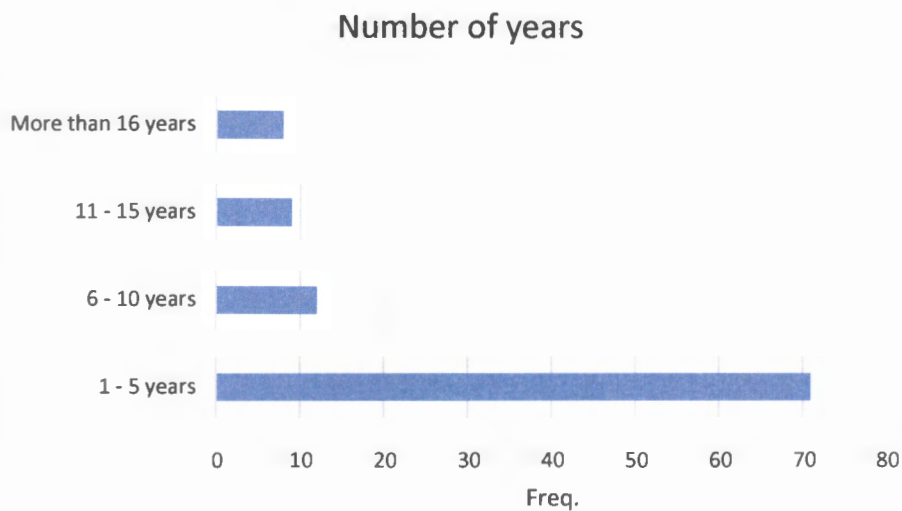
Figure 6 Language of the respondents



Out of the 100 respondents, the results indicated that there were (72%) Setswana speaking people, (5%) Zulus, (8%) Xhosas, (11%) Pedis and (2%) English speaking and (2%) is other languages. The difference in the language is very huge. Ngaka Modiri Molema region is a pre-dominantly Setswana region, therefore the response confirm this. This implies that the region is predominantly Setswana speaking people. This is important because it will assist the researcher in understanding the perception of the respondents on the dominant social activity pursued in the area. Therefore the results are showing the need to have more people of different races being part of the region's football activities.

4.2.7 Number of years in the region by respondents

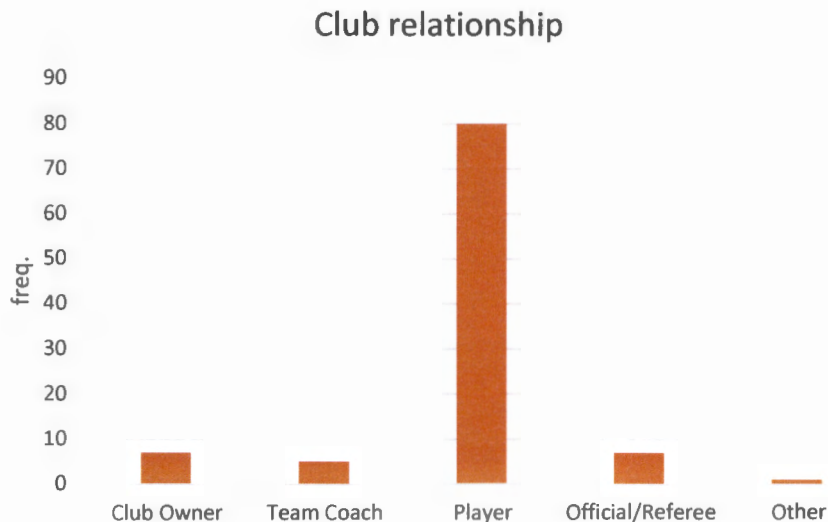
Figure 7 Number of years in region by respondents



From the 100 respondents, the majority of the respondents (71%) indicated they had been affiliated members of the SAFA Ngaka Modiri Molema region for a period between 1 and 5 years. This was followed by respondents (12%) who indicated they had been affiliated for a period between 6 and 10 years, the (9%) indicated 11 and 15 years while the (8%) is in the category of more than 16 years. The results showed a huge gap from 1 and 5 years as compared to other years.

4.2.8 Club relationship by respondents

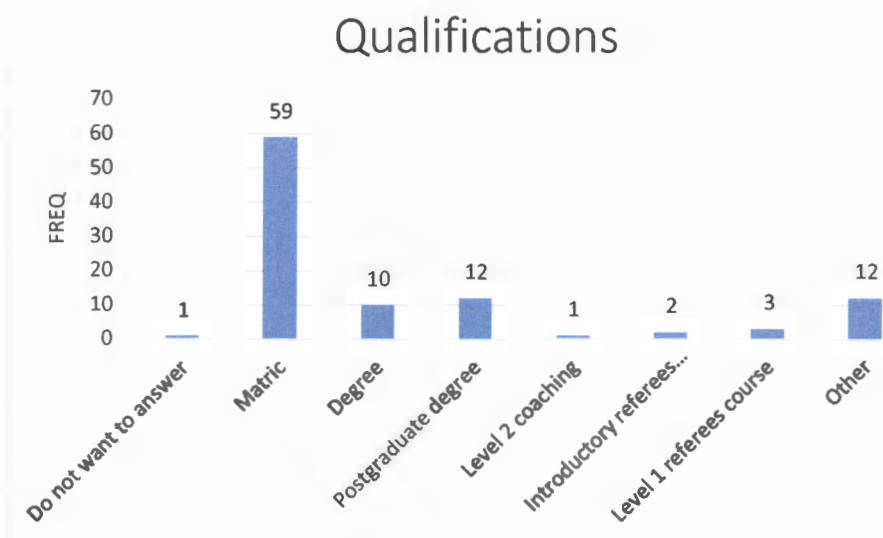
Figure 8 Club relationships by respondents



The above figure 8 shows that out of 100 respondents, 80 (80%) were football players who are affiliates of the SAFA Ngaka Modiri Molema region, 7 (7%) were club owners, 5 (5%) team coaches, officials were 7 (7%) while (1%) of the respondents did not specify their relationship. The results showed that there is interest from the community of the Ngaka Modiri Molema to partake in football in the region. It is evident from the figures above and figure 1 gender response that both male and female have interest in football activities in the SAFA Ngaka Modiri Molema.

4.2.9 Qualifications of the respondents

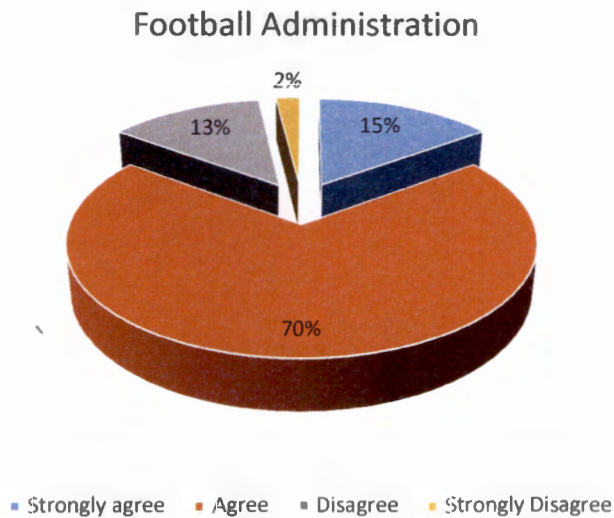
Figure 9 Qualifications of the respondents



Out of the 100 respondents, (59%) indicated that they had matric qualification. The aim of the question was to find out the level of comprehension the respondents had on the topic being asked. It is expected that the higher a respondent's qualification, the better understanding they would have concerning the topic. The results showed that most of the respondents are educated. This will be an advantage for the current research being undertaken and for future research in connection with assessing the effectiveness of football administration in the SAFA Ngaka Modiri Molema region. Skills development continues to daunt South Africa in terms of development and producing sound administrators. Although it has been determined that Skills Development Plans (SDPs) are in place in most departments and that training takes place, concerns have continued to be raised about the apparent lack of employee capacity in the Public Service (Public Service Commission, 2011: 2).

4.2.10 Effectiveness of football administration

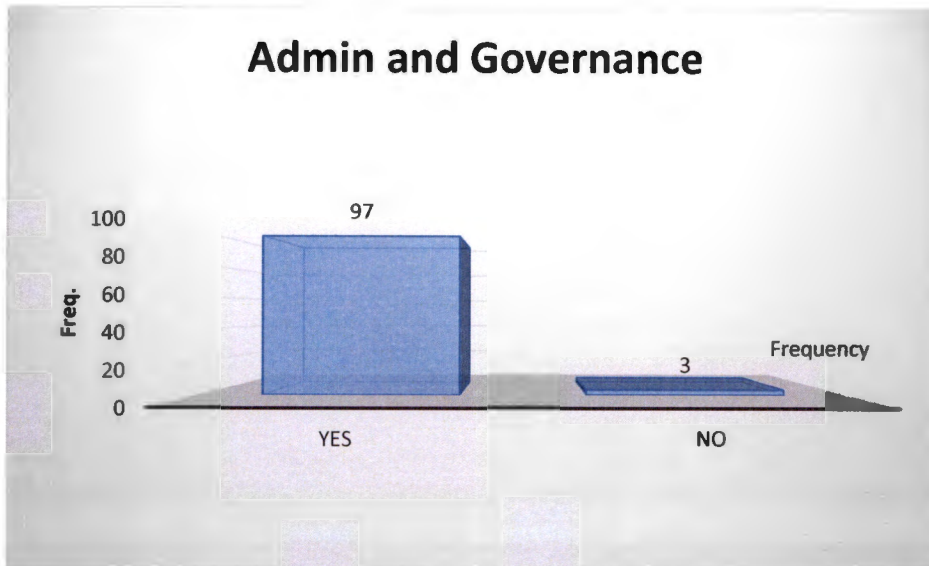
Figure 10 Football Administration



Of 100 respondents, the majority (70%) agreed that football administration is not effective in the SAFA Ngaka Modiri Molema region while 15 (15%) strongly agreed. On the contrary 2 (2%) stated that they strongly disagreed and 13 (13%) disagreed. This may be a misconception arising out of the desire of many to have development of any kind happening within the SAFA Ngaka Modiri Molema region. SAFA Ngaka Modiri Molema has hosted the SAB Under 21 National Championships and the ABSA Under 19 Women Championships. Many have seen the developments happening associated with the SAFA North West province which SAFA Ngaka Modiri Molema falls under hosting National tournaments. Most of tournaments were hosted by the SAFA Ngaka Modiri Molema precisely because of the current administration who accepted to host.

4.2.11 Administration and Governance

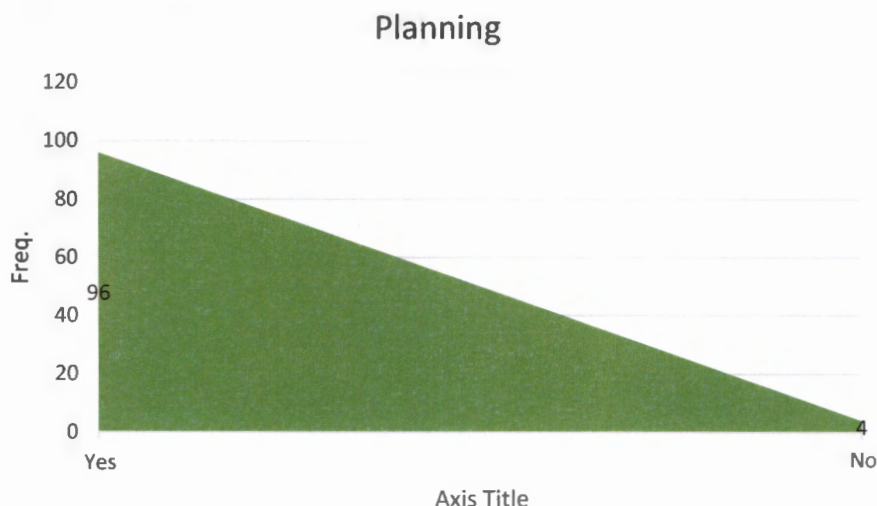
Figure 11 Administration and Governance



The results revealed that 97 (97%) of the respondents think that well qualified football administrators can help improve SAFA Ngaka Modiri Molema in the governance and administration of its activities. There were 3 (3%) respondents who thought otherwise. Common concerns that can arise from poor administration and governance include maladministration, deficient structure, poor planning, financial irregularities and misappropriation of funds.

4.2.12 Planning and Implementation of football programs

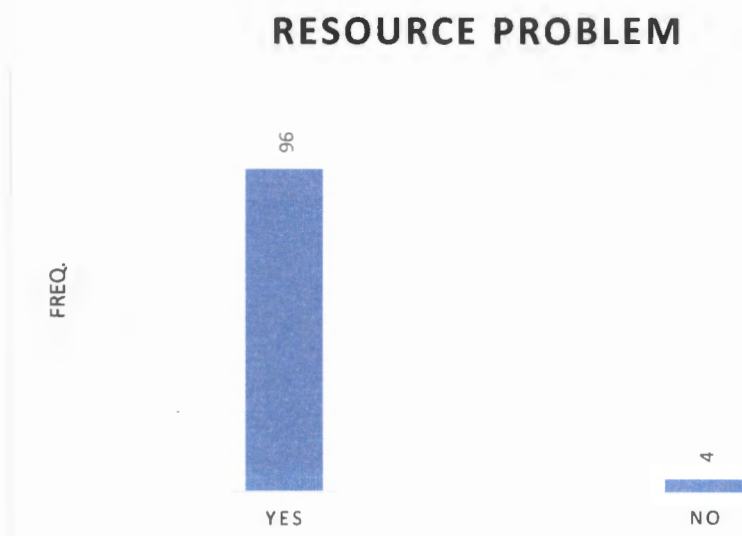
Figure 12 Planning and implementations



Of the 100 respondents, the majority 96 (96%) think well qualified football administrators can help improve the challenge of planning and implementations of football programs in the SAFA Ngaka Modiri Molema region. There were 4 (4%) of the respondents who thought otherwise. Major planning and implementation problems include proper organising of leagues fixtures, adhering to deadline on the start and finishing of the league seasons and annual tournaments. There is high knowledge and training required to execute this kind of activities. This may present a high opportunity cost of capital especially in a developing region like the SAFA Ngaka Modiri Molema (Alford and Beatt, 2014).

4.2.13 Resource constraints

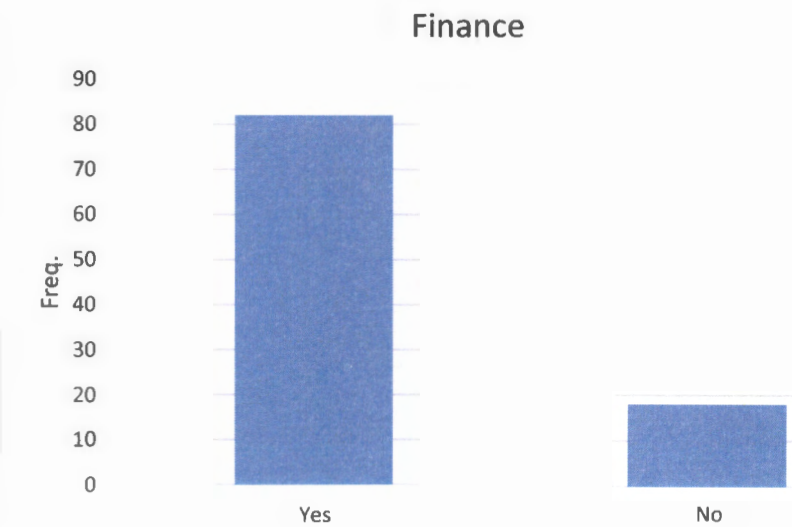
Figure 13 Resource problems



Of the 100 respondents, the majority 96 (96%) think that well qualified football administrators can help improve resource problems in the SAFA Ngaka Modiri Molema region. The other 4 (4%) did not think well qualified football administrators can help improve resource problems. The main resource problems that preclude the SAFA Ngaka Modiri Molema to run its activities and serve its customers will include, old operational machinery, football fields that are not well maintained and inadequate equipment supplied to clubs to perform optimally.

4.2.14 Financial problems

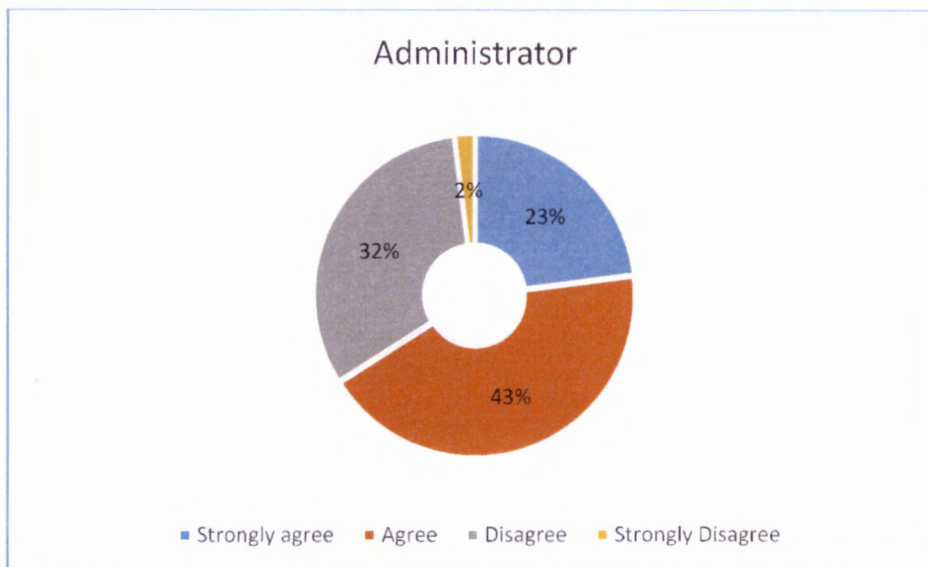
Figure 14 Financial problems



The majority of the 100 respondents, 82 (82%) were of the view that well qualified football administrators can help improve financial problem faced by the SAFA Ngaka Modiri Molema region. There were 18 (18%) who disagreed. Some of the financial problems faced by SAFA Ngaka Modiri Molema region, discussed above include lack of skills to craft proposal for sponsorship request, to fund raise for the region, to generate income and budget control.

4.2.15 Competence of football administrators

Figure 15 Competence of football administrators



Of the 100 respondents the majority 43 (43%) think that football administrators in the SAFA Ngaka Modiri Molema are incompetent, 32 (32%) indicated that they disagree, 23 (23%) strongly agreeing whilst 2 (2%) strongly disagreeing. This may be an indication that there needs to be a need assessment and identification of what really needs to be done by SAFA Ngaka Modiri Molema to improve their current services to current and potential customers. A turnaround strategy and a new structure needs to be put in place that will be for the advancement of the organisation. There also needs to be a new complement of fresh ideas and new employees who possess knowledge in football administration to help the organisation achieve its strategic objectives.

4.2.16 Administrative policy

Figure 16 Administrative policy

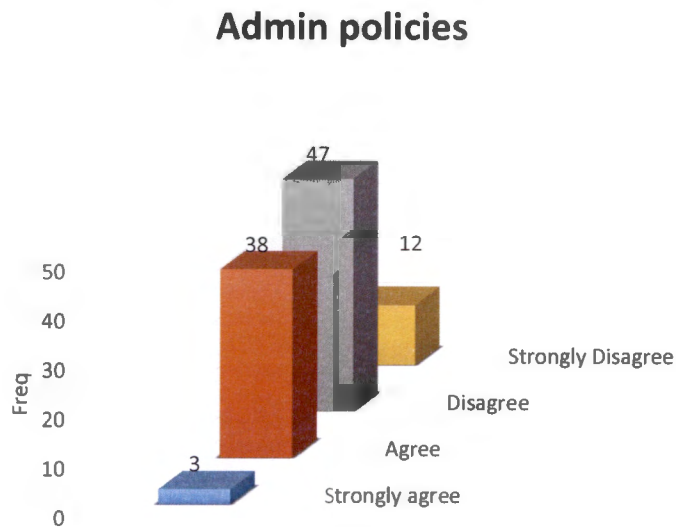
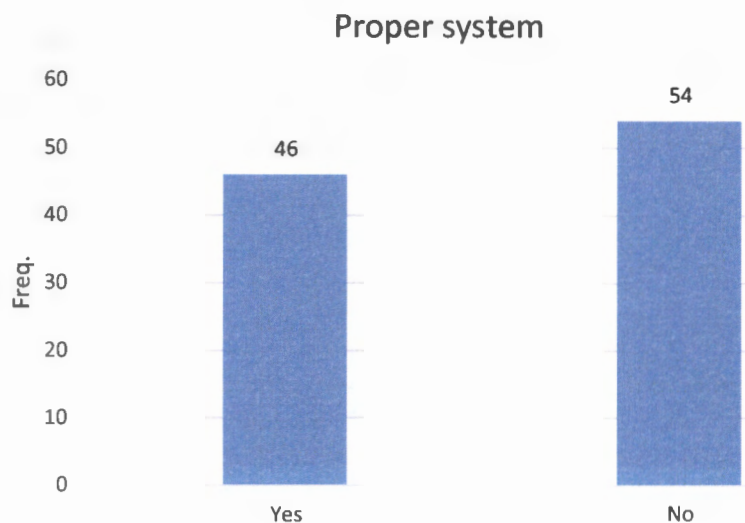


Figure 16 shows the responses to the questions relating to the viability of administrative policy for the advancement of football in the SAFA Ngaka Modiri Molema region. The respondents were requested to respond to four statements and were asked to rate each item on a scale of 1 to 5 (1= Strongly Agree; 2= Agree; 3 = Disagree and 4 = strongly disagree). Accordingly, (3%) strongly agree and (38%) of the respondents agreed that there is a viable administrative policy for the advancement of football in the SAFA Ngaka Modiri Molema region, (12% and 47%) of the respondents think otherwise. This simply calls for the SAFA Ngaka Modiri Molema policy makers and implementers to review their current policy and to align with the current situation for the advancement of the organisation. The policy should be transparent and a consultation process from all stakeholders should be made to ensure a buy in and inputs from everyone who has a stake and interest in the organisation.

4.2.17 Systems and processes for effective football administration

Figure 17 Proper systems and processes



The figure above shows that the minority (46%) of the respondents think that there are proper systems and processes in place for football administration in the SAFA Ngaka Modiri Molema region, and on the contrary the majority (54%) differed. This is a clear indication that the organisation needs to embark on a turnaround strategy and come up new defined systems and processes that will ensure growth for the organisation. Systems are a defined way of doing things and along the way they need to be modified to match the current situation. The same thing should be done with processes since they are also key in the way an organisation should operate and run their affairs. The organisation should bring in new young and enthusiastic football administrators who are innovative to address the current needs and to operate optimally.

4.2.18 Effectiveness of football administration structures

Figure 18 Current structure

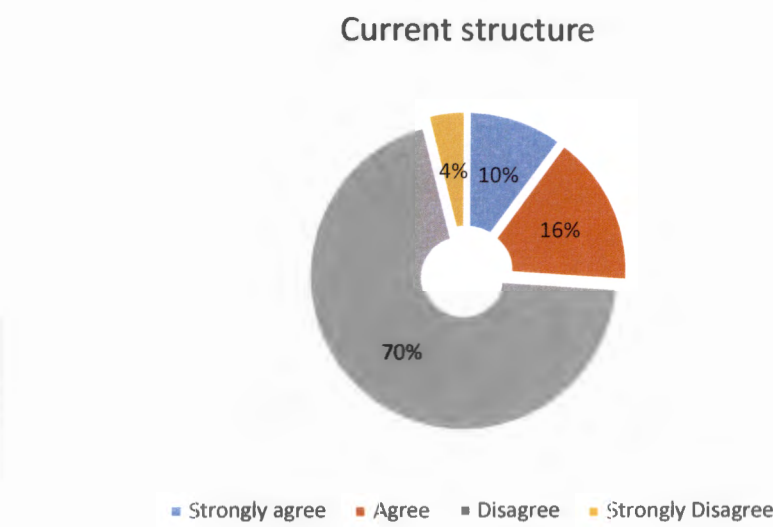
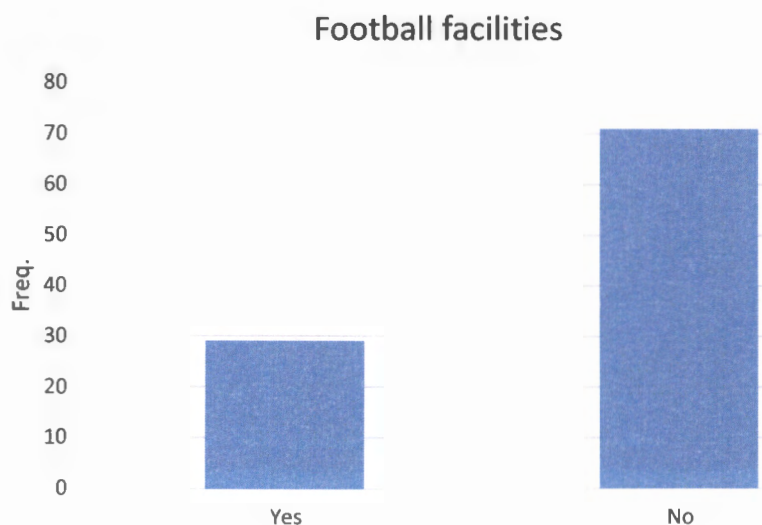


Figure 18 revealed that the majority of the respondents disagreed (70%) that the current structure support the strategy of the SAFA Ngaka Modiri Molema region, whilst a small proportion of (4%) strongly disagreed, and (10%) strongly agree that the current structure is in support of the strategy and (16%) agreed. It is negative that most of the respondents were of the opinion that the current structure of the SAFA Ngaka Modiri Molema is not in support of the main strategy of the organisation. However, it is the duty of the top management to restructure or reengineer the organisation and come up with a strategy that informs the structure and should be congruent to the structure. A change in strategy will always equals to a change in structure.

4.2.19 Adequacy of football facilities

Figure 19 Football facilities by respondents



The figure above shows that the majority (71%) of the respondents think that there are no adequate football facilities in the SAFA Ngaka Modiri Molema region, while minority (29%) disagreed. More facilities are needed to run a successful leagues and competitions. South Africa Football Association (SAFA) received money from the FIFA Legacy trust fund post the 2010 World Cup that was hosted in South Africa. Part of the money is shifted into infrastructure development which also includes football facilities. On the other hand lottery is also one of the major sponsorships of infrastructure development in the country. It is clear that SAFA Ngaka Modiri Molema need to have someone well trained and conversant in their structure to ensure that sponsorship proposal are developed and send to this organisation to request funding for infrastructure and football facilities development and building. This will have a positive effect on our stakeholders and thus help produce good football players for the province and the country. These results clearly indicate that there is a serious concern from the stakeholders embedded on SAFA Ngaka Modiri Molema region's administrators to ensure that they must conduct a need assessment and identification on the standard requirements for football facilities to run a successful league which will satisfy its stakeholders.

4.2.20 Maintenance of facilities

Figure 20 Maintenance of facilities

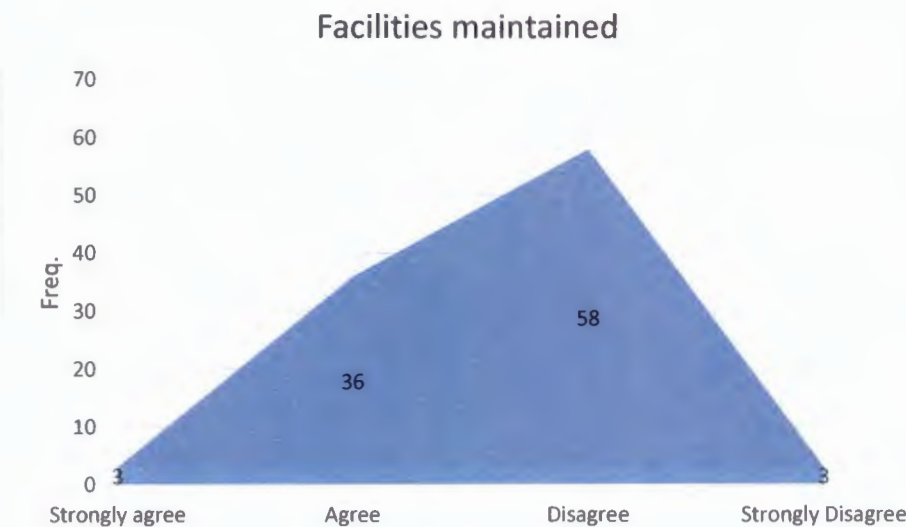


Figure 20 presented the responses to the questions relating to well-maintained football facilities in the SAFA Ngaka Modiri Molema region in the North-West province. The respondents were requested to respond to a statement and were asked to rate each item on a scale of 1 to 4 (1= Strongly Agree; 2= Agree; 3 = Disagree and 4 = Strongly Disagree). Accordingly, (3% and 36%) of the respondents strongly agreed and agreed respectively that football facilities in the SAFA Ngaka Modiri Molema region are well maintained. A percentage of (58% and 3%) of the respondents disagreed and strongly disagreed on the statement. SAFA Ngaka Modiri Molema region has to ensure that they partner with government departments and local government to ensure that the Ngaka Modiri Molema District Municipality plays a role in the assistance of the maintenance and well-being of football facilities in the region. For the proper development of football in the region, good facilities are needed to produce good players for the region, province and that for the country.

4.2.21 Accessibility of football facilities

Figure 21 Facilities accessible

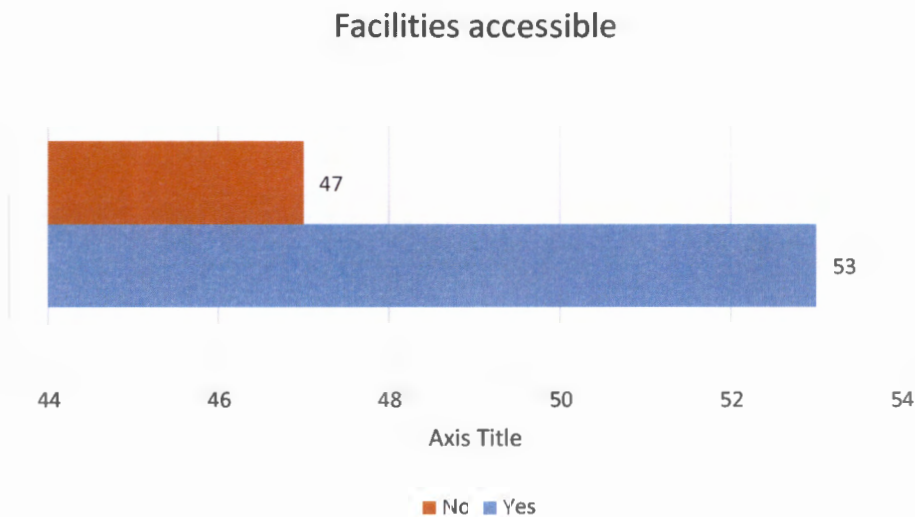
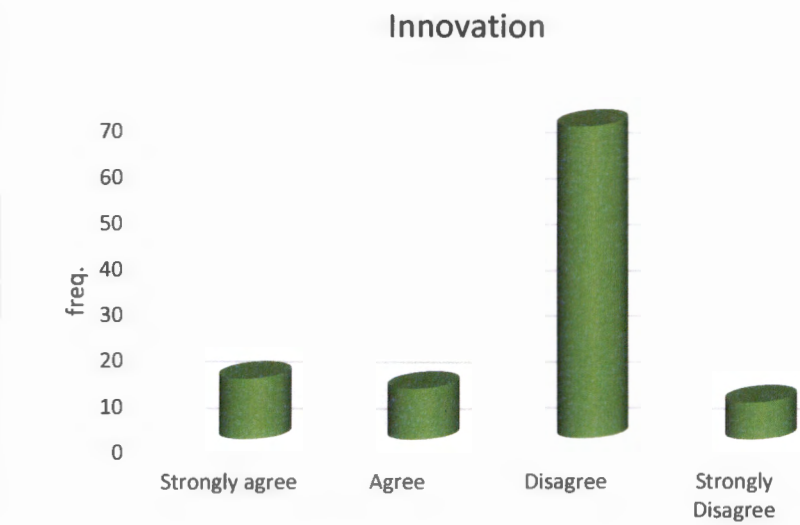


Figure 21 revealed that the majority (53%) of the respondents think that facilities that are in the SAFA Ngaka Modiri Molema region are accessible to all affiliated clubs. This is a positive as opposed to minority which differed. This clearly shows that even though there is a slight differences of (53%) of the respondents who are of the opinion that the football facilities in the region are accessible there is also close percentage of (47%) who disagreed. SAFA Ngaka Modiri Molema needs to come up with a better strategy that will ensure that all players and officials of this regions can easily access the football facilities in the region without any struggle to allow player development and football participation to advance the life's of the locals and avoid sedentary lifestyle.

4.2.22 Innovation in football administration

Figure 22 Innovation in football administration



The above figure shows that the most of the respondents disagreed (68%) that there is no innovation in the administration of football in SAFA Ngaka Modiri Molema region, whilst a small proportion of (8%) strongly disagreed, and (13%) of the respondents strongly agree and (11%) agreed. Football is more of innovative skills. Football administrators have to be innovative to come up with interesting activities and programs that will satisfy their customers. SAFA Ngaka Modiri Molema region needs to add variety and innovation in their programs to entice its stakeholder. The customer likes new things that are interesting and sport particularly football is fun and flexible.

4.2.23 Application of modern technology

Figure 23 Modern technology

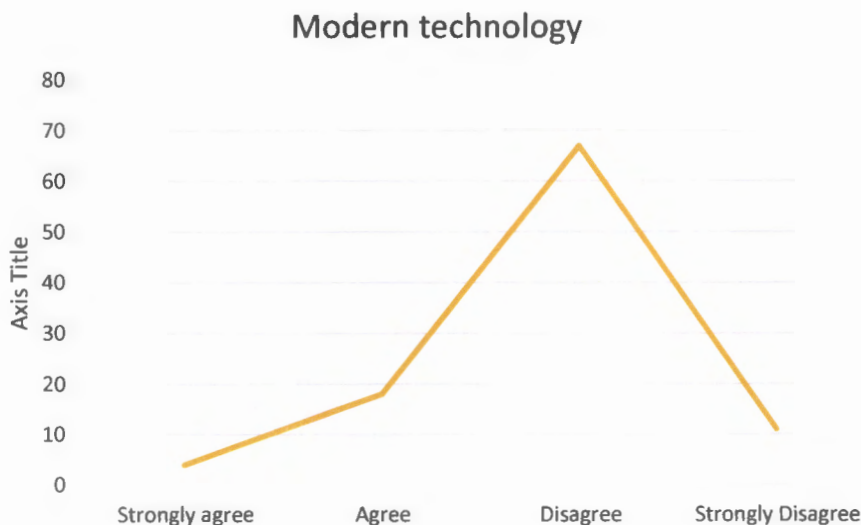


Figure 23 presented the responses to the statement relating to the application of modern technological innovation by SAFA Ngaka Modiri Molema in running and administering its competitions. The respondents were requested to respond to a statement and were asked to rate each item on a scale of 1 to 4 (1= Strongly Agree; 2= Agree; 3 = Disagree and 4 = Strongly Disagree). Accordingly, (4%) of the respondents strongly agreed and (18%) agreed respectively that SAFA Ngaka Modiri Molema region applies modern technological innovation to run and administer its competitions. A percentage of (67% and 11%) of the respondents disagreed and strongly disagreed on the statement. SAFA Ngaka Modiri Molema region should invest in the new technological resource in order to catch up with ever changing environment. In today's management new technology and trends are the order of the day and if an organisation does not invest in modern technology it runs a risk of being wiped off the game by its competitors who might win their customers. Mutula and Mostert (2010) notes "installing computers and connections in underdeveloped communities is a small part of what is needed to put ICT to use for socio-economic development".

4.3 CONCLUSION

This chapter indicates that there is a need for SAFA Ngaka Modiri Molema's executive to embark on a new strategic direction for the organisation in order to address the challenges of administration, resource problems and running of strategic programs to attain their objectives. Change in strategy equals to change in structure and culture.

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The importance of merging both football and administration into one, has become apparent in today's running of football affairs. Corporate businesses are largely partnering with football clubs to market and advertise their products. This shows how big the industry has grown over the year. Day (2000) concurs that, "the changes he witnessed form the context in which football administrators will operate in the twenty-first century". The main objective of this study was to assess effectiveness of football administration in the SAFA Ngaka Modiri Molema region of the capital city Mmabatho in the North-West province.

This chapter consolidates the findings of the study, the recommendations and conclusion. The findings of the study derived through analysis and interpretation of statistical data, which has been discussed in the previous chapter. The overall summary of the objectives of the study is presented in this chapter. Lastly the proposal and recommendations for areas need on further researches.

5.2 CONCLUSIONS

The main findings and conclusions of this research in relation to each of the specific objectives will be summarised.

5.2.1 Research Objective One: To investigate whether football administrators in the SAFA Ngaka Modiri Molema region are competent to run football.

The findings in figure 15 shows that, 23% of the respondents strongly agreed that football administrators in the SAFA Ngaka Modiri Molema region are incompetent

and majority 43% agreed on the statement as well. However on the contrary, minority 2% of the respondent disagreed that football administrators in the SAFA Ngaka Modiri Molema region are incompetent whilst 32% strongly disagreed that on the statement that football administrators in the region are incompetent.

The outcome or results shows that there is a need to have well qualified trained football administrators in the SAFA Ngaka Modiri Molema to improve the standard and services of football in the region. The results imply that the organisation review their hiring policy and employ young innovative, vibrant football administrators with fresh ideas and knowledgeable in precisely football administration.

5.2.2 Research Objective Two: To investigate remedies for overcoming challenges affecting football administration in the SAFA Ngaka Modiri Molema region.

According to the second finding to the study in figure 16, majority 47% of the respondents strongly disagreed that there is a viable administrative policy for the advancement of football in the SAFA Ngaka Modiri Molema region, while 3% strongly agreed that there is a viable administrative policy for the advancement of football in the region.

The results of the study revealed that a comprehensively revised Administrative policy seeks to improve and remedy the challenges affecting the day to day running of football activities in the SAFA Ngaka Modiri Molema region. Furthermore, results showed that clear detailed and transparent policy that is congruent to the strategy plan and structure of the organisation is needed for organisational advancement.

5.2.3 Research Objective Three: To find out the views of key stakeholders (club owners, players, officials and referees) on the service rendered by SAFA Ngaka Modiri Molema football administration.

The findings of the study in relation to the third objective reveal that, 70% of the respondents agreed that football administration is not effective in the SAFA Ngaka

Modiri Molema region. Of the 100 respondents 15% indicated that they agreed that football administration in the SAFA Ngaka Modiri Molema is effective.

According to the findings the hampers service delivery and it is a clear indication that there is lack of competency from the football administrators to deliver expected services to its key stakeholders (customers). The finding of the study revealed that employment of suitable candidates who are conversant and well equipped with football management is required in the SAFA Ngaka Modiri Molema region to allow clear and sound administration of its core businesses.

5.2.4 Research Objective Four: To identify innovative practices and latest resources used for advancement of modern football.

The finding in figure 22 of the study in relation to the fourth objective reveals that, majority 68% of the respondents disagree that there is no innovation in the administration of football in the SAFA Ngaka Modiri Molema region and 8% strongly disagree. Of the 100 respondents 13% of the respondents strongly agree that there is innovation in the administration of football in the SAFA Ngaka Modiri Molema and is supported by 11% who also agreed.

Further results in figure 23 indicated that 67% and 11% of the respondents strongly disagreed and disagreed respectively on the statement that SAFA Ngaka Modiri Molema region applies modern technological innovations to run and administer its competition. On the contrary a minority of (4% and 18%) of the respondents strongly agreed and agreed respectively that SAFA Ngaka Modiri Molema region applies modern technological innovation in the running and administration of its competitions.

The results above imply that although SAFA Ngaka Modiri Molema region may not have sound and well qualified football administrators who can propose new technological systems for use, it does not have well defined structure and human resource to put that into implementation.

5.3 RECOMMENDATIONS

From the results of this study, the following recommendations can be given to SAFA Ngaka Modiri Molema region:

- To embark on turnaround strategy, restructure the organisation and review all their policies including the administration and operational.
- Develop operational plan with systems and processes in place.
- Set annual performance plans with timeline and adhere to set objectives linked programs
- Develop a comprehensive financial model and link all programs and activities to budget.
- A comprehensive marketing strategy must be developed to market the region's activities, programmes and newly developed facilities as part of awareness campaign and generation income
- Inter into a sound partnership with stakeholders (both direct and indirect) to attract sponsorship.
- Organise more workshops and seminars on football related topics to enlighten the SAFA Ngaka Modiri Molema key stakeholder on the impact football participation can make in the socio-economic activity of the region.

5.4 FUTURE RESEARCH

The researcher recommends further research in the following areas:

- The impact football model can have in SAFA Ngaka Modiri Molema region
- An investigation into the core funds required for a successful football institute
- An investigation into the resources needed to run a sustainable and competitive football club
- The impact of investing in football infrastructures for the city's socio-economic development

5.5 CONCLUSION

The purpose the study was to assess the effectiveness of football administration in the SAFA Ngaka Modiri Molema region in an effort serve its potential customers. It is of outmost importance to view football as big business since it attracts a lot of commercial sponsorship and the money put into the game is immense. Adhering to good corporate governance as encouraged in the Kings Report 1, 2 and 3 should be used by many football administrators as a guideline and guidance to ensure clean administration in an effort to serve potential customers.

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ANNEXURE 1: VOLUNTARY QUESTIONNAIRE

North-West University (Mafikeng Campus)

Master's Degree in Public Administration

Researcher: Kagiso Marumo

Research Questionnaire

Assessing the effectiveness of Football Administration in the SAFA Ngaka Modiri Molema Region.

Dear Participants,

The researcher kindly request that you take a few minutes to participate in a survey on the assessment of football administration in the SAFA Ngaka Modiri Molema Region. You are part of the random sample of the footballing community of SAFA Ngaka Modiri Molema and your views are very important for understanding how effective football administration is for the advancement of football in the SAFA Ngaka Modiri Molema Region.

Your responses to this survey are voluntary and strictly confidential. What you say in this questionnaire will remain private and confidential. No one will be able to trace your opinions back to you as a person. If you do not want to take part, just hand in the blank questionnaire at the end of the survey session.

On average, the survey will take about fifteen (15) minutes to complete. After completion of the questionnaire, please check to see if you have responded to all the items. By completing this questionnaire you provide your consent.

How to complete the questionnaire

1. Please answer the questions as truthfully as you can. Also, please be sure to read and follow the directions for each part. If you do not follow the directions, it will make it harder for the researcher to do the research project.
2. The researcher only asks you about things that you should feel comfortable to talk about. If you don't feel comfortable answering a question, you can indicate that you do not want to answer it. For those questions that you do answer, your responses will be kept confidential.
3. You can mark each response by making a tick or a cross, or encircling each appropriate response with a PEN (not a pencil), or by filling in the required words or numbers.

Thank you very much for filling in this questionnaire.

No.	PART 1: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> Please mark only ONE option per question below.		PART 1: GENERAL PERSONAL PARTICULARS <i>Please tell us a little about yourself</i> Please mark only ONE option per question below.
1.	I am a: ☐ Female ☐ Male ☐ I do not want to answer this question	6.	What is your home language? ☐ Setswana ☐ IsiZulu ☐ Xhosa ☐ Sepedi ☐ English ☐ Afrikaans ☐ Other _____
2.	I am _____ years old. ☐ I do not want to answer this question	7.	How many years have you been an affiliated member of SAFA Ngaka Modiri Molema ☐ 1-5 years ☐ 6-10 years ☐ 11-15 years ☐ More than 16 years
3.	I am: ☐ African ☐ Coloured ☐ Indian ☐ Oriental ☐ White ☐ a member of another ethnic group: _____ ☐ I do not want to answer this question	8.	I am a: ☐ Club owner ☐ Team coach ☐ Player ☐ Official/ referee ☐ Other (Please Specify) _____ _____
4.	I grew up in: ☐ In the Ngaka Modiri Molema District ☐ In South Africa _____ ☐ I do not want to answer this question	9.	I have: ☐ Matric ☐ a degree ☐ a post-graduate degree ☐ Introductory coaching ☐ Level 1 coaching ☐ Level 2 coaching ☐ Introductory referees course ☐ Level 1 referees course ☐ Other (Please Specify) _____ _____

5.	I grew up in: ☐ a rural area ☐ an urban area ☐ I do not want to answer this question		
No.	PART 2: Effectiveness of Football Administration in SAFA Ngaka Modiri Molema Region	No.	PART 2: Effectiveness of Football Administration in SAFA Ngaka Modiri Molema Region
10.	Football Administration is not effective in SAFA Ngaka Modiri Molema? ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree	15.	Is the current structure supporting the strategy of SAFA Ngaka Modiri Molema? ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree
11.	Well qualified football administrators can help improve the following challenges in SAFA Ngaka Modiri Molema: i. Administration and governance ☐ Yes ☐ No ii. Planning and implementations of football programs (e.g. leagues, tournaments etc.) ☐ Yes ☐ No iii. Resource problems (e.g. playing fields, advance office machinery etc.) ☐ Yes ☐ No iv. Financial problems ☐ Yes ☐ No	16.	Are there adequate football facilities in the SAFA Ngaka Modiri Molema? ☐ Yes ☐ No
12.	Football administrators in the SAFA Ngaka Modiri Molema are incompetent. ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree	17.	Football facilities in the SAFA Ngaka Modiri Molema are well maintained. ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree

13.	There is a viable administrative policy for the advancement of football in SAFA Ngaka Modiri Molema. ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree	18.	Football facilities in the SAFA Modiri Molema are accessible to all affiliated clubs? ☐ Yes ☐ No
14.	Are there proper systems and processes in place for football administration in the SAFA Ngaka Modiri Molema? ☐ Yes ☐ No	19.	Is there innovation in the administration of football in SAFA Ngaka Modiri Molema? ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree
		20.	SAFA Ngaka Modiri Molema applies modern technological innovation to run and administer its competitions. ☐ I strongly agree ☐ I agree ☐ I disagree ☐ I strongly disagree