

**Bindura University
of Science Education**



**BINDURA UNIVERSITY OF SCIENCE EDUCATION
FACULTY OF SCIENCE AND ENGINEERING
DEPARTMENT OF SPORTS SCIENCE**

**A FRAMEWORK FOR CORPORATE GOVERNANCE OPTIMIZATION OF THE
ZIMBABWE VOLLEYBALL ASSOCIATION**

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**A RESEARCH PROJECT SUBMITTED TO BINDURA UNIVERSITY OF SCIENCE
EDUCATION IN PARTIAL FULFILMENT OF THE REQUIREMENT OF MASTER OF
SPORTS SCIENCE DEGREE IN SPORTS MANAGEMENT.**

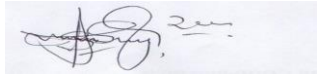
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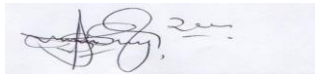
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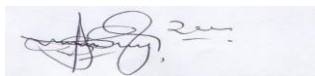
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Dedication

I dedicate this project to my son, Kudzai Simba, who kept on encouraging me and constantly told me that despite my age I still can make it to all that which I dream to accomplish. To the rest of my family members thumbs up to you all for all the emotional support rendered during my study even if at some point it looked impossible, I felt encouraged.

Abstract

This study investigates and analyse the framework for corporate governance optimization of the Zimbabwe Volleyball Association. To expressively explore this the study was grounded on the need to develop new framework that can be used for corporate gorvenance optimisation of volleyball while examining relatively new insights in corporate governance of the same sport in Zimbabwe with the aim of assessing the effectiveness of strategies which improves volleyball management in Zimbabwe.

The study population was $n = 35$ which responded from a target of $n = 50$ which was 70 percent of the sample target which included ZVA and its lower-level structures' administrators, coaches, referees, and schools' administrators in charge of volleyball in their provinces. The research findings state that ZVA currently has four policies in place while newer ethical and strategic frameworks need to be developed. A new conceptual model was developed that will guide the ZVA leaders to redirect its operations and programming.

The findings suggest that the major differences on the new insights with the already existing literature are frameworks around safeguarding (clean sport). Addressing issues of clean sport gives assurance to key stakeholders in volleyball to further participate in ZVA programs hence increasing development base for the sport of volleyball in Zimbabwe. New sights on governance and safeguarding frameworks to be developed show that volleyball stakeholders' confidence levels had gone down over the years as witnessed by withdrawal in participation in ZVA organised events while the harsh economic challenges currently prevailing in the country will be addressed by development of marketing and athletes' development frameworks.

The study findings' key conclusions indicate that the desire and need for new frameworks to be developed suggests that more volleyball stakeholders who are not directly ZVA affiliates may have for a long time disengaged from participating in ZVA organised events and the majority wish for an expanded ethical and stragegical frameworks development initiative that will cover human capital, safeguarding (clean sport), athlete development pathways, marketing and governance. The current four existing frameworks in ZVA are more known to the key sports administrators in leadership positions at ZVA national level as opposite to those at lower level of volleyball administration and those in technical positions. The development and effective implementation of

new frameworks guarantees schools' volleyball stakeholders re-engagement and participation in ZVA organised events like what used to happen in the past.

Key Words: Frameworks, Corporate Governance and Internal Control Systems.

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List of Abbreviations and Symbols

FIFA	:	International Federation de Football
IAAF	:	International Federation de Athletics
IOC	:	International Olympic Committee
NAAZ	:	National Athletics Association of Zimbabwe
NF	:	National Federation
NSA	:	National Sports Association
NIF	:	Norwegian Sports Federation
SPSS	:	Statistical Package for Social Science
SRC	:	Sports and Recreation Commission
ZIFA	:	Zimbabwe Football Association
ZOC	:	Zimbabwe Olympic Committee
ZVA	:	Zimbabwe Volleyball Association
ZSA	:	Zimbabwe Spinners Association

Glossary

Ethics	- refers to that which is right or wrong
Frameworks	- refers to organizational operation policies
Governance	- the manner or action or way of running an organization
Human Capital	- personnel required to run operations of an organization
Internal Control Systems	- refers to the minimum standard operating procedures (sops)
Demography	- population based on age, sex and education levels
Affiliates	- members by way of joining voluntarily and subscribe.

CHAPTER ONE: THE PROBLEM AND ITS SETTING

1.1 Introduction

This chapter will give an overview of the whole study by highlighting past and current developments in the area of research while also exploring the gap that seeks to be addressed by this study in Zimbabwe. This chapter will also explore what is problematic about the current trends in volleyball management optimization that necessitates research as well as the significance of this study. Moreover, the research objectives, hypothesis and delimitations of the study will be examined. This chapter will conclude with the study outline and summary.

1.2 Background of the Study

In early times, governing sports was less complex than it is today (Hong & Huang, 2013). According to Hong & Huang (2013), “Originally both national and international sports governing bodies were established to codify rules and organize subsequent events and tournaments.” The aforementioned scholars also add that “their role was later expanded and they encouraged, promoted and facilitated international exchange among other governing bodies.” The rapid globalization and commercialization of sport have created a host of new competing interests such as the increased role of agents, the greater impact of media rights and the increased monetary values of commercial sponsorship rights (Dowling et al, 2018).

The increased attention sport receives from politics, legislation and the government reflects a growing recognition of the importance of sport (King, 2016). The impact and the role sports play in society, the economy and statutory compliance requirements as a result of underperforming may potentially undermine proper sport governance (Hums et al, 2023). This does not mean sport should not adhere to any kind of legislation as stated by the Constitution of Zimbabwe Amendment (No. 20) Act 2013, subsection 32. Given the above, it is clearer on the obligatory corporate governance requirements as stated by the Sports and Recreation Commission Act Chapter 25:15, part iii, sub-section 19 which provides and guides on how National Sport Federations should be administered. Sport governing bodies must comply with a wide range of legislation including health and safety, conditions of employment, trade and other relevant statutory regulations, common law and the constitution of Zimbabwe. This adherence to national statutory law is also

supported by governing bodies worldwide like the Australian Sports Commission (Hums et al, 2023). The National Sport and Recreation Policy, 2016 argues that the current state of sport and recreation is characterized by a “fragmented delivery system, which militates against the efficient application of resources and leads to the attainment of -sub-optimal results that are not in tandem with the spirited efforts of the sport and recreation delivery agents concerned.”

According to King (2016), the sports industry and especially its governing bodies “need guidelines for proper governance due to the recent increase in the level of interest and impact of sport.” With the corporatization of sport and the increased professionalism, a greater need for proper business management and governance models within the sport becomes apparent, as such this study aims to provide a framework for management optimization in the Zimbabwe Volleyball Association (ZVA). Benar et al (2014) argue that this is because common business practices have become part of sport today, for example, payment of salaries to players who become employees, financial audit reports etc. In addition, King (2016) argues that the long-term success requires that National Sports Associations (NSAs) run themselves as businesses, in ways appropriate and relevant to the principles of best practice governance and management. National Sports Associations should be continuously looking to improve the performance of their organizations in areas of financial administration, organizational structure and transparency.

Furthermore, the sports industry has witnessed a movement from its former volunteer-reliant culture to one aiming to deliver sport services in a more business-like manner (Dowling et al, 2018). This increase in the operation of sports federations within the corporate business environment has created the need for a framework for management optimization through good governance principles to ensure the efficient delivery of these sports services (Hums et al, 2023). With the rise in sports organizations involved in various scandals, ranging from mismanagement to match-fixing, it has become necessary to incorporate a framework for management optimization of associations of these organizations. In Zimbabwe, the Ministry of Sport, Recreation, Arts and Culture is currently seized with enacting the Sports Integrity Bill into law to curb the above evils in sports.

Today, corrupt sports administrators enjoy massive benefits at the expense of sportsmen and women, many of whom live and die in crushing poverty (Burson, 2016). This serves to actualize the effects of poor administration on the most basic of stakeholders, the athletes. Various sports

organizations ranging from the Zimbabwe Football Association (ZIFA), and Zimbabwe Netball Association (ZINA), to the Zimbabwe Olympic Committee (ZOC), have featured in several misappropriation and corruption scandals, thus creating a need to incorporate and implement principles for the protection and preservation of stakeholder interests (Chikamhi 2022).

Moreover, according to Dowling et al, (2018), the theme of good governance has emerged in various parts of the world under different cultures and theoretical influences, and among the more common theoretical influences posited, is the doctrine of corporate governance. The rapid globalization and commercialization of sport have created a host of competing interests such as the increasing role of sports agents and the greater impact of media rights and commercial sponsorship rights, as such it has become more evident that the performances of management bodies within the sports industry are now benchmarked against corporate governance principles applicable to other business sectors (Dowling et al, 2018).

In an attempt to address the increased number of scandals within international bodies such as the International Federation de Football (FIFA) and the International Olympic Committee (IOC), certain reforms in its structure and governance were set in place (Hong & Huang, 2013). One of these reforms included the inclusion of a board of directors responsible for the functions of the organization. Additionally, in most governance systems, the board is a critical mechanism because its main responsibility is to make certain that the activities of the organizations are carried out in the best interest of the organization, its members and society (Hong & Huang, 2013). While the board components of corporate organizations are entirely concerned with the profits made by the organizations, non-profit boards, like those of sports organizations are focused on conducting their missions without striving to make a profit with the benefits created and delivered to its members and individuals who it exists to serve. Therefore, this study aims to assess the principles of sports governance in general.

Boyle & Shilbury (2016) argues that sport as an activity is attracting the interest of millions of people worldwide and that it is indeed, considered a universal activity that permeates every society at every corner of the world. King (2016) postulates that governments worldwide have recognized the importance of the sector and have as such committed themselves to supporting the independence of NSAs. The aforementioned scholar also adds that this support, however, is with the assumption that the NSAs observe proper governance principles (King, 2016). Sports

federations must recognize that they are influenced to oversee their sport as trustees and the authority to oversee is essentially conferred in their associates and implemented by them unswervingly and indirectly over an organization of depiction. To regulate the governance of sports, the formulation and enforcement of national policies on sports administration are mandatory (King, 2016). Sports governance in Zimbabwe follows a clear pathway starting with the central government, that is, the Ministry of Sport, Recreation, Arts and Culture (MSRAC), Sports and Recreation Commission (SRC), ZOC, NSAs and the clubs and other delivery agents. All sports associations that are usually referred to as National Federations (NFs) in Zimbabwe are governed through SRC using the Constitution of Zimbabwe, Sports and Recreation Commission Act, Statutory Instrument 342 of 1995, National Sport and Recreation Policy and Sport Specific Constitutions and bylaws. Despite there being structures for the governance of NSAs in Zimbabwe, numerous challenges are being faced in the operative and well-organized delivery of sports amenities in the country. Many of the employees working in the various federations as managers are not adequately trained in the various areas of sports governance and as such the federations suffer from inadequate management which ultimately leads to poor performance of the federations. Good governance in sports as regulated by the Statutory Instrument and SRC Act consists of an adopted and registered constitution, religiously conducting annual general meetings, having duly elected members, sound financial management and consistency in submitting annual statutory and administrative returns to the regulatory body hence all national associations are expected to meet these requirements. Zimbabwe Volleyball Association could learn from good practices of sports governance that have made other sport codes such as the Hockey Association of Zimbabwe (HAZ), Zimbabwe Spinners Association (ZSA), and National Athletics of Zimbabwe (NAAZ) fully compliant with the regulatory body (SRC as of June 2023 (Mlotshwa 2023)).

Furthermore, Dowling et al, (2018) stated that the involvement of International Sport Federations (such as FIFA, IAAF etc.) in the affairs of national federations (NSAs) may not have been clearly outlined as they are often accused of interfering in local activities without consideration of national interests and needs. As a result of this unwelcomed intervention, ineffective, inefficient and sometimes corrupt, officials take advantage of the prevailing situation and stay in office much longer than necessary or more productive officials are removed from office. King (2016) hence argues that there is therefore need for government intervention because of the need for sponsorship, organization, and facilities and the fact that people involved in sports can be problematic in the

manner in which they manage the federations and hence the need for government regulation and control (King, 2016).

According to ZVA, volleyball originated in the United States of America in 1895 and was introduced in Zimbabwe in 1980 however it was played in schools, and leagues, while beach volleyball was introduced in 2011 with 2013 being the first year when the U19 national teams participating in the World Cup. To date, beach volleyball is now prominent and is a trademark beacon with regard to ZVA elite performance. According to Kondo, (2023) Zimbabwe volleyball management at the moment has its presence from the provincial level up to the national with rarely district structures in place.

Good governance in volleyball generally means that organizational policies and procedures are put in place to ensure and enforce organizational goals achievement. According to Hums et al, (2023), good governance is not all about rules and regulations but also a positive attitude towards good management and ethical culture. The Zimbabwe Volleyball Association at the national level has demonstrated transparency, accountability, participation and responsibility in their operations and dealings with their stakeholders which is not duplicated at their lower structural levels. A number of policy frameworks are in existence at the national level. These policies include gender equity, media, child protection procurement and tendering policies among others that should be as well found at the provincial level but unfortunately, the ZVA second-tier management level does not have these in place. If these are in place it's most highly likely that these levels may as well attract sustainable partnerships that will bring stability at the provincial level hence improving programming at the same strata. The gap that the non-adherence and availability of these management frameworks is the main reason why the ZVA lower levels are failing and struggling to optimize the resources endowed around their communities in running their operations thereby leading to non-sponsored programming. Burson (2016) states that when an organization is seen to be governed to a high standard, it promotes confidence amongst its stakeholders, leading to better and more ethical decision-making.

1.3 Statement of Problem

According to Hong & Huang, (2013 Occurrences of challenges in sport has prominently featured over numerous periods, where various inquiries around the governance ethics of sports have been raised to the public with unequal breaks. Some of the accusations have been personnel who serve as managers being untrained in the areas of sports management and administration. This means leadership has been put open to everyone who shows interest as long as he/ she wins the election. In this case, ZVA management structures especially provinces are no exception. Added to that, the role of governance in handling and intervening in the affairs of the NSAs has not been spelt out. The accrual of dishonesty in sport has developed so powerful that the trustworthiness of sport and its organizations is awakened basically, menacing the community confidence in sports as a device of optimistic communal and ethical morals in self-governing organizations. As a result of this, faith in these institutions has taken a nosedive, causing stakeholders and sponsors to withdraw from these sporting organizations, leaving them at the mercy of governments to rescue them from their dire situation (Hums et al, 2023). The athletes directly suffer from compromised programming due to a lack of meaningful financial support from the corporation. These and other challenges related to this have necessitated the researcher to carry out the study to determine gaps that are there in the implementation of existing ZVA policies by lower-level structures in harnessing resources necessary to manage the sport.

1.4 Significance of Study

This study can be beneficial to many individuals as well as sporting organizations.

1.4.1 Governance of NSAs in Zimbabwe

Governance of NSAs in Zimbabwe has been inadequately explored and as such there is very little formal research on the same. Therefore, the findings may be used to improve policies about the governance of sports in Zimbabwe. The findings of the study will be of interest to the legislators who have direct constitutional authority to initiate and formulate policies. As such, legislators might come up with policies which advocate for the realization of the critical role played by leaders

in sports bodies as well as crafting measures to ensure their management. The policies formulated by the legislature will then be implemented by the executives.

1.4.2 Other Stakeholders for Sports in Zimbabwe

The study is expected to benefit various stakeholders and is intended to demystify various grey areas in sports governance. This study can help managers of NSAs who can be able to benchmark against organizations that demonstrate best practices. The findings of this study can provide an alternative perspective to the solution of poor governance in NSAs in Zimbabwe. The proposed study is also intended to assist sponsors to familiarize themselves with the management structures of the NSAs they support.

1.4.3 Other Researchers

This study is significant to a number of actors. At the academic level, this study can be significant in that it may generate new literature concerning the Zimbabwean context. While other studies have been conducted in the research area, these studies have mainly focused on the framework for management optimization in sport and athlete development. Conducting similar research in Zimbabwe can be significant in the academic set-up as it might allow for comparisons to be made between the experiences of NSAs in Zimbabwe and those of other countries. This study might generate new knowledge in terms of peculiar challenges that are unique to Zimbabwe as countries have different sociological, economic and cultural backgrounds.

Colleges and universities can benefit from this research as the students who graduate from these institutions will be able to go to a working field that is great in the sense that they will receive quality training which will develop their skills and broaden their thinking capacity to make them creative, innovative and self-driven individuals in the workforce of NSAs. This is because they can get an idea of how to work better to achieve greater results at the end of their work.

Despite the importance of effective governance, it has been acknowledged that little research has been undertaken to investigate sports governance. As a result, the failure to have appropriate governance to control and monitor sport organizations can result in the withdrawal of sponsorship,

a decline in membership numbers and participation and possible intervention from external agencies. A realization of these consequences would serve to reduce the socio-economic benefits the sports industry can potentially provide.

1.5 Conceptual Framework

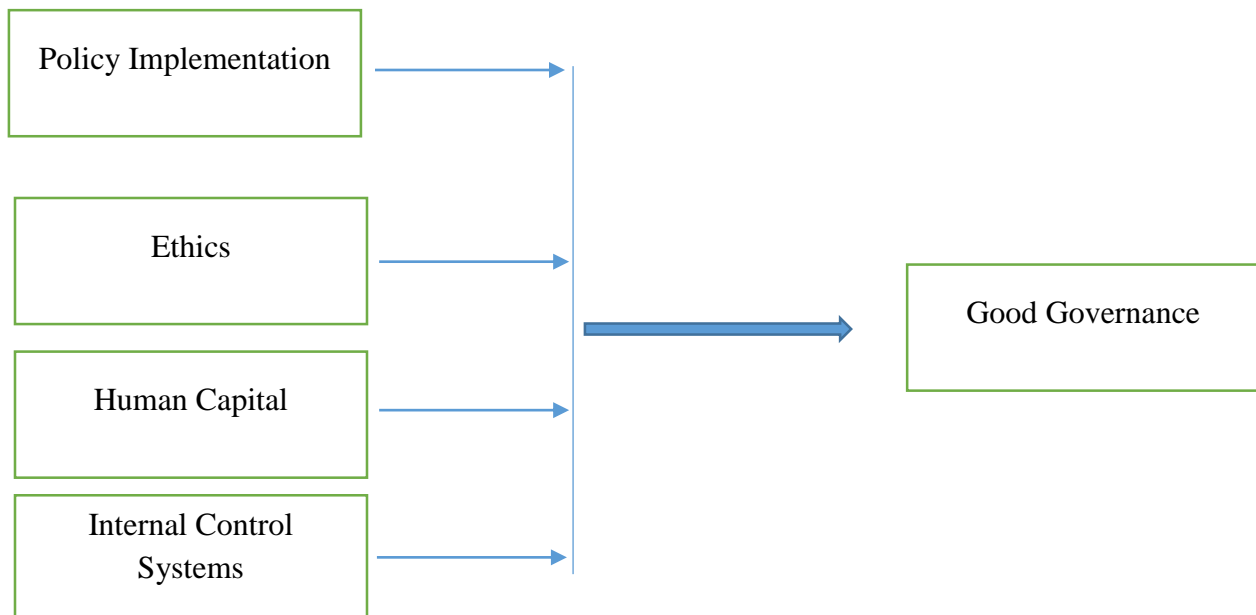
It aims to help clarify the existing relationship between various concepts or variables of the study as well as provide the context in which study findings interpretations can be made or one can offer an explanation of the observations as well as encouraging the development of the theory which can be used in practice.

Figure 1.1:

Conceptual Framework

Independent Variable

Dependent Variable



1.6 Research Questions

1.6.1 Primary Question

What framework can be developed for corporate governance optimization at the Zimbabwe Volleyball Association?

1.6.2 Subsidiary Questions

- I. What corporate governance frameworks are currently used to manage Zimbabwe Volleyball Association operations and programming?
- II. How effective are the corporate governance frameworks currently being used to manage the operations and programming of ZVA?
- III. What optimal strategic corporate governance frameworks can be developed for implementation across all the ZVA structures?

1.7 Research Objectives

1.7.1 Primary Objective

To developed a corporate governance optimization framework for the Zimbabwe Volleyball Association

1.7.2 Subsidiary Objectives

- i. To investigate what corporate governance frameworks are currently used to manage Zimbabwe Volleyball Association operations and programming
- ii. To examine the optimal strategic corporate governance frameworks that can be developed for implementation across all the ZVA structures.
- iii. To assess the effectiveness of the corporate governance frameworks currently being used to manage the operations and programming of ZVA.

1.8 Delimitations of the Study

The study was conducted in ten administrative provinces that are members of the Zimbabwe Volleyball Association. The period of study was between August and March 2024 which covers data collection and analysis. This study mainly focused on those individuals who are in

administrative positions across volleyball structures in Zimbabwe from national down to district boards.

1.9 Study Outline

Chapter Breakdown:

- Chapter 1: The Problem and its Setting
- Chapter 2: Literature Review
- Chapter 3: Research Methodology
- Chapter 4: Results
- Chapter 5: Discussion
- Chapter 6: Conclusion and Recommendations

1.10 Chapter Summary

This chapter gave an overview of the research study. The study aims to assess a framework for the management optimization of ZVA. The study is significant to several actors such as academics, policymakers, other NSAs and sponsors. It is anticipated that the study will add valuable literature which will give an insight into the corporate governance of ZVA. The next chapters, that is, chapters 2 and 3 will cover preliminary literature review and research methodology in order to understand and explore the problem better.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This chapter presents the literature on which the study is hinged. Existing literature in the field of governance in the Zimbabwe sports industry was analysed to critically discuss contributions and contradicting views as well as identify weaknesses and gaps. Literature sources (as cited in the section further down) included international journals and publications, internet articles, scholarly books, reports and other research studies.

2.2 Conceptualization

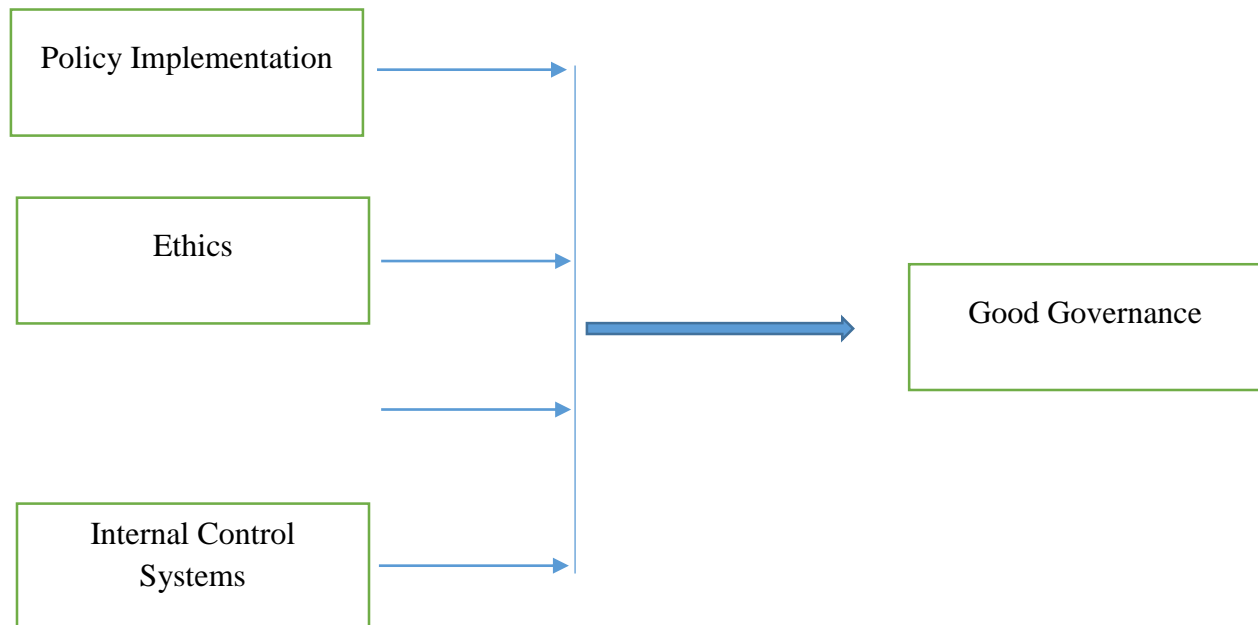
Conceptualisation is the process of forming ideas, concepts or mental models to understand, describe, or explain complex phenomena in developing frameworks or theories. It aims to help clarify the existing relationship between various concepts or variable of the study as well as provide the context in which study findings interpretations can be made or one can offer an explanation of the observations as well as encourage development of the theory which can be used in practice.

Figure 2.1:

Conceptual Framework

Independent Variable

Dependent Variable



2.2.1 Policy Implementation

Policy implementation affects the achievement of good governance positively and negatively in the sense that lack of implementation of the sports industry operational policies affects negatively the performance of the sports industries. Also, it can be seen as something positive in good governance in sports in that it helps in making sure that the operations are well planned and the operations are as per the stated policies.

2.2.2 Ethics

This is referred to as the ability of the sports federations and other stakeholders to be aware of their rights and know if someone does not meet their expectations. Achievement of good governance means that all the stakeholders understand fully their rights and are satisfied by the undertaking within the organisation.

2.2.3 Human Capital

Apparatus competence can be termed as what an employee can do best or what he may have been trained in school or an institution to do best. Therefore, employees who are best in what they do help in making an organisation the best due to the outstanding qualities they may have or what they are skilled to do best. In short, they are probably experts in what they love doing. People or employees who lack training and great skills do not benefit an organisation in any way other than making it use its funds to try and teach them so as to become at least useful to the association. Good governance can be ensured if the concerned parties have the right skills to manage the organisation well.

2.2.4 Internal Control Systems

Internal control systems that are available to the organisation contribute a lot towards ensuring the organisation's success through good governance. It can generally be said that an organisation or organization with up-to-date technology-based control systems keep track to their system operations as an indicator of good governance.

2.3 Theoretical Framework

A theory underpinning this research study was the Principal-Agent theory.

2.3.1 Principal – Agent Theory

Ungureanu (2012) argues that the relationship between sports federations plus its associates can be demarcated in harmony with the major-agent model. In affiliate alliances, the leaders, obligate assume their autonomy to their leaders and expect its executive body members to behave in their best interest. Responsibility provisions and devices then help to offer the principals evidence about how their welfares are signified and offer enticements to agents to compel themselves into the program of the principal (Ungureanu, 2012).

The associate partnership holds their leaders responsible hence good governance is over their constitutional influences (Tricker (2015). Ahmad, & Omar, (2016) postulate that furthermore strangely, these recount to the selection of the individuals that oversee the sporting organisation, that is, the followers of the managerial body of the organisation, but also to the variety of

procedures of the governance of main proceedings. Henceforth, if procedures are not prearranged permitting independent procedures, then accountability will be lacking and consequently leads to a breeding environment for unethical practices like corruption (Ahmad, & Omar, 2016). To ensure effective accountability in an organization, then there has to be an element of systems checking and balancing. According to Tricker (2015), one of the reasons for developing accountability is to prevent the coming up and development of power concentrated in one area. Therefore, one of the keystones of fairness in the structure of instructions and stabilities in government power is to limit the authorities of the governmental, policymaking and judiciary, branches of the public (Tricker, 2015). A lack of such preparations brings with it and creates an upbringing base for, issues linked to bribery, the attentiveness of power, and the absence of democracy and usefulness (Ahmad, & Omar, 2016).

The departure of authorities is also a respectable supremacy exercise in non-governmental the powers that be or in the occupational domain (Tricker, 2015). For example, as stated by Tricker, (2015), the parting of authority between the administration of an organization and the panel involves a scheme of checks and balances that involves the application of internal control actions. There appears to be a growing arrangement in the specialized game world over that a system of checks and balances and control mechanisms are also needed in sports federations and that it constitutes moral supremacy. Certainly, a checks and balances system is paramount to prevent the attentiveness of authority in leaders and it guarantees that making choices is robust, independent and free from inappropriate influence. In reality, the concept of separation of powers in sports governance is underdeveloped and usually suggests separating the punitive bodies from the political and executive arms of a sports body.

2.4 Methodological Literature Review

Identifies the dominant methods used in previous studies and discusses the implications of employing such methods.

Table 2. 1:

Showing Methodological Literature Review

Author	Country	Focus	Sample size and Type	Research Approach	Methodological gap and impact on the current study
Mrindoko, .. & Issa (2023)	Tanzania	Factors That Influence Good Governance in The Tanzania Football Federation.	35 administrators and officials	Quantitative Questionnaire Survey	-The study was only done in Tanzania and hence it is inappropriate to generalise it to this study and other settings outside Tanzania.
Nicholas Chumba Musonye (2017)	Kenya	Factors Affecting Good Governance in Sports Federations in Kenya: A Case Study of Football Kenya Federation	92 administrators	Quantitative Questionnaire Survey	-The study was based on factors affecting good governance in football hence it cannot effectively capture key issues in volleyball and the sample size was big therefore inappropriate to generalize its findings in this study.
Bagabo. (2021)	Rwanda	Contribution of good governance on the performance of sports organizations in Rwanda	15 Administrators	Qualitative Interviews	-Qualitative studies are exploratory therefore inappropriate to generalize the findings of the study to other settings including the current study.
Kartakoullis, Karlis, Walker, & Locke (2015)	Cyprus	Good governance and management practices: the perspectives of Cyprus national sport federation's administrators.	4 Administrators	Mixed method	-the study used a mixed method which was useful in gaining additional information in relation to the issue under investigation. It also focuses on sport federations in Cyprus and that limits its ability to effectively inform the current study which focuses on a framework for corporate governance in Zimbabwe Volleyball.
Rassouli, Sajjadi, Mosaffa, & Rasekh, . (2020).	Iran	Good governance and international relations in Iranian sports organizations.	150	Mixed method	-The research method was mixed, using the Delphi technique and Confirmatory Factor Analysis which was not used by the current study thereby limiting its ability to inform the findings of this study

2.5 Thematic Literature Review

This section discusses past studies in relation to the variables of the study including good governance, policy implementation, fairness awareness, apparatus competencies and internal control systems.

2.5.1 Good Governance

The obvious use of the term “governance” is the way organizations/companies are directed and controlled (Aspan, 2017). Governance according to Burson (2016) is the “organizational function which is determined by the individual socio–economic systems; which is the source of authority in the enterprise; which develops dynamically in the process of determining goals, policy and other important decisions; and which represent, preserve and develop the interests of stakeholders.” Tricker (2015) argues that corporate governance can be described as the process by which organizations are directed and controlled; it encompasses authority, accountability, leadership, direction and control. Therefore, one can define Corporate Governance, as “how the power of a corporation is exercised in the stewardship of the corporation’s total portfolio of assets and resources to maintain and increase shareholder value and satisfaction of other stakeholders in the context of its corporate mission” (Burson, 2016)

Aspan (2017) argues that good commercial governance is seen to originate upon the insolences, morals performance as well and standards of the society regarding responsibility (a type of leadership which is ready to be accountable for whatever they are doing); Cost effective and successful (governance who are outcome-oriented); correctness and uprightness (meaning the type of leaders which is of high integrity, faithful, diligent and honest); accountability (referring to leaders who have capability in job assigned, they are responsible, they represent others, are conscious to its obligations as well as being open headed and transparent accurately. In addition, they provide information promptly which is connected to the operation of the organization as a whole).

Grove and Clouse, (2017), postulate that the principles of good governance are: involvement, regulation, limpidity, and receptiveness. Nilsen (2020) states that the core values to good governance are involvement, transparency, forecast ability and accountability. The aforementioned scholar adds that good governance has three criteria including accountability,

value and transparency. Therefore, the three basic elements which form pillars following the above discussion are efficiency, effectiveness and economy. Schlager (2019) supported the argument by stating that good governance can be characterized by equality, accountability, answerability and transparency. Moreover, Perera (2019) added that predictability, transparency, rule of law and accountability are four vital principles of good governance.

The posture engaged by a foremost figure of an organization will affect choices made in any association under that leading body's canopy (Perera, 2019). One can argue that this sequential arrangement seems inequitable since the people at the bottom of the hierarchy of authority such as those who play and those who act are subjected to some rules and regulations which they do not participate in formulating them amongst the network and hence deprived from enjoying the rewards. Initially, the sporting systems were able to govern themselves without government or political interference. However, nowadays, sporting systems have not been able to progress effectively as the government and political environment have now commercialized the game and have interfered with stakeholders' autonomy in decision-making (Oberleitner,2014). The 'governmentalisation of sport' (Perera, 2019) might seem inconsistent in a time after utmost academic works express of a departure of the state from the supremacy of civilization. At the same time we observed a cumulative impact of stakeholder organizations in inclined supremacy. All those occurrences have resulted in additional interacted supremacy in inclined to the disadvantage of the old-style hierarchic self-governance (Sarkies et al. 2021). Thus, around is a slap from the definitive one-sided upright networks of specialists towards new, horizontal procedures of networked governance.

Regarding the African region, sporting sectors have been seen as either a cultural industry or an activity of leisure rather than a business activity and therefore the government have not been in support in terms of resources needed (Grove and Clouse, (2017). In addition, one can argue since sporting patriotic sentiments might be involved, they become very attractive to most politicians and they are given some exceptions and special treatment. Currently international is in pursuit of good governance and the government have been debating about it increasingly. Therefore, people have been constantly talking and urging the government "to heed higher standards of democratic representation, accountability and transparency," Woods (2013). Thus, one can argue that good governance has been mentioned and characterized with such things as "epitomized by predictable,

intertwined and open policy-making, a bureaucracy entangled with professionals, accountability, a strong civil society participating in public affairs such as sports and all behaving under the rule of law”.

Marchand, (2018) stated that from the international institution's point of view, good governance would comprise key principles including efficiency, accountability, predictability, effectiveness, good financial management and transparency. Jasti and Kodali (2021) added that a key background characteristic for good governance is a democratic environment; while Perera (2019) stated that recently, sports have been commercialized hence exposing governance failure in terms of bribery and corruption as well as being exposed to predatory and greedy ways of world capitalization. As such, this has led to the high questioning of the sport's self-governance. More debate and arguments have increased which has led to more oversight and control throughout the universal due to many rules and norms which are transgressive and with lots of scandals. Knahl (2013) argues that legitimate questions have been asked by both civil society and the general public in relation to the norms and procedures, their compliance and sanctioning as well as how costs and benefits are distributed. For this reason, the call for good governance has been made possible by a large amount of autonomy, global dimensions and explicit linkages between sporting and other policy domains.

Mora et al. (2021) stated that fulfilling good governance requirements indicates that the involved industry is able to take sport to the next level of development and make it competitive among worldly sports. In addition, Mora et al. (2021) argue that sports have various benefits including enhancing health among people in terms of physical exercises, being able to bring about values, increasing coordination and organization among people, leading to group cohesion and providing a recreation background. Knahl (2013) reported that the vital issues such as social and cultural values which are brought about as a result of sporting are negatively affected by the corruption tendencies in governance. One can therefore argue that the new development has shown the increasing influence on sporting by international Non- non-governmental organisations which has led to a lack of good governance in both local and international games thus leading to detrimental repercussions on society as a whole. According to Vanichchinch (2019), sports federations need to take care of their respective sports transparently and responsibly.

Vanichchinchai (2019) reported that there exists a lot of potential for sports federations producing even better management practices though putting some corrective measures such as identification of the knowledge gaps to be filled. He added that principles behind good governance are that there should be account of how relevant an organization is in achieving the national goals. However, Budler, & Trkman, (2023) argued that the operational standards procedures in other sectors might not work in sporting sector. Therefore, sports federation must be able to sit together with other members of management levels as well as other stakeholders and come up with elements which can be applied to sporting for their success. Soni and Kodali (2013) stated that regardless of many sporting stakeholders having effort to come up with principles of running the sporting organisations, there are still some gaps which involves coming up with core and standardized principles on the same. It is evidenced that there is no enough empirical evidence which indicate clear internal working procedures for sporting adds Soni and Kodali (2013). As such, one can argue that high profile scandals related to corruption teach us that there probably is something wrong, but we have no clear image of the magnitude of the structural organizational issues in the governance of sports.

Budler and Trkman, (2023) reported that the biggest failure in sporting which is associated with governance is the lack of transparency in most of the sporting programming and activities which has led to a lot of corruption. Subsequently, transparency is associated with accountability which is a core function and indicator of good governance (Budler and Trkman, 2023). Conceptually, transparency is closely related to and even connected to accountability. Good governance should be accountable in that they are required to always inform their stakeholders of any decisions and the reasons for their choices of a given strategy. Woods (2013) ascertains that for any organization to be reported as being accountable then they must have procedures (policies) which govern their operations and ensure transparency. According to Budler & Trkman (2023), “in perhaps its commonest usage, transparency denotes governance according to fixed and published rules, based on information and procedures that are accessible to the public, and (in some usages) within clearly demarcated fields of activity” (p. 701).

Transparency is a trait which is common in most governance doctrines and which has different facets. According to Jasti and Kodali (2015), these features of transparency relate to how different countries relate to each other, how national bodies work, and the level at which individual states

can affect business affairs. In other words, transparency characteristics are also shown in the level of openness in various proceedings and dealings between top sports federation executives and the business people at citizen levels. Oberleitner (2014) reported that professional sporting lack transparency which makes their activities not acceptable internationally. Snyder (2019) argues that the lack of transparency in sports has led to a lot of scandals which make it impossible to be self-governed and hence unacceptable and unattractive to other economic activities.

Since these organisations are charged with taking care of the public good, Ahmad & Omar, (2016), argue that “their inner workings should as far as possible be open to public scrutiny.” Moreover, since sport, both at amateur and professional levels, relies heavily on public sector support, federations are also expected to demonstrate a high degree of accountability to their surrounding community.

Oberleitner (2014) stated that most of the organizations dealing with sporting have constitutions which govern them on how they operate which are steered by the executive body. He adds that however, they do not have any legislative forum where stakeholders are involved in decision-making process. Oberleitner (2014) added that the majority of sports federations have a system of legal which dictates internal compliance. In addition, most sports federations also have a legal system, including an internal compliance and sanctioning system. Therefore, principles of good governance for sports should also include concepts usually applicable to the political sphere, such as participation and democratization (Budler & Trkman, (2023). It is for this reason that one can argue that the high degree of autonomy has however allowed the world of sports to function according to its priorities and this has had repercussions for the internal democratic functioning of sport federation.

The key concern in relation to self-governing procedures in the governance of sports are lack of members’ involvement. Nilsen (2020) stated that the involvement of the individuals who are members by their authority is the foundation of democracy, a noble idea that everyone appreciates and recognizes. Sports industry, has traditionally kept its main constituencies away from the policies and procedures which help them make its own decisions and form rules that govern its operation (Marchand, 2018). In addition, Nilsen (2020) argues that as a result of procedural governance related to sporting, their policies are hardly formulated in consultation with stakeholders such as athletes. One can therefore argue that this shows a lack of seriousness in

developing and enacting rules and regulations for the operation of sporting as the athletes themselves who are not even partners are the main people who are impacted by the negative operations themselves.

Sports governance according to Marchand (2018) deals with coming out clearly about the applied rules or procedures versus the commercial, social and economic measures related to the management of the sporting organisation. As such, sports need to achieve high standards in relation to transparency, democracy and accountability since the games are based on fair play and competitions that are ethically conducted.

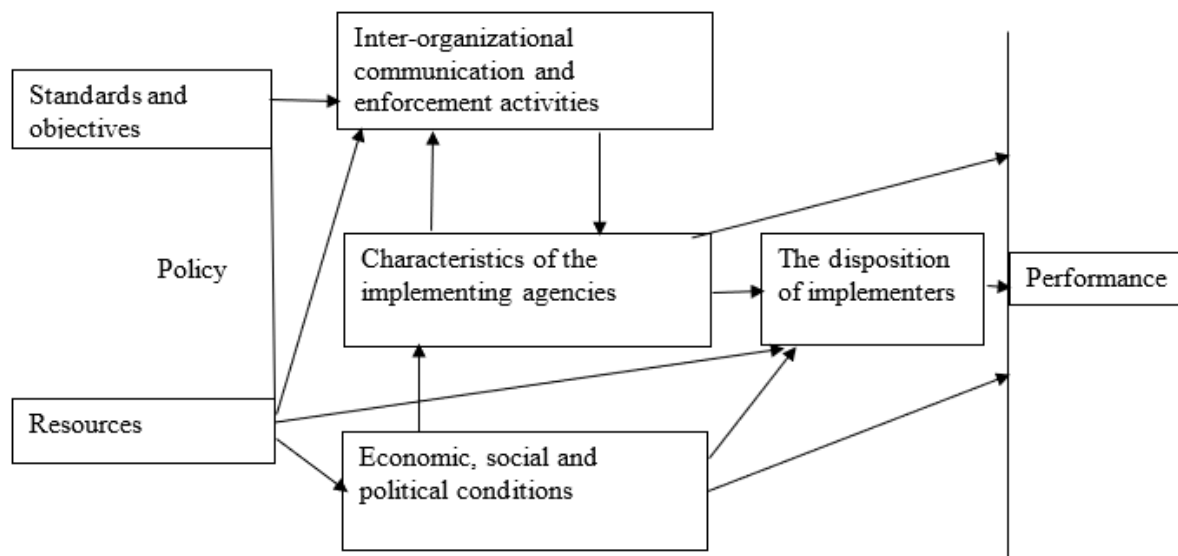
Previously, governing sports was less worrying and less multifaceted as athletes' figures were well-known to classify rules and organize actions (Marchand, 2018). Nevertheless, quick globalization and the commercialization of sport formed fresh conflict and opposing interests, and this led numerous parties to dare the capability of the sports industry to competently oversee itself (Rogge, 2004). Therefore, this provides a basis for the need to study sports governance. One can therefore posit that sports leaders are faced with critical yet long overdue strategic decisions in equipping their federations for future development and growth.

2.5.2 Policy Implementation and Good Governance.

This study borrows a lot from the Van and Horn (1975) model which is the original one and has most of the factors considered by other models put together. This model presents six key variables which may affect the performance of policy implementation and they involve policy standardization and objectives that are well explained in the organization's policy statement; the various resources that are available to enhance the implementation process; the organization's communication and activities involved in the enforcement of the policies; formal and informal companies which act as implementers or agencies; the implementation time, social, economic and political environment; and finally a document which shows acceptance of the implementers in the implementation process. Figure 2.2 below shows how variables in this model are related.

Figure 2.2:

Variable Relation Model



Source: Van Meter and Van Horn (1975)

According to Oberleitner, (2014) organizations dealing with sports and their stakeholders depend largely on different revenues such as public and private subsidies. Hence, different sports stakeholders must have an interest in relation to how sporting affairs are managed in an efficient, transparent, accountable and democratic way. Organizations dealing with sports must change both their interior and exterior devices to deal with the continuous sports commercialization, professionalism and globalization (Mintzberg, 2013).

According to Schlager (2019), actors and governmental sport agencies have a mandate to ensure that the goals set for the operation of sports federations are achieved. The aforementioned scholar adds that actors and governmental sport agencies need to ask themselves questions such as how the planned results can be achieved, that is, if the policies and codes for good governance can be achieved; in other words they can question the achievement of the goals through practical strategies. Perera (2019) stated that for effective and efficient implementation of sports policies, there must be a well-laid down plan, frequent measurement and the extent of achievement of the goals which must be done periodically, making available adequate necessary resources, assigning the roles and responsibilities to the various members and stakeholders' involvement of continued monitoring the performance.

For a sports good governance policy formulation must be done in hand on how implementation will be carried out. This is because the actors or implementers must be in a position to understand which policies are applied to which operations and make sure all measures have been put in place to ensure success (Marchand, (2018). Within international federations those charged with responsibility for implementing good governance policy and practices will, it is argued, have to adopt policies that suit particular circumstances of the federation in terms of funding, member competence, need from other strategic partners and the legal requirements (Mintzberg, 2013). Soni and Kodali (2013) state that sports dependability cannot implement good governance policy and not the commitment.

Mintzberg (2013) stated that for an organization to implement good governance, then their stakeholders must be able to answer questions such as: determining the best strategies for implementing policies as applied to different unique contexts of international federations. This involves the process of formulating policy by the implementers to realize the optimal policy impact. In addition, one had to have a well-designed strategy which is well coordinated in terms of closeness to the actors involved such as close supervision, laying down rules and procedures and standardization of the work.

2.5.3 Ethics and Good Governance

According to Marchand (2018), Ethics means what is good and bad, right and wrong. It deals with the values related to human rights and respect for the rightness or wrongness of a given action. He further argued that ethical behaviour would lead to good governance usually rests upon three pillars including the moral character of a leader, ethical values embedded in the leaders' vision, articulation of programs which followers either embrace or reject and finally morality of the processes of social ethical choice and action that leaders and followers engage in and collectively pursue. According to Nilsen (2020), ethics that lead to good governance portray a character of fairness and equal treatment. He added that the above characters were collectively put together to help in the fulfilment of the rights of all stakeholders.

Ethically behaving governance will create an environment such that fairness is blossoming and people are aware of the importance of group work and the importance of having good relations (Soni and Kodali, 2013). They added that there is group value created as a result of good relations

among stakeholders, and then employees can develop a sense of self-worthiness and identity. This would enhance the achievement of the organization's intended goals and minimization of corruption. Fair treatment is vital as it conveys information in relation to the quality of an individual's associations with authorities and members of his group (Nilsen, 2020). Good governance in sports can be enhanced by creating conference and communication systems on which different academicians, journalists and other sports officials can present and discuss signals of corruption, match-fixing and other fraudulent ways in sports affairs.

2.5.4 Human Capital and Good Governance

Human capital refers to the competency of employees in terms of the skills and knowledge they have as well as the adequacy of the employees in an organization. According to Sarkies et al. (2021) competency refers to the individuals' knowledge, skills and ethics while working. In this case, these are prerequisites that all sports administrators should possess before they accept leadership positions because the competence of different organizations' stakeholders including the top management will affect good governance significantly. Wood (2013) indicates that the three phases of competencies are: individual competencies, management competencies and core competencies (which are owned by personnel in competitive advantages owned by the organisation).

Soni and Kodali (2013) argue that a competent leader embraces expertise in relation to the apparatus used for internal control of the system. The aforementioned scholars add that dimensions in relation to professionalism in any organisation will relate to how professionally they are dedicated to their work as reflected in how they utilize their knowledge and skills as well as how they are committed to ensuring that their obligation and social aspects are concerned. In addition, it can also be portrayed in how society views professionals in their roles in bringing about social benefits and their dedication in making the right decisions without having to be pushed around. Soni and Kodali (2013) indicated that individuals deemed professional must be self-motivated in doing what they are mandated to do in an organization and steer the achievement of the organizational goals.

The results of the study carried out by Mora et al. (2021) indicated that community affiliation and autonomy demand as reflected in professionalism are the two key correlates of organization

performance. They indicated that there is a need for professional competencies and ethics so that they increase the general performance of organizations in terms of being accountable as this would help reduce the global crisis associated with the sport industry.

According to Snyder (2019), competence is “a primary trait of people, which relate to effective or superior performance in work, including their motive, skills possessed, individual’s self-image or hi roles in the society or the body knowledge used”. He further defines competency as an individual’s characteristics which make him or her have improved performance in their various field of specialization. Sarkies et al. (2021), referred to competence as the education, skills and experience that one has in a given discipline as well as the ethical and moral behaviour portrayed by that individual at work. A competent employee possesses some knowledge and skills which help them to perform their duties and responsibilities. Jasti and Kodali (2015) added that a competent person can increase his effectiveness in his or her takings by using knowledge, skills and capabilities.

Nilsen (2020) gave a list of competence characteristics as being motivated, having self-concept, and possessing relevant knowledge and skills. The components of competence include being an expert who is practising, having wide knowledge of a given field, possessing leadership qualities, and having personal attributes which are desirable and objective. In addition, Ngulube et al. (2015) report indicated the dimensions of competencies as having experience, being knowledgeable, being an ethical leader and owning adequate knowledge and skills. From the above definitions and dimensions provided, it can be said that leadership traits and training play a big role towards ensuring that an organization records high performance. Perera (2019) reported that a good manager should always have the right skills and the right competence. Schlager (2019) stated that any public service reform is enhanced by having workers who are competent as they can trace the key management issues and deal with them. The key competencies of financial management are important as this would reduce the corruption tendencies in an organization. He added that these key competencies include good communication and interpersonal skills knowledge about business, problem-solving orientation, and personal positive attitudes and capabilities. Most scandals in the sports industry are associated with the use of financial resources and this usually leads to decreased activities that usually affect athletes. Therefore, to avoid such scandals it is important to have financial officers and accountants who are competent.

There has been an increase in the demand for sports organizations at all levels in terms of ethical, social and environmental behaviour hence an opportunity for sports industry to develop itself and become more established. This makes the governance of the sport to be held responsible towards their federation members who are stakeholders as well as the general public. Snyder (2019) stated that sports have high social-cultural value and therefore have the potential to have a high impact on the wider society. In addition, he noted that in general both in the past and today, sports activities rely heavily on public financial support. It has been noted that professional sports are in need to access public funds and keep on requesting the government to invest more in sports. Oberleitner, (2014) reported that public funds have been used for building stadiums, and public transport infrastructures; investing in training people to participate in sports activities and so on.

2.5.5 Internal Control Systems and Good Governance

Jasti and Kodali, (2015), defined internal control as a procedure, which offers assurance of the attainment of the organization's objectives in terms of cost-efficiency and effectiveness of operations, providing reliable financial reports and compliance with accounting laws and regulations. They added that the process can be affected by the top management of an organization including the board of directors and other personnel. Furthermore, Marchand (2018) describes the definition of controlling internal systems of an organization in the context of a non-profit organization as a process that is done by people, from top management to the executive, which is designed to offer reasonable indicators towards the achievement of the organisation's targets with conditions such as efficient as well as effective activities, consistence information and loyalty to the set rules and regulations.

Attainment of the main goals of the internal control systems requires management to implement the various aspects of internal controls in their activities which is an indicator of the organization's good governance. Wood et. al., (2013) argue that internal control components include controlling the surroundings, assessment of the involved risks, monitoring and taking control of activities as well as obtaining information through proper communication channels.

Jasti and Kodali (2015) stated that for the internal control systems to provide paramount assurance to the attainment of the organization's objectives, it requires the process to be integrated into the various activities and actions which must be carried out continuously in accordance with the plan.

To obtain consistent and reliable organizations governance, there is a need to have well-defined frameworks which govern how operations are to be carried out. A well-harmonized and organized system allows for reducing the risk in relation to fraud and financial leakages. In this regard, it is to be understood that there is always a relationship between the internal quality control systems and the risk of corruption in an organization.

Nilsen (2020) reported that there is limited empirical literature or studies which show how internal control systems can help deal with problems in the sports federations. This means that there is a gap that this study will seek to fill by providing information about the internal control systems and specifically focusing of Volleyball Sports Federation of Zimbabwe. Corporate collapses are mostly due to the weak internal systems which are not able to detect problems at early stages. This means there is a need for corporate reforms and install internal systems which can help control any deviation from the plans towards achieving organisational goals.

2.6 Conclusion

This chapter summarizes various aspects on the factors affecting the achievement of good governance of the sports industry in Kenya. Therefore, we can say that for good governance to work out certain factors need to be considered such as policy implementation, fairness awareness, apparatus competence and internal control systems. This means that there's a chance however slight it may be that good governance has to work with the above factors in place for it to be a success for everybody.

For example, policy implementations have to be there for one to achieve good governance in the sports industry; people in general working in the sports industry need to understand the fairness in running the sports for all the stakeholders to be happy in addition, the players need to be trained in the relevant field to ensure that the competence is ensured and the operational of internal control system has integrity element in consideration.

2.7 Chapter Summary

This chapter summarizes key issues required for achieving good corporate governance. The chapter highlights that good governance works out certain factors that need to be considered such as policy implementation, fairness awareness, apparatus competence and internal control systems. These therefore imply that there is a chance, however slight it may be, that good governance has to work with the above factors in place for it to be a success for everybody. The next chapter will focus on the results of the collected data.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter provides a detailed account of the actual design and methodology applied for the study. It outlays the research purpose, research paradigm, approach to theory development, time horizon, research strategy, population and sample selection, data collection procedures, and how the data will be processed and analysed. The chapter also explains how reliability and validity will be tested in this study.

3.2 Research Purpose

The research intended to investigate trends and patterns that highly led to the decrease in growth of Zimbabwean provincial leagues and the disengagement by high schools to participate in association-organised events. This is in tandem with observations from Saunders et al (2023), who argued that exploratory studies are mainly useful when the topic is not extensively researched. In the study where a framework for management optimization for the Zimbabwe Volleyball Association was being interrogated, the exploratory approach involved gathering information and data through questionnaire responses. From the collected data, the researcher analysed it to identify patterns and proffer solutions to what needs to be done for Zimbabwean volleyball to enjoy combined participation by both elite clubs and schools. This research was made interventional by identifying possible strategies on frameworks for management optimization for Zimbabwean volleyball that will bridge the gaps

3.3 Research Paradigm

The research is a new phenomenon and it awarded the researcher an opportunity to be flexible in terms of collecting data and methods, thereby allowing the research findings to be obtained effectively. Pragmatism or transformative philosophy is reflected in the study as it is an important approach that seeks facts or causes of social or business phenomena. Pandey and Pandey (2021) observe that positivism is a philosophical attitude and its features include trust in science, opposition to metaphysics, and unified science. Bhattacharjee (2012) contends that pragmatism holds that science or knowledge creation should be restricted to what can be directly tested.

Transformative paradigms usually prescribe and proffer transformational behaviour in the social world by examining the extent of a relationship between the variables.

3.4 Approach to Theory Development

In the study, the researcher applied the inductive approach to theory development. This was suggested because there is barely minimum literature on the research area under Zimbabwe Volleyball. For a topic that is new and exciting, it is more appropriate to work inductively by generating data and analyzing it reflecting upon what theoretical themes the data is suggesting (Saunders et al.2023). This research approach was preferred because it draws a general conclusion from individual instances or observations. It works well in designing new theories on the basis the investigators had gathered from different sources. It usually begins with observing the problem or situation to develop and test theories about it. The inductive research approach has several advantages which include allowing the researcher to make various assumptions, providing easy analysis patterns and formulation of a new theory while it helps in drawing general conclusions based on observation.

3.5 Time Horizon

The study was limited to a particular time and was covered between August 2023 and March 2024. These types of studies are done for academic courses under time and resource constraints as they can allow for conclusions to be reached with a relatively minimal investment of time, money, and other research resources (Collis and Hussey, 2014).

3.6 Primary Research Strategy

The study employed a survey research design. Descriptive research enables the development of relationships between variables and the development of generalization of principles and theories that have universal validity. Tayebi, (2019) summarizes the essentials of research design as an activity and a time-based plan, always based on the research question, guides the selection of sources and types of information, a framework for specifying the relationship among the study variables and outlines the procedures for every research. The research design is therefore the

blueprint that enables the researcher to come up with solutions to problems and guides in the various stages of research.

3.7 Choosing Research Participants

3.7.1 Population

The subjects targeted for information in this study were volleyball administrators, coaches, referees and senior players. The target population is comprised of all the above-mentioned from the ten administrative provinces in the country which comprises ten chairpersons, ten vice chairpersons, twenty sports administrators, four coaches, four referees and two senior players.

3.7.2 Sampling Procedure

The sample was selected using the stratified and simple random sampling technique. These techniques were selected so that they gave the possible respondents equal and independent chances of being selected, a procedure which is objective and enables generalization of the results (Andiappan, et al. 2020). The researcher selected respondents from a pool of national, and provincial volleyball administrators (including NASH, NAPH and Tertiary Sports Leaders), coaches, officiating officials and senior players. This fulfils the minimum threshold sample suggested by Tayebi (2019) who recommended at least 30 percent of the target population as an adequate sample size for a descriptive research design.

3.7.3 Sample Size Determination

In this study, the researcher used theoretical sampling methods to determine the qualitative sample. Throughout the interviews, the researcher continued using theoretical sampling in reaching out to the ten administrative provinces of volleyball in Zimbabwe to obtain new insights into strategies. Theoretical sampling principles were used to determine qualitative sample sizes. (Saunders and Townsend 2018). To determine the sample size, the researcher applied the rule of thumb which specifies that a sample of more than thirty and fewer than five hundred is most suited for research (Roscoe, 1975) cited in (Sekaran and Bogie, 2020). The researcher settled for fifty participants.

3.8 Data Collection Procedures

The researcher used questionnaires. The questionnaire was developed from research objectives and research questions. The questionnaire was issued to the respondents via email and WhatsApp to collect data and this allowed the researcher to reach out to many respondents from the targeted population. The questionnaire had both open-ended questions and closed-ended questions.

3.8.1 Pilot Study

The researcher issued questionnaires to the respondents to conduct a pilot study. A random pre-test with ten respondents was undertaken. The data collected was analysed to test the reliability and validity of the research instruments. The results of the pilot study conducted in Bulawayo showed the validity and reliability of the instrument used.

3.8.2 Main Study

Data was collected using a questionnaire which was developed, validated and used. Questions were both open and closed-ended. The questionnaire was issued to the respondents via email and WhatsApp to collect data and this allowed the researcher to reach out to many respondents from the targeted population. The issuance of the questionnaires, the purpose of the study was explained to the respondents and their approval was sought.

3.9 Data Analysis and Presentation

Data collected was recorded in an excel spreadsheet developed by the researcher, cleaned, organized and presented systematically so that valid and accurate conclusions could be drawn from them. After coding and editing, the data from questionnaires was analysed using Microsoft Office software, with MS Excel being used for the various chart forms and tabulation for percentage analysis and Statistical Package for Social Science (SPSS) was used to analyse the collected data.

3.10 Validity and Reliability

Content validity which was employed in the study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Andiappan, et al. (2020) contend that the usual procedure for assessing the content validity of a measure is to use a professional or expert in a particular field. To establish the validity

of the research instrument, the researcher sought opinions of scholars and experts in Management, Leadership and governance from the University including mainly the Supervisor and Lecturers. This allowed modification of the instrument thereby enhancing validity.

3.11 Ethical Considerations

3.11.1 Informed Consent

The respondents were informed about the research and were asked to allow the researcher to gather information from them through the questionnaires.

3.11.2 Confidentiality

The respondents were assured of the confidentiality of the information that they gave. The data which was collected was kept well and not disclosed to anyone since it was used for academic purposes only.

3.11.3 Privacy

Promises of the privacy of gathered information were made. Questions in the questionnaires were strictly adhered to.

3.11.4 Anonymity

The questionnaire did not have identified (names, addresses, or telephone numbers) and the participants were assured the same would not be collected that would link the information to the individual from whom they were obtained. This created trust among the respondents and they willingly gave the information.

3.12 Chapter Summary

The chapter explained the specific research paradigm, time horizon and research strategy which was used to address the research questions. Focus group discussion interviews and questionnaires were used to collect the data. Furthermore, validity and reliability were also accounted for. The next chapter will cover data presentation and analysis.

CHAPTER FOUR: DATA PRESENTATION

4.1 Introduction

The chapter focuses on the presentation of the data and its analysis. Particular focus will be on response rate from the questionnaires distributed where data will be presented and analyzed on the demographic patterns of the respondents as it is linked to the research questions and objectives.

4.2 Response Rate

Of the fifty participants who were supposed to respond or participate in this study, thirty-five participants responded to the questionnaire. A total number of twenty-one males and fourteen females took part in the study with a participation percentage of 60% and 40% respectively as shown in Table 4.1 and Figure 4.1.

Table 4.1:

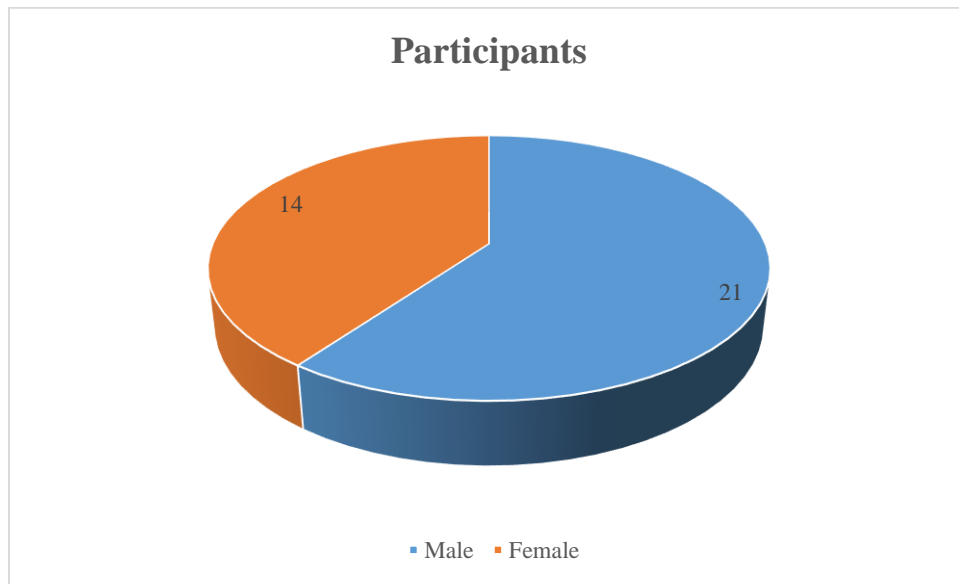
the distribution of participants in the study

Group N (35)

	Frequency(n)	Percentage (%)
Male	21	60
Female	14	40
Total (N)	35	100

Figure: 4.1

The study sample



4.3 Demographic Data

4.3.1 Age

Table 4.2

The age range of the respondents

Group N (35)

Range (years)	Frequency(n)	Percentage (%)
26-35 years	3	8.6
36-45 years	21	60.0
46-55 years	10	28.6
Above 56 years	1	2.9
Total(N)	35	100.0

Data Analysis

Of the total participants 21 were within the age range 36 to 45 which indicated that they are still active in volleyball, Table 4.2 evidently shows this information.

4.3.2 Level Education

Group N (35)

Table 4.3

level of Education

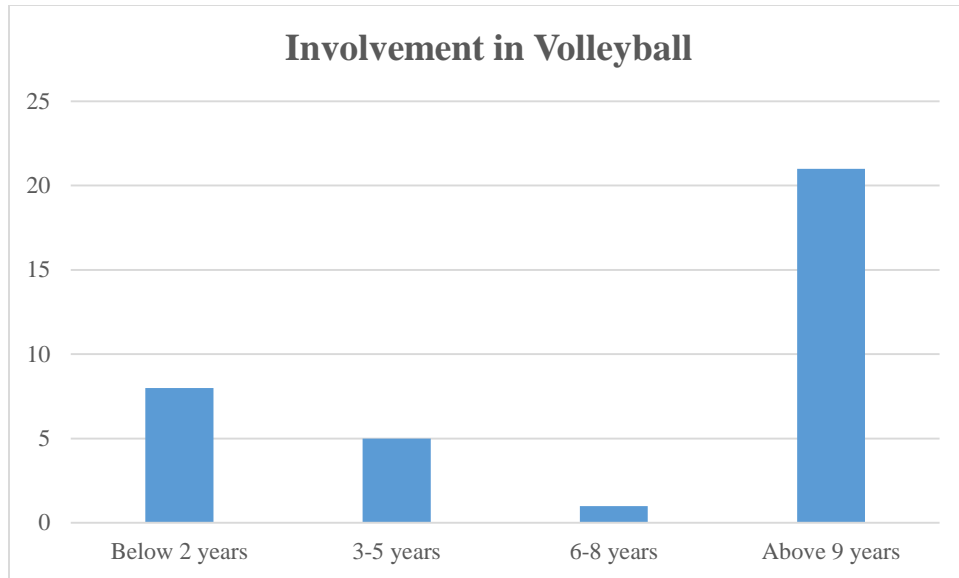
Level of Education	Frequency(n)	Percentage (%)
Secondary	1	2.9
College	9	25.7
University	25	71.4
Total(N)	35	100.0

Data Analysis

71.4 percent (%) of the total respondents indicated that they have attained university education

Figure 4.2

years of involvement in volleyball



Analysis.

60 % of the respondents had more than 9 years of involvement in Zimbabwean volleyball as indicated by Table 4.4 and Figure 4.2 respectively.

4.4 Presentation and Analysis:

4.4.1 Research Question (RQ) One: What corporate governance frameworks are currently used to manage Zimbabwe Volleyball Association operations and programming?

To answer to the above RQ, the following questions (Q5, Q6, Q10, Q11, Q21 and Q 22) were used to collect the respondents’ opinion on the current governance framework.

Q5 Does the Zimbabwe Volleyball Association currently have policies that govern its operations?

Table 4.4:

Respondents Knowledge of current existing ZVA policies

Group N (35)

Responses	Frequency(n)	Percentage (%)
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Yes	26	74.3
No	9	25.7
Total(N)	35	100

Analysis

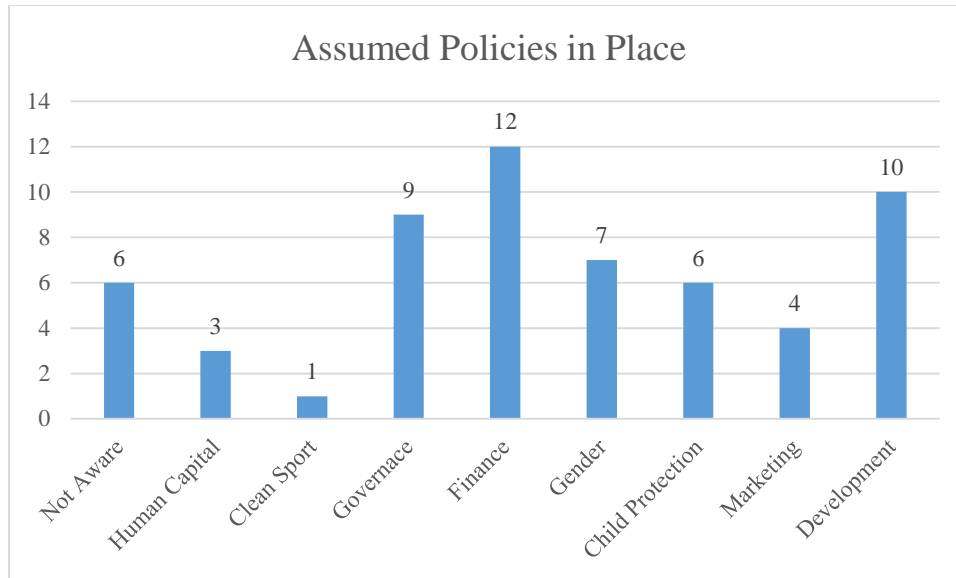
26 out of the 35 respondents indicated that they are aware of current policies that govern operations at ZVA.

Q6 If your answer is yes above state any three policies of ZVA.

This question was a follow-up to Q5. The following 9 themes as illustrated on the graph below were identified from responses of the questionnaire as they gave their assumed policies in existence in the Zimbabwe Volleyball Association at the point of the interview.

Figure 4. 3

Assumed Policies in place



Analysis The most indicated existing frameworks are those that are around the financial matters with 12 respondents, policies that promote development of volleyball had 10 with the third most popular being issues on governance with 9 respondents.

Q10: Are there guidelines for leadership selection positions in the Zimbabwe Volleyball Association and its affiliates?

Table 4.5 showing knowledge on presence of leadership selection guidelines

Group N (35)

	Frequency(n)	Percentage (%)
Yes	27	77.1
No	8	22.9
Total	35	100.0

Analysis

27 respondents in their responses confirmed that there are leadership guidelines used by the volleyball association to put leaders in positions which hovers around issues to do with qualifications as a prerequisite while also they acknowledge that an election is used to select leaders.

Q21 Are you aware of any internal control systems put in place by Z.V.A?

Table 4.6

internal control systems in place

	Frequency(n)	Percentage (%)
Yes	12	34.3
No	23	65.7
Total	35	100.0

Analysis

The majority of the respondents seem not to be aware of the internal control systems of ZVA as represented by 23 which is 65.7 percent while only 12 of the respondents were aware maybe they are likely in ZVA national structures.

4.4.2 Research Question Two: How effective are the corporate governance frameworks used to manage the operations and programming of ZVA?

To answer to the above RQ, the following questions (Q7, Q8, Q9, Q12, Q13, Q16, Q19, Q20, Q23, Q24 and Q26) were used to collect the respondents’ opinions on the effect of the current governance frameworks used to manage the operations and programming of ZVA.

Questionnaires were also used to determine the Zimbabwe Volleyball Association’s effectiveness in terms of being able to implement their operational policies. A One-Sample T-test ($\alpha = 0.05$) with a Test Value of 3.0, indicating the midpoint of a 5-point Likert-type scale, was used to analyze the resultant data as summarized in Table 4.5

Two hypotheses were generated as follows:

H₀: The Zimbabwe Volleyball Association is not effectively implementing its operational policies.

H₁: The Zimbabwe Volleyball Association is effectively implementing its operational policies.

Table 4:7

One-Sample T-Test Results on the Rating of the Effectiveness of the Zimbabwe Volleyball Association is effectively implementing its operational policies.

One-Sample Test

	Test Value = 3					
	T	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
How would you rate Z.V.A in terms of being able to implement their operational policies?	1.886	34	.068	.371	-.03	.77

The T value is 1.886 and is higher than the Significance Level $\alpha = 0.05$ hence the null hypothesis that The Zimbabwe Volleyball Association is not effectively implementing its operational policies was rejected and the alternate hypothesis that the Zimbabwe Volleyball Association is effectively implementing its operational policies.

The results suggest that the Zimbabwe Volleyball Association is effectively implementing its operational policies. However, the mean score of 3.37 recorded in the One-Sample Statistics presented in Table 4.7 was close to the mid-point of the five-point Likert Scale and this suggests that the Zimbabwe Volleyball Association is moderately effective in implementing its operational policies

Table 4.8

respondents' opinions on the effect of ethics compromise

Q13 If your response is yes in question 12 above, motivate your response

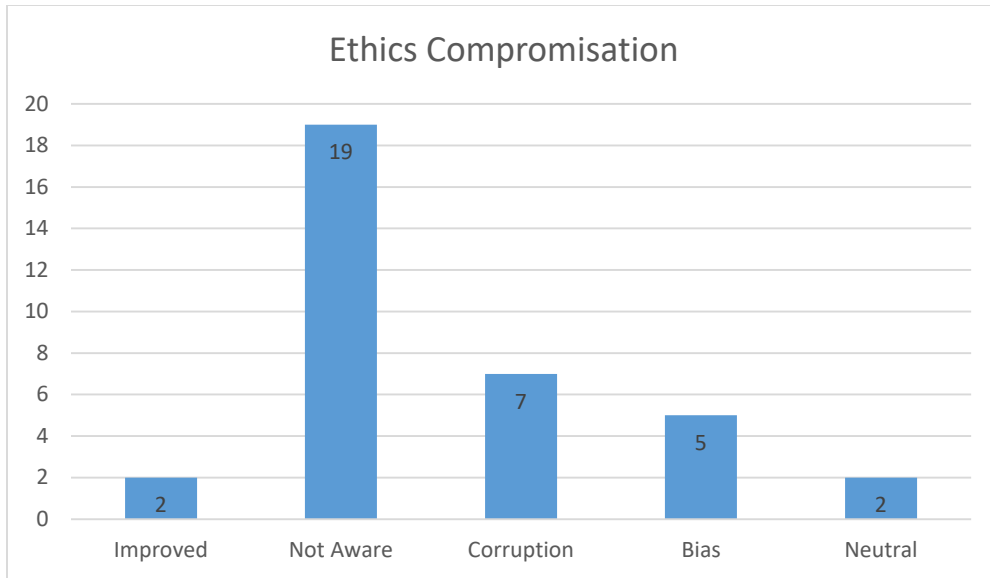


Figure 4.4: showing how comprised ethics affect ZVA operations

Analysis; The majority of the respondents neither did not know much about the internal issues affecting the operations of volleyball hence a great number indicated that they were not aware as earlier represented by the table and graph .

Q16 In your opinion do you think executive members in Provincial structures are qualified to fully implement Zimbabwe Volleyball Association programs?

Table 4.9 : Leadership Qualification

Group N (35)

	Frequency	Percentage (%)
Yes	21	60
No	14	40
Total	35	100

Analysis

The majority of the respondents were in agreement that ZVA leaders in various structures are qualified to be in their positions as supported by the 60 percent representation.

Q19. How do you rate the effect of the competence of human capital on the good governance of the Zimbabwe Volleyball Association?

Table 4.10:

human Capital competencies of ZVA leaders

Group N (35)

	Frequency	Percent
Excellent	5	14.3
Good	17	48.6
Neutral	0	0.0
Fair	8	22.9
Poor	5	14.3
Total	35	100.0

Analysis

A total of 22 respondents indicated that people in leadership positions in ZVA are competently good to excellent as represented by a combined 62.9 percent of the rating.

Q23 Most of the programs encourage the growth of the sport. (Likert Scale).

Table 4.11: showing programs that encourage growth of sport

Group N (35)

	Frequency	Percent
Strongly Agree	8	22.9
Agree	14	40.0
Neutral	8	22.9
Disagree	3	8.6
Strongly Disagree	2	5.7
Total	35	100.0

Q24 Zimbabwe Volleyball Association governance have encouraged all forms of volleyball across all its structures.

Table 4.12: showing ZVA encouraging all forms of Volleyball

Group N (35)

	Frequency	Percent
Strongly Agree	6	17.1
Agree	17	48.6
Neutral	4	11.4
Disagree	5	14.3
Strongly Disagree	3	8.6
Total	35	100

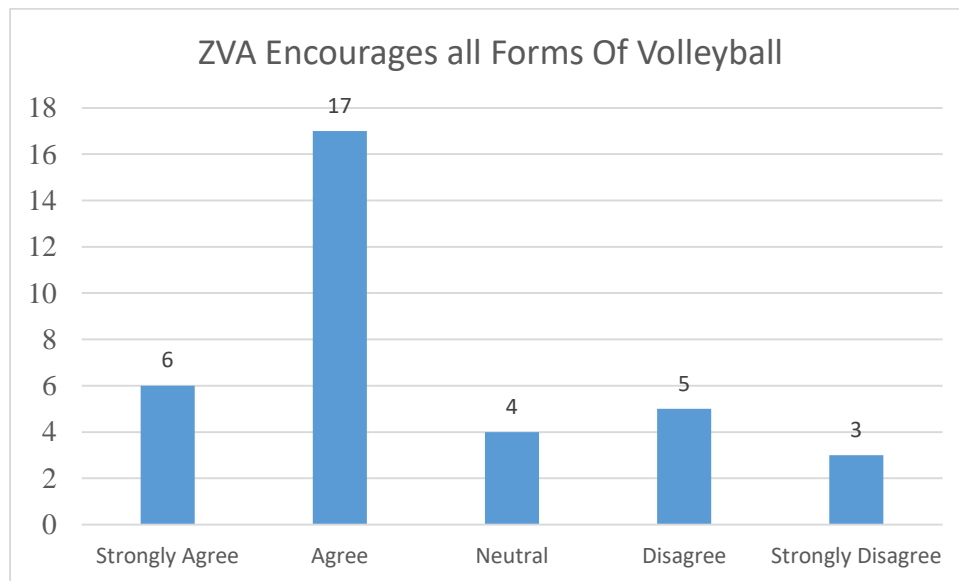


Figure 4.5: showing that ZVA Encourages all Forms of Volleyball

Analysis

A moderate number of respondents are of the assume that various forms of volleyball is being undertaken by the structures of the sport.

Q26 In case of any problems within Zimbabwe Volleyball Association the new frameworks that need to be developed will be able to give early signal of the problems

Table 4.13:

ZVA's New Policies will address current problems

Group N (35)

	Frequency	Percent
Strongly Agree	12	34.3
Agree	19	54.3
Neutral	2	5.7
Strongly Disagree	0	0.0
Disagree	2	5.7
Total	35	100

Analysis

The majority as represented by 31 of the 35 respondents which is a combined massive 88.6 percent believe that the development of new frameworks will be able to effectively deal with problems in the implementation of the volleyball sport

4.4.3 Research Question Three: What strategic corporate governance frameworks can be developed for implementation across all the ZVA structures?

To answer to the above objective, the following questions (Q14, Q15, Q17, Q18, and Q25) were used to collect the respondents' opinion on what new corporate governance frameworks can be developed for implementation across all the ZVA structures.

Q14 Should new frameworks on ethical issues can be developed that will affect good governance and impact mass participation in Zimbabwe Volleyball Association activities by other stakeholders, especially NASH and sponsors at provincial levels?

Table 4. 14

The need for new ethical frameworks to be developed.

Group N (35)

	Frequency	Percent
Yes	21	60.0
No	14	40.0
Total	35	100

Q15 If your answer to 14 is yes, give two possible new ethical frameworks that can developed

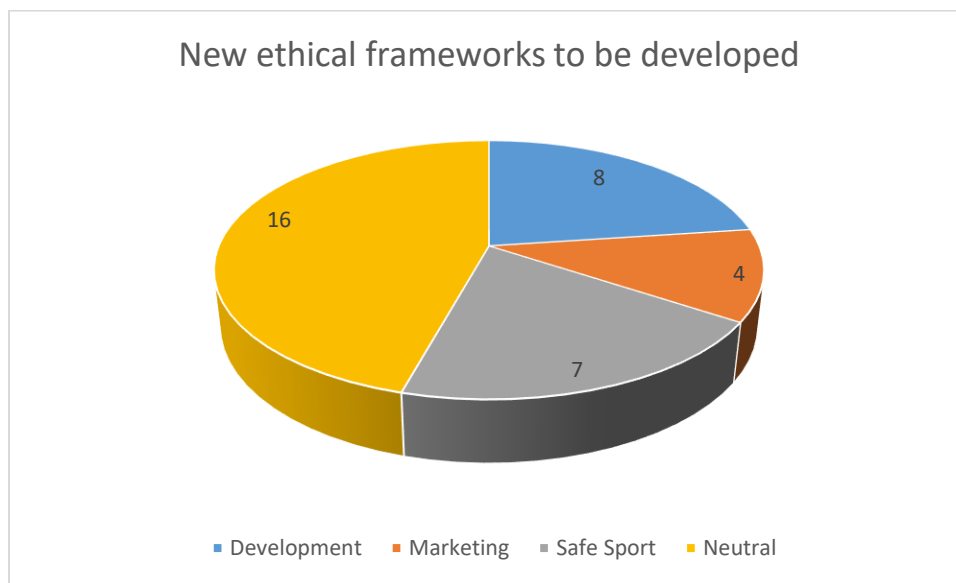


Figure 4.6: showing new ethical frameworks to be developed

Analysis

60 percent of the total number of the respondents are proponents of the association developing new frameworks where 21 respondents indicated their dire need for new policies which should be

around generic development, marketing, and safeguarding policies which were specifically mentioned by a total of 18 respondents while 16 of the respondents remained neutral.

Q17, Do you think that strategic corporate governance frameworks can be developed for implementation across all the ZVA structures?

Table 4.15: showing the need for strategic new frameworks to be developed

Group N (35)

	Frequency	Percent
Yes	24	68.6
No	11	31.4
Total	35	100.0

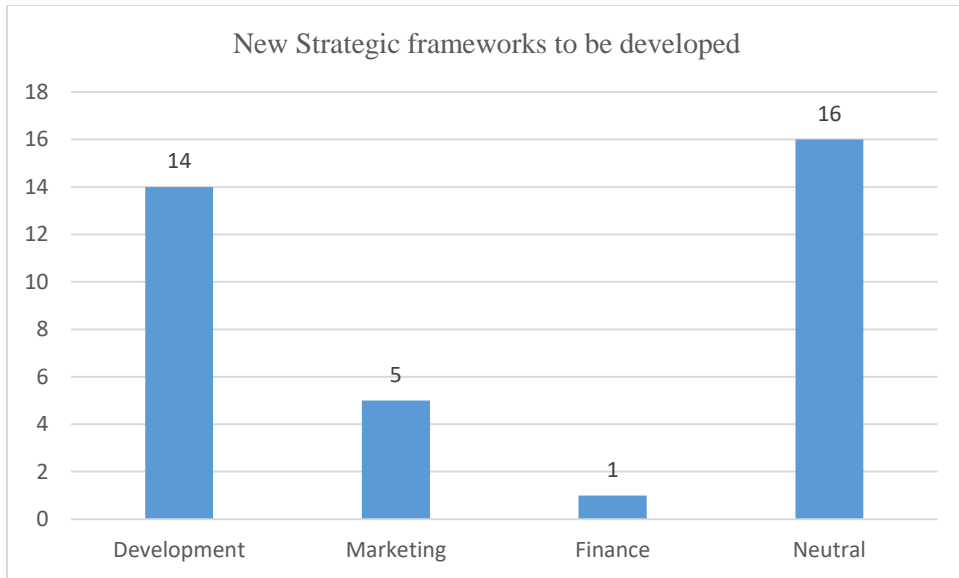
Analysis

A total of 68.6 percent indicated their desire for that sport to come up with new strategically developed policies that they hope should be used by all structures of the ZVA across Zimbabwe.

Q18 If your response to question 17 above is yes give possible 2 examples of frameworks to be developed.

Figure 4.7:

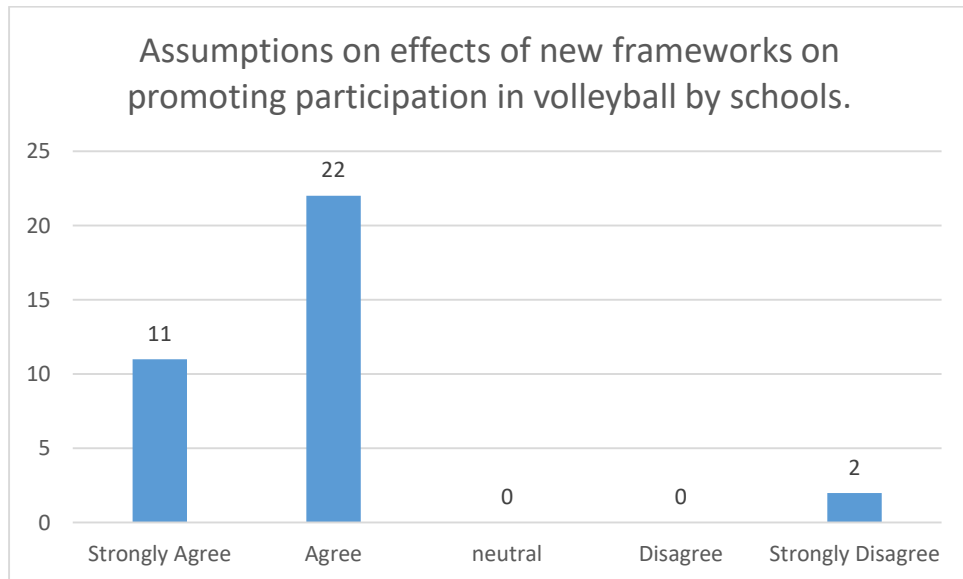
The need for strategic new frameworks to be developed



Q25, Do you think that the incorporation of new frameworks will influence future participation by schools in ZVA-organised tournaments?

Figure 4.8:

assumptions on the effects of new policies on programming



Analysis

The results indicate that the majority of the respondents are of firm desire that if new frameworks are incorporated then it is a sure way to entice schools to participate in the ZVA organized events. This is indicated by a combined frequency of agree to strongly agree to stand at 33 that gives a combined percentage of 94.3.

4.5 Chapter Summary

This chapter summarizes findings which cover the response rate of all the respondents against the targeted population. One-Sample T-Test Results was used mainly on the rating of the Effectiveness of the Zimbabwe Volleyball Association in order to measure how the Association is effectively implementing its operational policies.

It also provides the demographic information of the participants while highly providing results presentation and analysis of the data collected which is linked to the research questions and objectives. It provides the basis for the results discussion.

CHAPTER FIVE: DISCUSSION

5.1 Introduction

This chapter provides a detailed account of the overall discussions of the findings versus the existing theories and literature. It will give new insights from the novel findings. In the process of discussion, limitations that the study and researcher had will be highlighted too. The chapter is the gate way to the conclusions and discussion that will be proffered in the next chapter.

5.2 Discussion

Discussion of the findings of this study is going to be grouped according to the research questions and its objective under this section.

5.2.1 Research Question 1/Objective2; Current Existing Frameworks:

The results findings indicated that 26 out of the 35 respondents provided a basketful of the assumed existing policies that are in place where they indicated 9 thematic framework areas which included human capital, clean sport (safeguarding), governance, finance, gender, child protection, marketing and development. Literature as supported by Kondo (2023) had indicated that ZVA currently has four frameworks in place which are gender, child protection, procurement and tendering and media policies. The findings and the literature are in agreement on the four policies while at the same time new key areas where frameworks could be developed were picked up by the majority of the respondents in this research. Research findings reflected that 77,1% of the total respondents showed their knowledge of the existing leadership selection guidelines which they put in three themes namely by election 22.8%, qualification and experience in volleyball involvement which garnered 48.6 percent while 28.6 percent indicated that they are not aware of any such guidelines. Theory has it on record that election, and qualification with experience are the most general guidelines followed in most sport federations to put leaders in positions as supported by Musonye (2017) who acknowledged that not all sports administrators have adequate skills for running operations of the sport association/ federation.

5.2.2 RQ2/Objective3: Effectiveness of Current Frameworks on ZVA Operations:

Findings indicated that 79.9% consider that current policies are very effective towards volleyball activity programming. Kondo (2023) indicates that ZVA currently has a standing memorandum of understanding with the Norwegian Sports Federation (NIF) where they have an agreement that NIF injects development capital into ZVA programming for five years while during the same period both countries enjoy exchange programs for their youth. This is supported by Musonye (2017) who he stated that policy implementation improved governance in the Kenyan Football Federation where good ethical considerations within the organisations are key.

Through the findings, respondents found out that a few internal elements are affecting the ethical operations of ZVA. Two of the most prominent issues picked by the respondents include corruption tendencies with 20 percent while bias on team selection and appointment to technical positions has 14.3 percent who highlighted that these two affect ethical operations within ZVA. Research findings revealed that 22 respondents out of the 35 who participated in the research are regarded as competent in their positions of running ZVA affairs mostly at the national level. This is supported by Musonye (2017) who indicated that most operations at the Kenyan Football Federation offices are done manually thereby not helping to keep track of their operations. 31 out of 35 representing 86.6 percent believe that if new frameworks are developed current problems around non-participation in ZVA-organised programs by other stakeholders will be effectively managed.

5.2.3 Research Question 3/Objective 1:

60 percent of the total participants are in agreement that ZVA needs to develop both new ethical and strategic frameworks to enhance its operations and programming. New thematic areas where participants indicated the development of new ethical frameworks are policies on volleyball development, marketing and safeguarding while strategic new frameworks are also around policies on development, marketing and finance. Development of these new frameworks according to the research findings are used to promote participation by schools where 94.3 per cent of the total participants indicated as such.

5.3 New Insights

New insights are going to be illustrated in two ways which is under novel findings and conceptual model presentation as follows

5.3.1 Novel findings

Development of new ethical and strategic frameworks which are around athlete development (human capital development), safeguarding (safe sport), marketing and governance /compliance are the new dimensions that volleyball in Zimbabwe requires to take for its enhancement and appeal to new stakeholders. The major differences between these new insights with the already existing literature are frameworks around safeguarding (clean sport). Addressing issues of clean sport gives assurance to key stakeholders in volleyball to further participate in ZVA programs hence increasing the development base for the sport of volleyball in Zimbabwe. New sights on governance and safeguarding frameworks to be developed show that volleyball stakeholders' confidence levels have gone down over the years as witnessed by withdrawal in participation in ZVA-organised events while the harsh economic challenges currently prevailing in the country will be addressed by the development of marketing and athletes' development frameworks. The only major difference in the findings from this study with others especially that of the Tanzanian Football Federation (TFF) where Mrindoko and Issa (2023) argue that TFF has more higher level of transparency, accountability and control in human resources competencies which is not the case with ZVA.

5.3.2 Conceptual Model

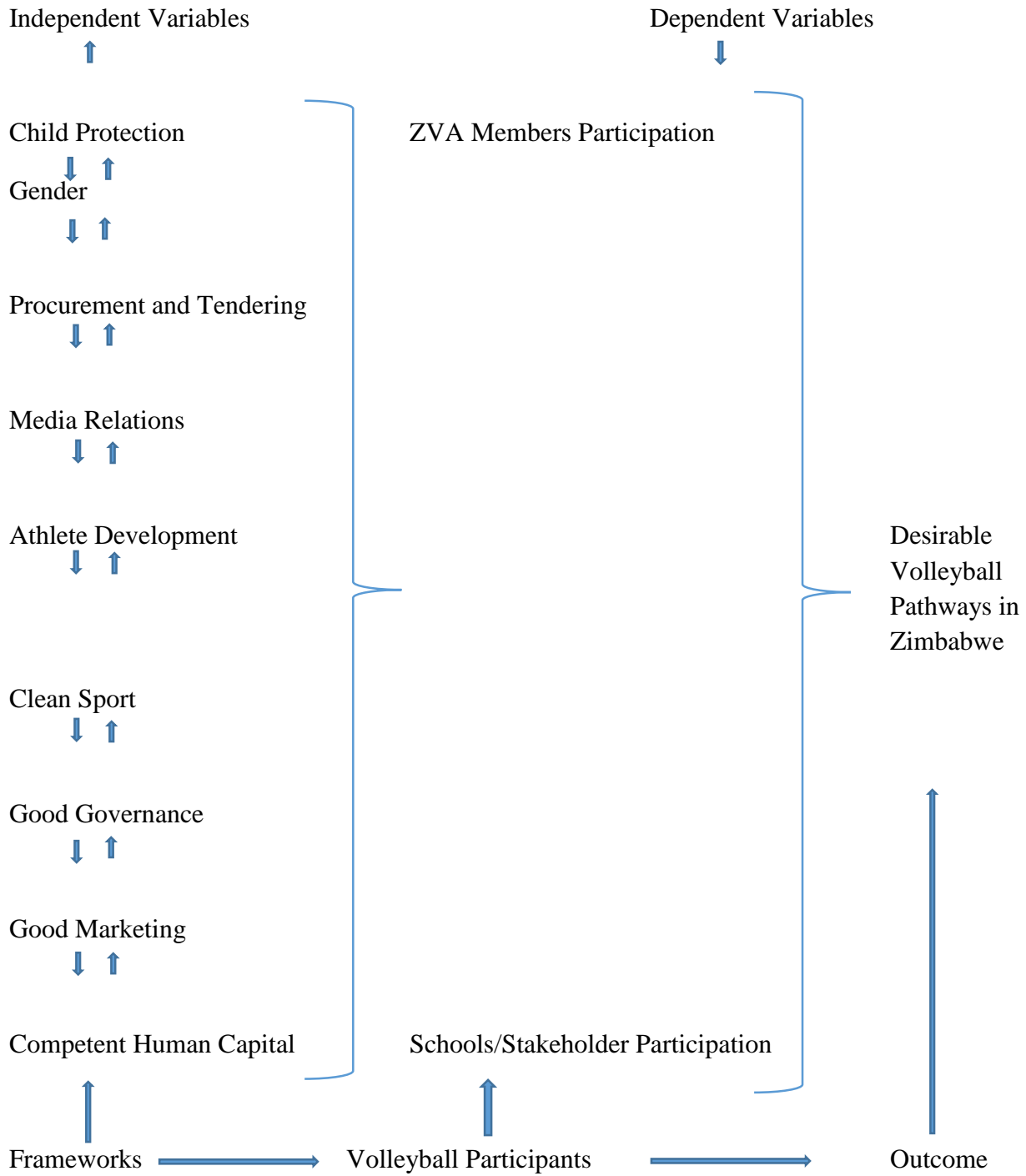


Figure 5.1: Relation Model for Volleyball in Zimbabwe

The above conceptual model from this study explains the required independent variables which are in the form of desired frameworks which if implemented efficiently and effectively will lead to increased participation by ZVA direct affiliate members, schools and all the other volleyball stakeholder groups in volleyball programs and activities in Zimbabwe organized by ZVA.

When there is increased participation by all interested groups in volleyball it is envisaged that a desirable volleyball developmental pathway will be well defined from grassroots level to elite performance.

5.4 Limitations of the Study

The study had its fair share of limitations which include but are not limited to the following:

- a) The collection of data was done online using emails and WhatsApp platforms. This limited the researcher from making follow-up questions to open-ended responses. There were no interviews to follow up.
- b) The population size was much smaller compared to other studies which had up to 100 whilst this was limited to a target population of 50.
- c) The research method was limited to a direct quantitative approach which had hidden qualitative responses through follow-up questions.
- d) The age limit was closed to only participants from the age of 25 years and above.
- e) The target population was more biased towards participants only involved in volleyball.

5.5 Chapter Summary

The chapter discussed in detail the research findings. new insights with novel findings were highlighted. A new conceptual model from the research findings was formulated and explained. The chapter concluded with limitations to the study which will be of great use in coming up with recommendations in the next chapter. The next chapter will cover conclusions and recommendations.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter will explain and summarize key research findings and conclusions as drawn from the discussion points in chapter 5. Recommendations and/or implications of this study will be highlighted under the following categories; implications for practice, theory and further studies. The chapter summary will close this chapter and study at large.

6.2 Conclusions

From the discussion points in the last chapter, it can be summarily drawn that on research question 1 which investigates the existence of any corporate governance frameworks that are currently used to manage Zimbabwe Volleyball Association operations and programming the following was the key conclusion; -

there are currently four existing frameworks in ZVA that are more known to the key sports administrators in leadership positions at the ZVA national level as opposed to those at a lower level of volleyball administration and those in technical positions.

On research question 2 which examines on how effective the corporate governance frameworks that are currently used to manage the operations and programming of ZVA , the following key conclusions were drawn:-

- i. policy implementation has been found not to affect the operations and programming of ZVA negatively hence the need for a co-relationship between effective framework implementation that encourages maximum participation that brings about productive volleyball development in Zimbabwe.
- ii. the study findings indicate that the desire and need for new frameworks to be developed suggests that more volleyball stakeholders who are not direct ZVA affiliates may have for a long time disengaged from participating in ZVA-organised events.

On research question number 3 which seeks to find out on what optimal strategic corporate governance frameworks that can be developed for implementation across all the ZVA structures, the following key conclusions were drawn:-

- i. the majority of the stakeholders for the sport of volleyball wish for an expanded ethical and strategic framework development initiative that will cover human capital, safeguarding (clean sport), athlete development pathways, marketing and governance.
- ii. the findings clearly highlighted that if new frameworks are developed and implemented effectively, schools' volleyball stakeholders are most likely to re-engage and participate in ZVA-organised events like what used to happen in the past.

6.3 Implications/Recommendations

6.3.1 Implications for Practice

- I. In order for the study findings to reach to the already practicing administrators funding could be sought to conduct both physical and virtual workshops for each province.
- II. Online publishment of this study could also assist in making the findings easily accessible by the volleyball practitioners.
- III. Seminars may also be contacted during national volleyball championships to inform those in practice of the findings of this study.

6.3.2 Implications for Theory

- I. Comparisons between two or more sport codes may add more value to theory development
- II. Theories may also be taken from across countries in different continents in order to comprehensively see the gaps and impact of theories from different environments.

6.3.3. Implications for Further Studies

- I. Future studies may consider to increase the sample size from 50 to probably 100
- II. A mixed methods approach is recommended for future studies so that the qualitative aspect of the study comes out clearly.
- III. For future studies, there is a need to involve even junior athletes in the study.
- IV. A longitudinal study (over a long period) may be considered for future studies as a cross-sectional approach was employed in this study

6.4 Chapter Summary

The study and chapter have clearly outlined the new frameworks the volleyball federation in Zimbabwe needs to develop going forward. The study further proffers recommendations for

further studies, and for theory development while recommendations to those in practice are also suggested. Clear conclusions which if adopted has the potential to see the ZVA effectively implement its activity programs to the satisfaction of most of its stakeholders if the findings of this study are anything to go by.

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Appendix One: Questionnaire for Coaches, Administrators and Officials

QUESTIONNAIRE FOR ZIMBABWE VOLLEYBALL ASSOCIATION
ADMINISTRATORS, NASH ADMINISTRATORS, PAST AND PRESENT ATHLETES AND SPONSORS

My name is Simba Dzvimbu. I am a student at Bindura University of Science Education studying Master of Science Degree in Sports Management. I am working on a study entitled, “A Framework for Corporate Governance Optimization of the Zimbabwe Volleyball Association”.

You are cordially invited to respond to the questionnaire items listed below. Participation in this survey is voluntary. Your contributions will be used exclusively for scholarly reasons and shall be confidentially and anonymously kept.

NB. Please answer the questions by ticking in the appropriate box or by writing in the space provided.

SECTION A: DEMOGRAPHIC INFORMATION

1. Kindly indicate your gender

Male

Female

2. What is your age range (Tick where appropriate)?

Between 18-25

Between 26-35

Between 36-45

Between 46-55

Above 56

3. Kindly indicate the highest level of education you have attained.

Secondary

College

University

4. For how long have you been part of the Zimbabwe Volleyball Association?

2 years and below

3-5 years

6-8 years

9 years and above

SECTION B: QUESTIONS RELATED TO THE RESEARCH QUESTIONS ON CORPORATE GOVERNANCE OPTIMIZATION

5. Does the Zimbabwe Volleyball Association (ZVA) currently have policies that govern its operations?

Yes

No

6. If your answer is yes above state any three policies of ZVA.

.....

7. How would you rate the Zimbabwe Volleyball Association in terms of being able to implement their operational policies?

Very high

High

Moderate

Low

Very low

8. Do you think policy implementation has affected the programming of the Zimbabwe Volleyball Association negatively?

Yes

No

9. Explain your answer

.....

10. Are there guidelines for selection to leadership positions in the Zimbabwe Volleyball Association and its affiliates?

Yes

No

Not Aware

11. Explain your answer

.....

12. Would you say ethics have been compromised in the operations and programmes of the Zimbabwe Volleyball Association?

Yes

No

13. If your response is yes in question 12 above, motivate your response

.....

14. What new frameworks on ethical issues can be developed that will affect good governance and impact mass participation in Zimbabwe Volleyball Association activities by other stakeholders, especially NASH and sponsors at provincial levels?

Yes

No

15. If your answer to 14 is yes, give two possible new ethical frameworks that can developed

.....

16. In your opinion do you think executive members in Provincial structures are qualified to fully implement Zimbabwe Volleyball Association programs?

Yes

No

17. Do you think that strategic corporate governance frameworks can be developed for implementation across all the ZVA structures?

Yes

No

18. If your response to question 17 above is yes give possible 2 examples of frameworks to be developed.

.....19.

How do you rate the effect of competence of human capital on the good governance of Zimbabwe Volleyball Association?

Excellent

Good

Fair

Poor

20. Explain your answer

.....

21. Are you aware of any internal control systems put in place by Zimbabwe Volleyball Association?

Yes

No Yes in question 21 above, kindly explain

.....

From the statements given below, state your level of agreement. In the Likert scale given, tick where appropriate (scale is: 1 = strongly agree; 2 = Agree; 3 = Neutral; 4 = Disagree; 5 = Strongly disagree)

	1	2	3	5	5
23. Most of the programs done encourage growth of the sport					
24. Zimbabwe Volleyball Association governance have encouraged all forms of volleyball across all its structures.					
25. Do you think that incorporation of new frameworks will influence future participation by schools in ZVA organised tournaments?					
26. In case of any problems within Zimbabwe Volleyball Association the new frameworks that need to be developed will be able to give early signal of the problems					

Appendix Three: Request letter to ZVA

Bindura University
of Science Education



BINDURA UNIVERSITY OF SCIENCE EDUCATION

FACULTY OF SCIENCE AND ENGINEERING

DEPARTMENT OF SPORTS SCIENCE

+263 662107532-34/ +263 772916712

Date: 26 October 2023

To: Zimbabwe Volleyball Association Secretary General

Dear Sir

Re: Request to carry out research on your organization

I am a student at the Bindura University of Science Education, Bindura Zimbabwe pursuing a Master's of Science Degree in Sports Management. The title of my research project is, "**A Framework for Corporate Governance Optimization of the Zimbabwe Volleyball Association**".

The focus of my project is to explore a framework for management optimization through from national, provincial and district levels of ZVA in view of the analysis of leadership performance at these structural levels in line with internal adopted corporate governance principles that attract sustainable partnerships to support programming.

I would like administrators from all ZVA structural levels to complete a questionnaire and respond to interview questions. I am therefore kindly seeking for permission to carry out my research study

in your organization. The data obtained and gathered will be for academic purposes and the results from this study will contribute to the limited available data on volleyball programming in Zimbabwe.

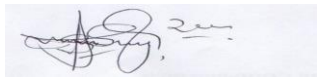
For further information, please feel free to contact me or my supervisor on the following:

Simba Dzvimbu (Student/Researcher)

Supervisor: Dr. K. Zvapano

Your assistance with regard to this request will be greatly appreciated.

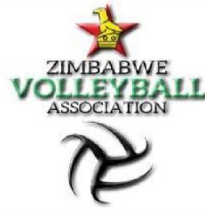
Yours Faithfully

A handwritten signature in black ink, appearing to read 'Simba Dzvimbu', is shown within a rectangular box. The signature is cursive and somewhat stylized.

Simba Dzvimbu

Appendix Four: Approval letter from ZVA

Registered with the Zimbabwe Sports and Recreation Commission
Member of Confederation of African Volleyball
Zone 6 Federation
Zimbabwe Olympic Committee
Affiliated to Federation of International Volleyball (FIVB)



P.O Box 5257 Harare Zimbabwe
2nd Floor Engineering House
88 Rezende St
Harare, Zimbabwe
President +263-717258102
Secretary General +263-773041471
Office +263-4250571/780868
Email zvainfo@yahoo.com
Website www.zimvolley.org

27 October 2023

Ref: buse/1/23

Mr S Dzvimbu
Bindura University of Science Education
Faculty of Science and Engineering
Department of Sports Science
Bindura

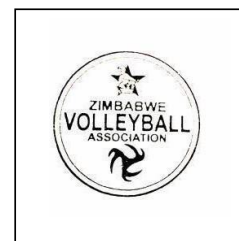
Dear Sir

RE: PERMISSION TO CARRY OUT RESEARCH ON THE ZIMBABWE VOLLEYBALL ASSOCIATION

The Zimbabwe Volleyball Association writes to acknowledge your request regarding the above. Permission is hereby granted. You shall be granted adequate support. We wish you success in your studies and we certainly look forward to interacting with you.

Kind regards,

Enias Kenneth Kondo
Secretary- General
Email: zvainfo@yahoo.com
CC. kondola80@gmail.com
Skype: [kennykondo](https://www.skype.com/en/contacts/kennykondo)
WhatsApp / Call: +263773041471



EXECUTIVE COMMITTEE

Mr. M. Ndlovu (President); Mr. B. Manuel (1st V. President); Ms. M. Mathema (2nd V. President); Mr Vindicate Chindodo (Treasurer); Mr. E K Kondo (Secretary General); Mr. F. Mboti, Mr. S. Mashasha (Committee Members), Ms. K. Mzondo (Gender Minority)

Appendix Five: Participants Consent Form

PARTICIPANT CONSENT FORM

I _____, give consent to be a participant as part of **Simba Dzvimbu**'s research project on **“A Framework for Corporate Governance Optimization of the Zimbabwe Volleyball Association”**.

It is my understanding that:

- Participation is voluntary.
- If I do not want to answer a specific question, I do not have to answer.
- Participation can be withdrawn at any time of the interview and there will be no penalty for doing so.
- Confidentiality will be guaranteed, and no identifying information will be included in final report.
- Personal numbers or pseudonyms will be used to protect the identity of the participants.
- The results of this study will be presented in the form of a thesis and may be presented at academic conferences or in the form of journal articles or books.

I have read and understood the participation information sheet. I agree to be part of the study. I understand the information provided to me and have the opportunity to ask questions if I have any at any given time. It is my understanding that a copy of the final document may be available for my perusal should I wish to see it. I understand that this study has no direct benefit to me, it is only for a degree purpose and the study is part of a larger research project and the information provided will be used to this purpose, with relevant ethical guidelines having been adhered to.

Participant's signature

Date

Appendix Six: Participant Information Sheet

PARTICIPANT INFORMATION SHEET

Dear Participant

You are invited to participate in a research study conducted by **MSc2405**. I am a student at the Bindura University of Science Education, Bindura, Zimbabwe, pursuing a Master of Science degree in Sports Management. The title of my research project is ‘**A Framework for Corporate Governance Optimization of the Zimbabwe Volleyball Association**’. This work is supervised by Bindura University of Science Education and I hope that the research will enhance the literature and provide various stakeholders and potential investors in volleyball with a clear understanding of the impact of good leadership and proper governance practices that result in increased participation in ZVA programs.

Participation in the study is completely voluntary, and therefore you are free to withdraw from this study at any point. You should carefully read the information provided and ask for clarity before participating. If you wish to participate, please sign the consent form.

For this study, you will be asked to complete 2 Questionnaires. Each questionnaire will take about 5 minutes to complete. Responses will be recorded with no details of your name so that your identity will not be known to anyone besides my supervisor and I. All the information you share will be stored in a password-protected computer and your responses will be kept in a locked filing cabinet.

There are no direct benefits for participation. However, the research will give an insight into how good leadership behaviour affects programming and operations in the Zimbabwe Volleyball Association.

Should you have any further questions regarding this study please contact:

Supervisor: Dr. K. Zvapano