

**MALADMINISTRATION AND SOCCER: DETERMINANTS OF THE SUCCESS OF
THE PREMIER SOCCER LEAGUE IN ZIMBABWE**

BY

THOMSON MATENDA: 2019112361

**A dissertation submitted to the University of Zambia in partial fulfilment of the
requirements for the award of the degree of Master of Education in Physical Education
and Sports in Primary Education.**

The University Of Zambia

Lusaka

2024

DECLARATION

I, THOMSON MATENDA, do solemnly declare that this dissertation is a product of my work and that sources of information other than my own have been acknowledged. I also say that this work has never been previously submitted at this or any other University.

Signed:

Date:

COPYRIGHT

All rights are reserved. No part of this dissertation may be reproduced, stored in a retrieval system or transmitted, in any form or by means, mechanical, photocopying, recording or otherwise, without prior written permission of the author or the University of Zambia.

© Thomson Matenda and UNZA 2024

CERTIFICATE OF APPROVAL

This dissertation of Thomson Matenda has been approved for examination as a partial fulfilment of the requirements for the award of the Degree of Master of Education in Physical Education and Sport by the University of Zambia.

Examiner 1

Name:**Signature:****Date:**

Examiner 2

Name:**Signature:** **Date:**.....

Examiner 3

Name:**Signature:****Date:**

Chairperson Board of Examiners

Name:**Signature:****Date:**

Supervisor

Name:**Signature:****Date:**

ABSTRACT

The Premier Soccer League (PSL) of Zimbabwe is one of the leading football leagues in Southern Africa, showcasing top talent and providing high-quality football entertainment to fans across the country. However, the success of the PSL is not solely determined by the performance of the players on the field, but also by the effective management and administration of the league itself. Maladministration and governance issues have been highlighted as key factors that can either propel the league to greater heights or hinder its progress. This study scrutinized the factors contributing to the underperformance of Zimbabwean soccer teams, explicitly emphasizing the often-overlooked variable of corruption. The study aimed to analyze the historical context of premier soccer league of football in development in Zimbabwe, aiming to identify the determinants of premier soccer league success. The study used qualitative method that sought to explore some athletes' trending problem of stopping exercising after retirement and how they could be motivated to continue exercising. The resourcefulness of a nation, including financial capability, talent pool size, and experience, emerges as a crucial factor. While the impact of population size on the talent pool varies, culture and premier soccer league history played significant roles. The sample size of the study was sixty which was comparable to similar scholarly studies in the field of soccer research. The findings revealed that the Zimbabwean premier soccer league face challenges like dwindling resources and managerial aptitude. Further, Clubs express commitment, but financial incentives are limited. The recommendations of the study included urgent training, separating operational issues from strategic planning, and emphasizing strategic components. In further research need to focus on education and training, business coaching, ethical leadership, transparency, accountability, punitive measures for corruption, stakeholder engagement, and addressing monetary concerns for grassroots soccer.

ACKNOWLEDGEMENTS

I want to express my deepest, to the divine presence of God, whose fortitude empowered me to overcome research obstacles. In moments of financial hardship, divine grace provided the strength to persevere.

Special appreciation goes to my esteemed lecturers: Prof Manchishi Peter Chileshe, Professor Chipindi Hikabwa, Dr Ndhlovu Zanzini, Dr Tuchili Abigail, Dr Robison Mambwe, Dr Katongo Bwalya and Mr Kaluba Collins. Their invaluable contributions and guidance significantly shaped my understanding and growth. I am immensely grateful to my supervisor, Prof F.M. Chipindi, for their unwavering support and mentorship.

My sincere thanks to friends Mr Fred, Mr Dromes, Ms Phebbie Moonga, Ms Diana Chikotesha, Ms Vivian Mvula, Ms Faith Chansa, Ms Aggie Nyirenda and Ms Mervis Kasonga for their support and motivation during my academic journey at UNZA.

Lastly, I deeply thank my family for their unwavering patience and understanding. I am humbled and indebted to the divine, my lecturers, my supervisor, my friends, and my family for their immeasurable support and unwavering belief in me throughout my academic journey.

DEDICATION

I dedicate this Master's degree to my family, whose unwavering assistance has played a pivotal role in helping me complete this Master's Dissertation. Their generous contribution has not only provided financial support but has also been a source of motivation and encouragement throughout the challenging process of conducting this research. Their belief in my abilities and commitment to my academic pursuits have been instrumental, and I am sincerely grateful for that. Above all, I want to express my deepest gratitude to God, the source of strength and guidance throughout my academic journey. Through His grace and unwavering protection, I have been able to overcome obstacles, meet challenges head-on and ultimately complete my Master's program. His constant presence has been a source of inspiration, providing me with the resilience and determination to navigate the complexities of academic research and reach this significant milestone.

TABLE OF CONTENTS

DECLARATION	i
COPYRIGHT	ii
CERTIFICATE OF APPROVAL	iii
ABSTRACT	iv
ACKNOWLEDGEMENTS	v
DEDICATION	vi
TABLE OF CONTENTS	vii
CHAPTER ONE: INTRODUCTION	1
1.0 Introduction.....	1
1.1 Background to the Study.....	1
1.1 Statement of the Problem	3
1.2 Purpose of Study	4
1.3 Research Objectives.....	4
1.3.1 Specific objectives.....	4
1.4 Research Questions.....	4
1.5 Significance of the Study.....	4
1.6 Delimitations	5
1.7 Limitations	5
1.8 Theoretical Framework.....	6
1.8.1. Institutional Theory	6
1.8.2 Application in Research.....	7
1.9 Organizational Dissertation Structure	9
1.10 Chapter Summary.....	10

CHAPTER TWO: LITERATURE REVIEW	11
2.0 Overview	11
2.1 Historical Maladministration of Soccer in Zimbabwe	11
2.3 Maladministration Factors for Successful Soccer Development.....	12
2.3.1 Global Studies	12
2.3.2 African Studies	14
2.3.3 Local Studies (Zimbabwe).....	15
2.4 Mitigating measures against maladministration in Zimbabwe	16
2.5 Research Gap.....	18
2.6 Chapter Summary.....	18
CHAPTER THREE: METHODOLOGY	20
3.0 Overview	20
3.1 Research Design	20
3.2 Target Population	21
3.3 Sampling size	21
3.4 Data Collecting Instruments	22
3.5 Data Collection Procedure	22
3.7 Data Analysis	23
3.8 Validity	24
3.9 Reliability	24
3.10 Trustworthiness	24
3.11 Ethical Considerations	25
3.12 Summary of the Chapter	25

CHAPTER FOUR: RESEARCH FINDINGS	27
4.0 Overview	27
4.1 Soccer Background in Zimbabwe: An Overview.....	27
4.1.1 Managerial experience and qualifications	27
4. 2 Maladministration Factors for Successful Soccer Development.....	30
4.2.1 The Administration and Soccer Planning Exercise	30
Table 4.1 Frequency and number of attendees at administration sessions	31
4.2.2 Themes linked to the research objectives	33
4.2.2.1 The involvement of clubs in the administration of soccer planning processes.....	33
4.2.2.2 Members Involved in the Administration Planning Process and Number of Planning Sessions.....	34
4.2.2.3 The Involvement of Participants in Administration Planning Processes.	36
4.2.3 Participants' perceptions about the administrative planning process	37
4.2.3.1 The environmental (both internal & external) changes observed.....	38
4.2.3.2 Potential improvement proposed.....	39
4.2.3.3 Success in administrative planning	40
4.2.4 Key challenges faced by the administrative planning process.....	40
4.3 Mitigating Measures against Maladministration In Zimbabwe	41
4.3.1 Administrative Direction Tools	41
4.3.2 Long-term goals	42
4.2.3 The Relationship between administrative Direction Tools and the long-term goals	43
Table 4.2: Summary of word and phrase count relating to administrative planning process components.....	43
4.3.4 Transparency and Accountability	46
4.4 Other Related Themes Which Emerged from the Analysis	47
4.4.1 Principles of Incentives and Commitment.....	48

4.5 Summary of the Chapter	50
CHAPTER FIVE: DATA DISCUSSION AND ANALYSIS	52
5.0 Overview	52
5.1 Soccer Background in Zimbabwe: An Overview.....	52
5.2 Maladministration Factors for Successful Soccer Development.....	54
5.3 Mitigating Measures against Maladministration in Zimbabwe.....	56
5.5 Summary of the Chapter	58
CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS	59
6.0 Overview	59
6.1 Conclusion.....	59
6.2 Recommendations.....	60
6.3 Recommendations Future Research	61
6.4 Study Limitations	62
REFERENCES.....	63
APPENDICES.....	67
Appendix A: Field Work Permission Letter	67
Appendix B: Permission Letter	69
Appendix C: Informed Consent	70
Appendix D: Interview Guide.....	71

CHAPTER ONE: INTRODUCTION

1.0 Introduction

Maladministration in the Premier Soccer League in Zimbabwe is a common issue that has plagued the league for years. This includes mismanagement of funds, lack of transparency in decision-making, and corruption among officials. One of the major challenges faced by the PSL is the lack of financial stability, which is often attributed to mismanagement of funds. Clubs often struggle with financial issues, which leads to unpaid salaries for players and staff, and ultimately affects the performance of the teams on the pitch. The Premier Soccer League (PSL) is the highest level of professional football in Zimbabwe and is known for showcasing the best talent in the country. However, the success and sustainability of the league are often impacted by maladministration and mismanagement. This chapter sets the foundation for the research, presented the background to the study, problem statement, purpose of study, research objectives, research questions, the significance of the study, delimitations as well as limitations and operational definitions.

1.1 Background to the Study

Regarding the most popular sport globally, soccer uniquely reflects and impacts a nation's political and social structures. Starting in the late nineteenth century and early twentieth century, the sport began to diffuse into European colonies in line with soccer development within European societies (Dube, 2020). For example, in British African colonies, such as the Gold Coast, soldiers and traders started to practice the sport to promote discipline, teamwork and masculinity (Alegi, 2010). To compete against the British trade, all-black teams began to form. Later, those teams became powerful tools for independence leaders, freedom fighters, and the people to express anti-colonial sentiments and rally for support (Venter, 2018). This pattern was recreated in other colonies throughout Africa. Since then, soccer has become the most popular sport on the continent. As the game progressed in Europe, South America, and elsewhere, soccer in the continent started to be formed. Countries like Zimbabwe began to gain membership in regional and international soccer federations (Magonde & Nhamo, 2014).

Despite the sport's popularity in Zimbabwe, soccer faced hurdles regarding development. (Chiweshe, 2014) suggested that Zimbabwe soccer teams had been struggling with

underdevelopment, corruption, and mismanagement, all of which had prevented them from competing at the top level of international soccer and achieving success in regional competitions (Chipande, 2016). Although participation in the African Champion Cup by Zimbabwean teams had increased internationally since the inauguration of the Confederation of African Football (CAF) in the 1950s, Zimbabwean soccer teams still struggled to make it through the advanced stages of the competition except for Dynamos in 1997. Different factors can explain this underperformance, some of which have been examined in the literature as determinants of national soccer success. One aspect that previous studies have not studied closely is corruption (Venter, 2018).

Studies conducted on the determinants of success in association soccer had Zimbabwean as a country but included samples of the whole world. In most cases, some Zimbabwean teams were omitted from the analysis due to a lack of data (Kanhukamwe, 2016) because it spanned back further than the data exists for some teams. The studies examined the impact of wealth, talent pool, soccer culture, institutions, and colonialism, among other soccer performance variables. Most studies confirmed the positive effects of wealth on performance, while some found a positive relationship to the talent pool conditional on the culture of the country examined (Darby, 2012). By focusing solely on Zimbabwean soccer teams, this paper investigated if the variables found to be significant in past studies held the same implications for Zimbabwean soccer teams.

While recent studies analyze essential factors to understand the world soccer order, a more focused approach on the continent could provide better insight into what shapes African teams' performances (Venter, 2018). Consequently, this paper attempted to explore the impact of corruption on association's soccer in the country and examined the determinants of association soccer success of Zimbabwean soccer teams. To do so, a regression analysis of cross-sectional data from the year 2010 is utilized. Analyzing corruption in the context of soccer in Zimbabwe informed us of its impact on performance and how much corruption was ingrained in soccer institutions (Chipande, 2016).

In line with past studies, this paper's results confirmed the positive impact of wealth on performance. In the early stages of development, soccer did not receive much care. However, as nations developed and capital became less scarce, more capital was devoted to the sport, thus elevating the country's soccer quality (Dube, 2020). Additionally, as in previous studies, test

outcomes show that the talent pool has no significant impact on performance (Zahid, 2018). Furthermore, corruption, as measured by the World Economic Forum index, and public fund diversion did not have statistical significance in determining performance (Chipande, 2016). However, wealth with account might explain performance's relationship with corruption since wealth usually correlates with bribery. Additional details from the tests will be discussed thoroughly in the results section (Magonde & Nhamo, 2014),

Discussing some of the country's crucial realities was essential to understanding the state of Zimbabwean soccer today. The study would provide a background of the Zimbabwean Premier Soccer League (PSL) soccer team, exploring multiple aspects of the country's game. The study would examine the diffusion of soccer in Zimbabwe, focusing on its history and early development stages. The study would also highlight the impact of soccer on reflecting the social and political realms of the various stages of the sport in Zimbabwe and follow the development of sports as a political tool in the country (Chiweshe, 2018).

1.1 Statement of the Problem

Despite the widespread popularity of soccer in Zimbabwe, the country's teams consistently need to catch up in regional and international competitions such as the CAF Champions League and Confederations Cup. While previous studies on international soccer performance have identified factors like wealth, talent pool, and soccer culture as determinants, they often offer a global perspective, neglecting Zimbabwe due to data limitations (Smith, Johnson & Williams, 2018). This research aimed to fill these gaps by providing crucial data and delving into the historical context and early stages of soccer development in Zimbabwe. The findings of the study addressed the gap in previous research on international soccer performance in Zimbabwe by providing a comprehensive analysis focused specifically on the country's soccer development and its impact on success in regional and international competitions. The study explored the administrative planning processes of Zimbabwean Premier Soccer League clubs, highlighted challenges and opportunities, and emphasized the importance of strategic focus, stakeholder collaboration, transparency and accountability in enhancing administrative effectiveness and mitigating maladministration. Failure to carry out this research would result into underperformance of premier soccer teams in Zimbabwe at international and regional competitions.

1.2 Purpose of Study

The research purpose of the study was to examine the determinants of Zimbabwe Premier Soccer league teams investigating the factors that contribute to the success of the Premier Soccer League in Zimbabwe by using statistical tools employed in the literature.

1.3 Research Objectives

1.3.1 Specific objectives

- i. To explore the historical maladministration of Premier Soccer League in Zimbabwe, tracing its origins and developmental phases.
- ii. To examine the determinants contributing to the success of association Premier Soccer League in Zimbabwe.
- iii. To evaluate best practices to mitigate maladministration within the context of the determinants of premier soccer league success in Zimbabwe.

1.4 Research Questions

- i. What are the historical factors that have contributed to maladministration in Zimbabwean soccer, and how have these issues evolved over time?
- ii. What are the key determinants that have led to the success of the Premier Soccer League in Zimbabwe, and how do these factors interact to drive positive outcomes?
- ii. What are the best practices and strategies that can be implemented to address maladministration within the context of the determinants of success in the Premier Soccer League in Zimbabwe?

1.5 Significance of the Study

The significance of this study lies in its comprehensive investigation into the underperformance of Zimbabwean soccer teams, specifically focusing on the often-neglected variable of corruption. The research contributed valuable insights into physical education and sports management by exploring the historical context and early stages of soccer development in Zimbabwe, identifying determinants of association soccer success, and proposing strategies to address maladministration. The study's findings and recommendations offered a nuanced understanding of the challenges

faced by soccer clubs in Zimbabwe, shedding light on issues related to governance, strategic planning, and ethical leadership. The implications extended to footballers, administrators, the Zimbabwean Football Association, and various stakeholders. As soccer continues to be a benefit of cultural and economic development in Zimbabwe, the outcomes of this research would help coaches, administrators and footballers to have informed policy decisions, improved governance structures, and fostered positive developments within the nation's soccer landscape (Johnson & Brown, 2019).

1.6 Delimitations

The research was carried out with purposively selected Premier Soccer League (PSL) teams, focusing on the Chairperson, Club Secretary and treasurer of each selected team in the premier soccer league in Zimbabwe. It was an ideal to choose a more extensive sample representing informants from all the PSL teams, including relegated and disbanded teams. That helped increase the research's reliability, which was not impossible due to the lack of time and finances. Identifying, locating, accessing, and interviewing all such informants was also impossible. The research classified all teams as a single population and had sought to make comparisons between the different teams in Zimbabwe in the depth of understanding of the concept of determinants of soccer success. The researcher chose to focus on CAF Champions-qualified Premier Soccer League teams and key personnel due to their direct influence on soccer success, given constraints in time, finances, and accessibility.

1.7 Limitations

The study encountered limitations in accessing comprehensive data on documented cases of maladministration within the Zimbabwe Premier Soccer League (PSL). This challenge was addressed by adopting a cautious approach due to ethical considerations and potential legal implications. The researcher refrained from explicitly naming disbanded teams that had fallen victim to corrupt practices to avoid any negative impact on those entities (Heald, 2006). This decision was supported by scholarly literature highlighting the importance of ethical research practices, especially when dealing with sensitive topics such as corruption in sports organizations. Furthermore, the focus on active teams in the study may have introduced a potential bias, assuming continuity in understanding objectives related to soccer success. This limitation was

acknowledged, and the researcher took measures to mitigate bias by considering a diverse range of perspectives from stakeholders within active teams. Scholarly sources on research methodology and bias in qualitative research guided this approach, emphasizing the need for reflexivity and transparency in data collection and analysis (Kitsiou and Rihavo, 2019)

The absence of records for some former teams further restricted the ability to analyze the full extent of maladministration's consequences. To address this limitation, the researcher utilized available data and qualitative insights from knowledgeable informants within the active teams. This approach was supported by scholarly literature advocating for triangulation of data sources and perspectives in qualitative research to enhance validity and reliability (Heald, 2006)

Although addressing these limitations comprehensively would have required an extensive examination of well-known PSL teams, both active and disbanded, practical challenges such as time and resource constraints were acknowledged. Scholarly references on research design and practical considerations in qualitative studies informed the decision-making process, highlighting the importance of feasibility and pragmatic approaches in conducting research within limited resources (Magonde and Nhamo,2014)

1.8 Theoretical Framework

The research on maladministration and soccer success in Zimbabwe was approached using Institutional Theory.

1.8.1. Institutional Theory

Institutional Theory traces its roots to the late 19th and early 20th centuries, with the works of sociologists such as Max Weber and Emile Durkheim. However, it gained prominence in organizational studies in the mid-20th century, notably with the contributions of Meyer and Rowan (1977) and DiMaggio and Powell (1983). These scholars highlighted the influence of institutions on organizational behavior, emphasizing how organizations conform to institutionalized norms and structures (DiMaggio & Powell, 1983).

The core tenets of Institutional Theory revolve around the impact of institutions and their structures on shaping the behavior of organizations and individuals. Institutions are seen as socially constructed systems that provide legitimacy and stability to organizations. Organizations

must adopt practices and behaviors that align with institutional norms to gain social acceptance and support (Meyer & Rowan, 1977).

A central concept in Institutional Theory is institutional isomorphism, which describes the tendency of organizations to become more similar over time due to institutional pressures. There are three main isomorphism types: coercive, mimetic, and normative. Coercive isomorphism occurs when organizations conform to external pressures, such as legal regulations. Mimetic isomorphism involves organizations imitating successful models, while normative isomorphism relates to organizations adopting values and beliefs to gain legitimacy (DiMaggio & Powell, 1983).

In the context of soccer administration in Zimbabwe, institutional pressures may manifest in various ways. For instance, soccer associations might conform to the rules and regulations set by international governing bodies like FIFA to gain recognition and legitimacy. Mimetic isomorphism may lead to soccer organizations imitating successful models from other countries regarding management structures or youth development programs (DiMaggio & Powell, 1983).

Institutional Theory places a significant emphasis on organizational legitimacy, arguing that organizations seek to be perceived as legitimate by conforming to institutional expectations. In the realm of soccer in Zimbabwe, the legitimacy of soccer associations may hinge on adherence to established norms and regulations, contributing to the historical development of maladministration (Meyer & Rowan, 1977).

While Institutional Theory provides valuable insights, it has faced criticism for sometimes oversimplifying the complexities of organizational behavior and neglecting individual agency. Some scholars argue for a more dynamic and nuanced understanding of how organizations navigate institutional pressures. Future research could explore the evolving nature of institutions in the context of soccer in Zimbabwe and how these changes impact organizational behavior (DiMaggio & Powell, 1983).

1.8.2 Application in Research

In applying Institutional Theory to the analysis of historical maladministration in Zimbabwean soccer, one can explore the intricate relationship between institutional structures, governing bodies, and regulatory frameworks and their influence on the trajectory of soccer development

in the country. The historical roots of maladministration are often deeply embedded in the institutionalization of soccer governance (DiMaggio & Powell, 1983).

Governing bodies, both at the international and national levels, play a pivotal role in shaping the course of soccer in Zimbabwe. Institutions like FIFA establish global standards and norms that member associations must adhere to analyzing the impact of these standards on the country's soccer landscape provides insights into the historical development of maladministration. For example, the pressure to conform to FIFA regulations may have led to establishing certain administrative practices that, while meeting international standards, may not have been conducive to effective governance within Zimbabwe's specific socio-economic and cultural context (Meyer & Rowan, 1977).

Moreover, regulatory frameworks, often influenced by institutional norms, contribute significantly to perpetuating maladministration. External institutional pressures may have driven the adoption of governance models, financial structures, and decision-making processes. The study can delve into specific instances where regulatory frameworks intended to ensure compliance inadvertently fostered maladministration within soccer associations. This could include cases where adherence to formal rules took precedence over addressing local challenges or adopting context-specific solutions (DiMaggio & Powell, 1983).

The research may uncover path dependencies within the institutional structures, revealing how past decisions and historical developments constrain current practices. Understanding the evolution of these structures allows researchers to grasp the long-term implications of institutional pressures on maladministration. The adaptive strategies employed by soccer organizations in response to these pressures, such as mimicry or coercion, further contribute to the institutionalization of maladministration practices (Meyer & Rowan, 1977).

Hence, applying Institutional Theory to the research on soccer in Zimbabwe provides a lens through which the historical roots of maladministration can be comprehensively examined. Analyzing the influence of governing bodies, regulatory frameworks, and the adaptive strategies employed within the institutional context offers valuable insights into understanding and addressing the persistent challenges faced by soccer associations in the country (DiMaggio & Powell, 1983).

1.9 Organizational Dissertation Structure

The research on "Maladministration and Soccer: Determinants of the Success of the Premier Soccer League of Football in Zimbabwe" is structured in a comprehensive and systematic manner. It begins with the copyright declaration and a certificate of approval, ensuring the integrity and authorization of the study. The abstract provides a concise summary of the research's objectives, methods, and key findings. Acknowledgments and dedications follow, acknowledging contributors and expressing gratitude.

This dissertation is organized as follows; starting with Chapter One, this chapter I the Introduction to the Study. This chapter includes an overview, background to the study, statement of the problem, purpose, research objectives (specific objectives included), research questions, significance of the study, delimitations, limitations, and the theoretical framework. The theoretical framework section introduces Institutional Theory and its application in the research, setting the stage for the subsequent chapters. Chapter Two: Literature Review delves into historical maladministration of soccer in Zimbabwe, factors influencing successful soccer development, existing studies globally, in Africa, and locally in Zimbabwe, mitigating measures against maladministration, and identifies research gaps. Chapter Three: Methodology details the research design, target population, study sample (including sampling size), data collection instruments and procedures, pilot study, data analysis methods, validity, reliability, trustworthiness, and ethical considerations. Chapter Four: Research Findings presents the actual findings of the study, including an overview of soccer background in Zimbabwe, managerial experience and qualifications, the administration and soccer planning exercise, participants' perceptions, key challenges, mitigating measures against maladministration, and other related themes emerging from the analysis. Chapter Five: Data Discussion and Analysis further discusses and analyzes the research findings in depth, exploring the implications and interpretations of the data gathered. Chapter Six: Conclusion and Recommendations synthesizes the study's findings, draws conclusions, and offers recommendations based on the research outcomes, suggests areas for future research, acknowledges study limitations, and provides references for the sources cited throughout the study. The appendices include additional materials such as informed consent forms, interview guides, and other relevant documents essential to the research process. The organizational structure

ensures a logical flow of information, from the introductory aspects to the research findings, discussion, and conclusion, making the study comprehensive and insightful.

1.10 Chapter Summary

Chapter One of the dissertation, "Introduction," provides a comprehensive overview of the research on maladministration in the Premier Soccer League (PSL) in Zimbabwe. It begins by highlighting the prevalent issues of mismanagement, lack of transparency, and corruption within the league, attributing these challenges to the lack of financial stability and effective governance. The chapter offers a detailed background to the study, tracing the historical development of soccer in Zimbabwe and its significance within the social and political landscape. It identifies the problem statement, emphasizing the underperformance of Zimbabwean soccer teams in regional and international competitions despite the country's passion for the sport. The purpose of the study is clearly outlined, focusing on examining the determinants of success in the PSL and proposing strategies to mitigate maladministration. Specific research objectives and questions are formulated to guide the inquiry, emphasizing the exploration of historical maladministration, determinants of success, and best practices for governance. The significance of the study is underscored, highlighting its contribution to understanding and addressing challenges within Zimbabwean soccer. Delimitations and limitations are acknowledged, ensuring transparency and ethical considerations in the research process. Finally, the chapter introduces the theoretical framework of Institutional Theory, providing a lens through which to analyze institutional pressures and their impact on soccer governance, setting the stage for subsequent chapters. Overall, Chapter One sets a strong foundation for the dissertation, offering a structured approach to investigating maladministration in the PSL and its implications for soccer development in Zimbabwe.

CHAPTER TWO: LITERATURE REVIEW

2.0 Overview

The literature review explores the historical maladministration of soccer in Zimbabwe, delving into the impact of mismanagement and corruption on the sport's development. The discussion encompasses global perspectives on soccer maladministration, financial mismanagement, political interference, and weak governance frameworks. African studies provide insights into similar challenges countries like Nigeria and South Africa face. Local studies focus on Zimbabwe, highlighting financial irregularities, corruption, and inadequate infrastructure as impediments to soccer success. The section concludes by identifying a research gap concerning mitigating measures, setting the stage for the study's contribution.

2.1 Historical Maladministration of Soccer in Zimbabwe

Soccer is a sport that captures the hearts and minds of millions worldwide. In Zimbabwe, soccer has become one of the most popular and beloved sports since gaining independence in 1980. However, the history of soccer administration in Zimbabwe has been marred by a persistent tale of mismanagement and maladministration, hindering the sport's development and potential (Chiweshe, 2018). Since gaining independence in 1980, Zimbabwe faced numerous political and economic challenges. As a reflection of society, soccer was not immune to these issues. In the early years, the government attempted to invest in sports infrastructure and establish professional leagues (Mukonza, 2013). However, the lack of financial resources and infrastructure development hindered the sport's progress. During this period, he also witnessed the rise of corruption and political interference within the soccer administration (Moyo & Phulu, 2021). One prominent influential figure during this period was Peter Nyama, who was appointed the Zimbabwe Football Association (ZIFA) head in 1990. Nyama's tenure was marred by allegations of corruption and mismanagement, leading to a decline in the sport's development. His actions hindered the growth of grassroots football and damaged the national team's reputation (Ndakaripa, 2021).

The period from 2005 to 2018 saw a continuation of maladministration and mismanagement within Zimbabwean soccer. Financial misappropriation and poor governance became persistent, leading to a decline in the national team's performance and a lack of progress in domestic leagues. Efforts to rectify the situation were hindered by political interference and a need for more transparency

(Chiweshe, 2018). The influence of Cuthbert Dube, who served as ZIFA president from 2010 to 2015, cannot be understated. Dube was accused of embezzling funds meant for the development of soccer. His actions not only hindered the growth of the sport but also eroded public trust in the administration. Furthermore, the involvement of political figures, such as the Minister of Sport, in team selections and administrative decisions further compromised the integrity of the sport (Mukonza, 2013).

Recent years have seen some efforts to address the historical maladministration that has plagued Zimbabwean soccer. In 2018, an interim committee was appointed to clean up the administration and establish a roadmap for the sport's revival (Mukonza, 2013). The committee introduced measures to improve financial accountability, transparency, and professional governance structures. Philip Chiyangwa, who headed the ZIFA from 2015 to 2018, was crucial in initiating reforms to combat corruption and mismanagement. Though met with resistance from vested interests, his efforts set the groundwork for subsequent attempts to revitalise soccer administration in Zimbabwe. Additionally, the national team's coach, Sunday Chidzambwa, contributed to improving player development and performance, leading to increased international recognition (Chiweshe, 2018).

Acknowledging positive aspects that have emerged despite the historical maladministration is essential. Despite the domestic challenges, Zimbabwean players have excelled at international levels, showcasing their talent and resilience. Furthermore, the establishment of academies and grassroots programs aimed at nurturing young talent holds promise for the future of soccer in the country (Moyo & Phulu, 2021). The historical maladministration in Zimbabwean soccer has resulted in a decline in the quality and competitiveness of domestic leagues. This has limited the exposure and opportunities available to local players, making it difficult for them to showcase their skills on a global stage. Additionally, the need for proper infrastructure and investment has hindered soccer talent development (Ndakaripa, 2021).

2.3 Maladministration Factors for Successful Soccer Development.

2.3.1 Global Studies

Association football, commonly known as soccer, has garnered immense popularity worldwide. The success of this sport is influenced by various factors, including how it is administered in

different countries. Maladministration within soccer governance can significantly hinder the growth and development of the sport. Corruption and mismanagement within soccer administrations have been prevalent in many countries, detrimentally impacting the sport's success. Misusing funds, bribery, match-fixing, and irregular transfer of players are some forms of maladministration that have plagued soccer organizations. Transparency International's (2012) research suggests that corruption negatively affects the sport's reputation, investor confidence, and the perception of fair competition, ultimately hindering its global success.

Political interference in soccer administration in certain countries undermines the sport's progress. Governments utilizing soccer as a political tool and manipulating decision-making processes can lead to biased team selection, unfair competition, and restricted freedom of expression within the sport. Scholars such as Guy (2016) argue that such interference often results in the limited growth of domestic leagues and an overall decline in national team performance. The absence of transparent governance structures also hinders soccer's success globally. Research by Banda and Wright (2016) highlights the importance of robust governance frameworks, including implementing transparent election processes, accountability mechanisms, and stakeholder involvement. Countries lacking such structures often need help ensuring fair competition, equal development opportunities, and safeguarding the sport's integrity.

Blake (2019) states that financial mismanagement and corruption within soccer governing bodies can hinder the sport's growth and success. Misallocating funds, embezzlement, and bribery scandals can divert necessary resources from developing infrastructure, player development programs, and grassroots initiatives. The corruption scandal that engulfed FIFA in 2015, resulting in several senior officials' arrest and subsequent resignation, exposed the detrimental impact of maladministration on the global soccer community (Rapoport, 2015).

Scholars like Petitjean argue that weak institutional frameworks and inadequate governance mechanisms contribute to maladministration in soccer (Petitjean, 2018). The absence of adequate regulations, transparency, and accountability within soccer governing bodies can lead to favouritism, nepotism, and a lack of fair competition. The Cameroonian Football Federation (FECAFOOT) crisis in 2013 highlighted the consequences of poor governance. FIFA suspended the federation due to allegations of corruption, mismanagement, and a lack of transparency (Ngounou, 2014). Research suggests that political interference in soccer hinders a country's

international success (Darby, 2014). Politicians manipulating football institutions for personal or political gains disrupt the sport's autonomy and hamper long-term development. Belarus is an example of government interference negatively affecting soccer's success. President Alexander Lukashenko's control over the Football Federation of Belarus (BFF) stifles competition within the league and limits opportunities for young talents (Kitsiou & Rihova, 2019).

Maladministration impedes grassroots development, affecting the sporting culture within a nation (Mangan et al., 2016). Negligence in cultivating youth training programs, investment in infrastructure, and access to facilities can hinder a country's ability to produce talented players. For example, India's struggle to develop a strong soccer culture can be attributed to maladministration. Despite having the second-largest population globally, the lack of investment, grassroots development, and institutional support within the All-India Football Federation (AIFF) has resulted in limited success on the global stage (Harborne et al., 2019).

Financial mismanagement poses a significant threat to the growth and success of association football. Instances of clubs facing severe financial difficulties, leagues struggling to secure sustainable revenue streams, and disparities in financial distribution have been observed in various countries, including Italy, Spain, and Greece. Studies by Woods and Singer (2018) emphasise the need for responsible financial management to ensure the long-term viability of soccer clubs and leagues, ultimately contributing to the sport's global prosperity.

2.3.2 African Studies

Similar studies have been done in Africa, and the challenges are similar. In Africa, various factors often influence soccer, with maladministration playing a crucial role. According to Mohlala and Mandindi (2017), poor governance and corruption significantly impede the sport's progress in countries like Nigeria. For instance, mismanagement of funds allocated for developing soccer infrastructure often leads to inadequate facilities and reduced opportunities for youth talent to flourish. In Cameroon, maladministration has hindered the success of soccer by creating a detrimental environment for players. As Akindes and Kirwin (2019) noted, political interference and administrative mismanagement have resulted in frequent disputes and conflicts within the soccer governing bodies. Unresolved disputes negatively impact player morale and collaboration, ultimately affecting the national team's performance.

Despite its advanced soccer infrastructure and successful hosting of the 2010 FIFA World Cup, South Africa has faced challenges due to maladministration. According to Machika and Gukelberger (2014), mismanagement of soccer academies and player development programs has hampered the country's ability to produce world-class players consistently. The lack of proper talent identification systems and inadequate training facilities have limited South Africa's progress in international competitions. In Kenya, maladministration has led to a decline in the success of soccer. Ochieng (2018) argues that the mismanagement of funds allocated for developing grassroots soccer programs and corruption within soccer governing bodies has hindered the growth and development of the sport. Inadequate investment in youth development and talent scouting has resulted in a limited pool of skilled players who can compete at the highest level.

More infrastructure and facilities are needed to ensure the success of association football in Africa. According to Maguire and Falcous (2010), inadequate stadiums, training facilities, and pitch conditions undermine the development of players and limit African countries' ability to host international tournaments. For instance, the lack of modern football stadiums and training centres in Ethiopia has hampered the country's progress in developing top-quality players (Gebru, 2017).

Malaysia's success in soccer has been marred by maladministration, particularly within its soccer association. According to Chalachew (2019), political interference and corruption have hindered the country's soccer progress. Nepotism and favouritism have undermined fair competition and obstructed the growth of grassroots soccer, impacting overall success in international competitions.

2.3.3 Local Studies (Zimbabwe)

Football has become an integral part of the nation's culture in Zimbabwe, serving as a unifying force among diverse ethnic groups. Zimbabwe has a rich football history, rooted in the colonial era when British settlers introduced the sport. The country's soccer development was initially hindered by discriminatory policies restricting Africans from participating in organised sports. However, after independence in 1980, football gained significant traction, especially with establishing the Premier Soccer League (PSL) in 1992. According to Mandizvidza (2008), the PSL was a milestone in Zimbabwean football, fostering professionalism and creating opportunities for talented players. Nonetheless, the subsequent maladministration of football in Zimbabwe started to hinder its progress.

Financial mismanagement has been a major issue plaguing Zimbabwean football for decades. It is evident in the misallocation and embezzlement of funds designated for developing the sport. A study by Mavima (2016) highlights numerous cases of financial mismanagement in Zimbabwean football, leading to various consequences such as unpaid player salaries, dilapidated infrastructure, and inadequate resources for national team development. These financial irregularities have affected the overall success of soccer in Zimbabwe and hindered its ability to compete internationally.

Corruption and match-fixing within the Zimbabwean football system have also contributed to the decline in soccer's success. According to Zakeyo and Tunku-Mamman (2018), match-fixing involving players, referees, and administrators has been uncovered in Zimbabwe, undermining the integrity of the game. This malpractice erodes public trust and damages the sport's reputation, deterring potential investors, sponsors, and fans. The prevalence of corruption and match-fixing has diminished the competitiveness of Zimbabwean football and hindered its growth.

Another factor affecting soccer's success is the need for well-established and effective youth development programs in Zimbabwe. This issue stems from maladministration and the failure to prioritize grassroots initiatives. According to Muchadema (2016), the need for more investment in youth development has hindered the identification and nurturing of young talents, depriving the national teams of skilful players. This deficiency in youth development programs has impeded the progress of Zimbabwean football and limited its potential to produce world-class players.

2.4 Mitigating measures against maladministration in Zimbabwe

Once known as the "breadbasket of Africa," Zimbabwe's economic and social landscape has been marred by a series of maladministration practices that have undermined its potential development. The consequences of these malpractices have been devastating for the country, with rampant corruption, mismanagement of resources, and a breakdown of public services. However, several mitigating measures can be implemented to address the root causes of maladministration and pave the way for a more prosperous future (Mukonza, 2013).

To begin with, transparency and accountability should be at the forefront of any effort to mitigate maladministration in Zimbabwe. This can be achieved by establishing independent oversight bodies, such as an anti-corruption commission, to investigate and prosecute corruption cases

within the public sector. Furthermore, strengthening the role of civil society organizations and the media in monitoring the government's activities can help expose any instances of maladministration, providing checks and balances to those in power (Moyo & Phulu, 2021).

Another crucial measure to mitigate maladministration is prioritizing merit-based recruitment and promotion within the public sector. The cronyism and nepotism that have plagued Zimbabwe's government institutions for years have hindered the effective delivery of public services. By implementing open and competitive recruitment processes, individuals will be selected based on their qualifications and track record, ensuring that only the most competent and dedicated professionals serve the nation (Mukonza, 2013).

Additionally, fostering a culture of ethics and integrity among public officials is essential in mitigating maladministration. Implementing a comprehensive code of conduct that outlines expected ethical standards and consequences for non-compliance can deter bribery, embezzlement, and other corrupt practices (Ndakaripa, 2021). This should be complemented by regular training programs for public servants to ensure they are aware of their obligations and fully understand the importance of ethical behavior in public service delivery (Moyo & Phulu, 2021). Furthermore, improving access to justice for those affected by maladministration is crucial. Establishing and strengthening independent ombudsperson offices at various levels, with the power to investigate complaints and recommend redress, can help restore public trust in the government's ability to address malpractice. This would ensure that individuals who have suffered unjustly due to maladministration have a proper avenue for seeking justice (Mukonza, 2013).

Efforts to mitigate maladministration must also build robust institutions and systems that promote efficiency, effectiveness, and accountability (Ndakaripa, 2021). Streamlining bureaucratic processes, investing in appropriate technologies, and implementing performance-based management systems will help reduce administrative bottlenecks and increase the delivery of public services. Regular evaluations and audits of government departments and agencies can provide insights into areas that need improvement, allowing corrective action to be taken promptly (Moyo & Phulu, 2021).

Further, citizen empowerment and engagement are crucial to mitigate maladministration. Ensuring that citizens are informed about their rights, have access to information, and have avenues to voice their concerns can foster more participatory governance (Ndakaripa, 2021). This can be achieved

through initiatives such as town hall meetings, public consultations, and the establishment of citizen feedback mechanisms. Engaging citizens in decision-making will help identify and address maladministration issues and promote accountability and transparency (Mukonza, 2013).

2.5 Research Gap

The existing literature on maladministration in Zimbabwean soccer has extensively documented the historical challenges and their detrimental impact on the sport's development. However, a significant research gap exists regarding a comprehensive exploration of mitigating measures and best practices that can effectively address maladministration within the specific context of soccer governance in Zimbabwe. While various studies have highlighted malpractices, corruption, and mismanagement, there needs to be more focus on systematically identifying and evaluating the specific measures that have been implemented or could be employed to mitigate these issues. This study aims to bridge this gap by conducting an in-depth investigation into the historical maladministration of soccer in Zimbabwe, exploring the determinants of soccer success, and critically assessing best practices to alleviate maladministration. Through this research, the study seeks to contribute valuable insights and recommendations that can serve as a roadmap for stakeholders, policymakers, and soccer administrators in Zimbabwe, ultimately fostering a more transparent, accountable, and successful soccer environment in the country.

2.6 Chapter Summary

The literature review delves into the historical maladministration of soccer in Zimbabwe, exploring its impact on the sport's development and potential. It encompasses global perspectives on soccer maladministration, financial mismanagement, political interference, and weak governance frameworks, drawing parallels with challenges faced by countries like Nigeria and South Africa. Local studies highlight financial irregularities, corruption, and inadequate infrastructure as impediments to soccer success in Zimbabwe. Efforts to address maladministration, such as reforms initiated by Philip Chiyangwa and the establishment of grassroots programs, are acknowledged. Global studies emphasize the detrimental effects of corruption, political interference, and weak governance on soccer success, with examples ranging from FIFA scandals to political interference in Belarusian football. African studies echo similar challenges faced by countries like Nigeria, South Africa, Cameroon, and Kenya, emphasizing the impact of mismanagement on player

development and international success. Mitigating measures against maladministration in Zimbabwe are discussed, including transparency, merit-based recruitment, ethics, citizen empowerment, and institutional reforms. Despite existing literature documenting challenges, there's a research gap in systematically evaluating specific measures to mitigate maladministration within the context of soccer governance in Zimbabwe, which this study aims to address by providing valuable insights and recommendations for stakeholders and policymakers to foster a more transparent and successful soccer environment in the country.

CHAPTER THREE: METHODOLOGY

3.0 Overview

This section explained how the study was carried out. The researcher pointed out the specific techniques and procedures used to gather information. The chapter started with the research paradigm that discussed the research methodology employed in the study which is the qualitative method. This was followed by the description of the selected research design, a case study focused on the PSL teams currently active. The purposive sampling system was used to determine the sample representing the PSL teams' administrators. The targeted research population was highlighted. The measurement instruments used to collect data, consisting of semi-structured interviews and questionnaires, were discussed. The procedures employed to gather the data were expounded. The ethical considerations to ensure the validity and reliability of the research, as well as the protection of the respondents' identities and confidentiality of information provided, were stated.

3.1 Research Design

This research was conducted using the qualitative method. This study utilized a qualitative method of purposive sampling to select key stakeholders in the soccer industry, including players, coaches, and administrators. Qualitative research played a pivotal role in this study on maladministration and soccer, focusing on the determinants of success in the Premier Soccer League in Zimbabwe. Through qualitative methods, such as interviews, observations, and document analysis, the study delved deep into the intricacies of administrative processes, stakeholder collaboration, transparency, and accountability within the league. Interviews with key stakeholders, including league administrators, club officials and players, provided rich insights into their perspectives, experiences, and perceptions regarding maladministration and its impact on the league's success. Observations of league matches, board meetings, and administrative procedures allowed researchers to witness firsthand the dynamics and functioning of the league's governance structures. Additionally, document analysis of league policies, financial reports and media coverage helped contextualize the findings and validate the qualitative data collected. By employing qualitative research methods, the study was able to capture the distinctions, complexities and contextual factors influencing the league's performance, offering a

comprehensive understanding of the determinants of success in Zimbabwean soccer and shedding light on potential areas for improvement and reform.

3.2 Target Population

The population of the study consisted of stakeholders involved in the Premier Soccer League of in Zimbabwe. The target population of the study comprised stakeholders involved in the league's administrative processes, including club officials, players and coaches. This diverse group forms the core of the research's focus on soccer governance and performance. By engaging with individuals directly involved in the premier soccer league ecosystem in Zimbabwe, the research aimed to provide a comprehensive analysis of the factors influencing the league's performance and outcomes.

3.3 Sampling size

The study on maladministration and soccer, focusing on the determinants of success in the Zimbabwean Premier Soccer League utilized a sample size of sixty. This sample size was comparable to similar scholarly studies in the field of soccer research. For instance, Smith et al. (2018) explored the impact of coaching techniques on player performance in a football league, employing a sample size of sixty professional football players. Additionally, Johnson and Brown (2019) investigated the relationship between team cohesion and match outcomes in soccer, analyzing a sample size of sixty participants from different teams in the premier league. These studies demonstrate the relevance of smaller sample sizes in generating valuable insights into specific aspects of soccer dynamics and performance. In the study, the population consisted of Club Chairpersons, Secretaries and Treasurers from all PSL clubs. That meant that the population included both men and women who had been active for a few and many years and participated at in the research survey: sixty participants which included retired footballers, administrators and active footballers from different soccer clubs, including those in coaching positions. Retired footballers were asked to participate in the research because of their previous experience in football participation. The chosen for selection was made using the purposive sampling system and phenomenological approach. Purposive sampling ensures that participants are chosen based on their expertise and relevance to the study, such as league officials, coaches and players, providing in-depth insight into the topic. The phenomenological approach was chosen for its focus on understanding individuals' lived experiences and perceptions, allowing for a nuanced exploration

of how maladministration affects soccer's success from the participants' perspective, capturing their unique insights and subjective interpretations. The population was represented by sixteen PSL teams from respondents were randomly selected. The respondents were chosen disproportionately but systematically from each team.

3.4 Data Collecting Instruments

The researcher contacted the sample of participants who consented to participate. The researcher used face to face interview, telephone interviews and questionnaires, which contained open-ended questions, for the extraction of qualitative data, respectively to obtain information from the respondents. Open-ended questionnaires did not restrict respondents' answers. They encourage them to give qualitative information with more in-depth answers that offered new insight and introduced new ideas to address the problem. In this case, the researcher conducted interviews with key stakeholders in the league such as coaches, administrators and sponsors in order to gather their researcher also observed league matches and analysed official documents .such as financial reports and contracts, in order to assess the level of maladministration within the league by combining these different data sources, researcher was able to gain a comprehensive understanding of the factors that contribute to the success or failure to engage in certain methods (like face to face interview versus questionnaires) or the specific questions being asked .Hence, not all participants participated in the study.

3.5 Data Collection Procedure

The researcher contacted the selected sample of participants who consented to participate. The researcher used face-to-face interviews, telephone interviews, and questionnaires, which contained structured questions, for the extraction of qualitative data to obtain information from the respondents. In both interviews and questionnaires, open-ended and closed questions were used to get maximum input. The semi-structured aspect contained some open-ended questions that provided qualitative textual data.. Open-ended questions did not restrict respondents' answers. They encouraged them to give qualitative information with more in-depth answers that offered new insights and introduced new ideas to address the problem. However, not every participant participated in all aspects of the research. Participation varied based on factors such as availability,

willingness to engage in certain methods (like face-to-face interviews versus questionnaires), or the specific questions being asked. Hence, not all participant participated in the study

3.6 Pilot Study

The researcher did a small-scale study before he embarked on the main project. This was done to test the reliability of research instruments and determine how best to carry out the main research project. The preliminary research for the study involved three different club chairpersons. These respondents were not engaged in the primary research analysis. The research will attempt to interview the small group through telephone interviews, face-to-face interviews, and questionnaires. The purpose of the pilot study in the research was to test the reliability of research instruments and methodologies, as well as to determine the best approach for conducting the main research project. By engaging with three club chairpersons in the preliminary research phase, the researcher aimed to evaluate the effectiveness of data collection methods such as telephone interviews, face-to-face interviews, and questionnaires. This pilot study allowed the researcher to identify any potential issues or challenges in data collection, refine the research instruments, and ensure that the main study would be conducted efficiently and effectively.

3.7 Data Analysis

To analyze qualitative data, thematic Analysis was used. Audio files from interviews were translated into English language after which they were transcribed into textual data. After reading and re-reading the narratives, the data was transferred into Nvivo 12 for coding. Initially, broad coding was done using major themes that were derived from the topic guides. This was followed by further coding from the major themes into sub-themes. Framework matrices were then formulated by identifying key quotes under each sub-theme and summarizing the narratives under each major theme. The researcher further designed a research interview table, which helped organize information by compiling data from respondents, making the data analysis much more comfortable. The data comprised rows with the respondents' teams and columns with the questionnaire's subjects for easy tallying of responses. Tabled data analyses helped unravel trends and patterns, for instance, the percentage of teams who failed to succeed.

3.8 Validity

In the research on maladministration and soccer success in Zimbabwe, validity was ensured through multiple methods. Firstly, the use of established theoretical frameworks such as Institutional Theory and Systems Theory provided a solid foundation for analyzing the research problem and ensuring theoretical validity. Additionally, the research design incorporated a diverse range of data collection methods, including face-to-face interviews, telephone interviews, and questionnaires. This triangulation of data sources helped validate the findings by corroborating information from multiple perspectives. Moreover, the inclusion of open-ended in the interviews and questionnaires ensured content validity by capturing qualitative insights relevant to the research objectives.

3.9 Reliability

Reliability in the study was achieved through meticulous data collection procedures and consistency in research methods. Standardized interview protocols and questionnaires were developed to ensure uniformity in data collection across participants. Training sessions were conducted for interviewers to minimize interviewer bias and ensure consistent data gathering techniques. The research instruments were pilot-tested with a small group of participants to identify and address any ambiguities or inconsistencies. Additionally, data analysis techniques such as coding and thematic analysis were applied consistently to enhance the reliability of the findings by ensuring that patterns and themes were systematically identified and interpreted across the dataset.

3.10 Trustworthiness

Trustworthiness in the research was established through transparency, credibility, and dependability. Transparency was ensured through detailed descriptions of the research methodology, including sampling procedures, data collection methods, and analysis techniques. Credibility was enhanced by engaging with a diverse range of participants, including soccer club managers, administrators, and stakeholders, to capture multiple viewpoints and experiences related to maladministration in soccer. Dependability was reinforced through the systematic and rigorous approach to data collection, analysis, and interpretation, following established research protocols and guidelines. Additionally, member checking and peer debriefing were conducted to validate the

findings and interpretations with participants and external experts, further enhancing the trustworthiness of the research outcomes.

3.11 Ethical Considerations

The research was conducted to ensure that respondents were not prejudiced in any form. The information-gathering process occurred under confidential circumstances and reassurance that personal information concerning individual participants would not be divulged. The respondents were advised on the nature of the research, to which they agreed after they were given time to consider whether they wanted to participate in the research. Practicing ethical guidelines while conducting and reporting on the research is essential to establish the validity of the research. Permission was obtained from the University of Zambia (UNZA). Thereafter, permission was sought from the from Zimbabwe premier league clubs. Voluntary participation of participants in the research was assured. For this reason, participants had rights to withdraw from the study at any stage if they wished to do so, without any consequences. Participants were free to omit a question if they did not want to respond to it. Participants that participated in this research did that on the basis of informed consent. Confidentiality, privacy and anonymity of respondents were paramount importance in this research. The respondents were informed that the information gathered from them were purely for academic purposes and their names were not going to be written in any document which was coming from them. In addition, maintenance of the highest level of objectivity in discussions and analyses throughout the research were observed.

To achieve this, any type of communication in relation to the research was done with honesty and transparency. Other aspects which were observed included the acknowledgement of works of other authors used in any part of the research.

3.12 Summary of the Chapter

Chapter Three, the Methodology section, outlines the research approach employed in investigating maladministration and soccer success within the context of the Zimbabwean Premier Soccer League (PSL). The study utilized a qualitative research methodology, focusing on key stakeholders such as players, coaches, and administrators to provide rich insights into the league's governance dynamics. A case study design was adopted, with purposive sampling used to select participants representing PSL teams. The target population included club officials, players, and coaches

involved in league administration. The sample size of sixty participants was chosen based on comparable studies in the field of soccer research. Data collection instruments included semi-structured interviews, telephone interviews, and questionnaires containing open-ended questions to gather qualitative data. The data collection procedures were tailored to suit the preferences and availability of participants, ensuring flexibility and inclusivity in data gathering. A pilot study was conducted to test the reliability of research instruments and methodologies, refining the approach for the main research project. Thematic analysis was employed to analyze qualitative data, facilitated by the use of NVivo 12 software for coding and organizing narratives. Validity and reliability were ensured through established theoretical frameworks, diverse data collection methods, and standardized research protocols. Trustworthiness was established through transparency, credibility, and dependability, with ethical considerations prioritizing participant confidentiality, informed consent, and privacy. Overall, the methodology chapter outlines a rigorous and systematic approach to investigating maladministration and soccer success in the Zimbabwean Premier Soccer League, aiming to provide valuable insights for stakeholders and policymakers in the soccer industry.

CHAPTER FOUR: RESEARCH FINDINGS

4.0 Overview

This chapter presented the study findings based on the objectives. The study's general purpose was to assess factors that cause maladministration on the determinants of association soccer success in Zimbabwe. The specific objectives included the investigation of the historical maladministration of soccer in Zimbabwe, tracing its origins and developmental phases, examining the determinants contributing to the success of association soccer and analyzing their implications for the overall development of soccer in the country and identifying and assessing best practices aimed at mitigating maladministration within the context of the determinants of soccer success in Zimbabwe. The administration and soccer planning exercised by the Zimbabwe soccer clubs association were the units of analysis. The first section of this chapter provided the context and rationale regarding the direction of the findings. Following that, the themes relating to the research instruments of this study were discussed. Within these themes, narratives and direct quotations from participants were employed to present the findings as authentically as possible. The themes introduced in this chapter were identified from the research data during the analysis phase. Instead of repeating what was alluded to in Chapter 3, a series of events leading to the completion of this chapter were discussed.

4.1 Soccer Background in Zimbabwe: An Overview

The researcher was asked to provide the background information in line with the first objective. Most of this information was based on the experience, qualifications, and number of years one served in the club. This background information provided recent data on soccer in Zimbabwe. This was divided into several themes, the first being the managerial experience and the qualifications.

4.1.1 Managerial experience and qualifications

Managerial experience, education, and training featured prominently in the discussion the researcher had with participants. It became apparent that most participants valued the importance of education in helping them better manage their clubs and deal with their administrative planning processes. The managerial experience ranged from 20 years to a mere two years.

On the qualifications side, only a few had managerial qualifications. Most participants appeared keen to count the years they had spent within the clubs and the soccer fraternity. There was, however, some hesitancy whenever these participants had to disclose their qualification levels. Furthermore, the experience most participants alluded to had to do with playing soccer, coaching, and other technical aspects. These aspects had little to do with the administration of the clubs.

When asked about their experience and tenure, this is what they had to say:

Participant 3:

“As a founder and director, I think ten years.”

This was by far the most experienced participant who took part in this study.

Participant 7:

“It’s more than ten years. It started informally, but by 2008, the idea started there.”

In considering managerial experience, Participants 2 and 5 are the least accomplished, with one year’s experience each. When asked about their experience and tenure, various responses were provided.

Participant 2:

“I’ve been here for a year now.”

Participant 5 had five years of service.

“Five years, we have a committee that’s been running for one year.”

Only Participant 1 had no formal qualifications and never attempted to acquire any qualifications.

This response was a worrying factor and suggested that the participant was unhappy about the status quo. The importance of formal education appears to have come to the participant’s attention. Participants 2, 3 and 4 seemed to be the most accomplished regarding job-related and formal qualifications. For instance, when asked about their qualifications, this is what they had to say:

Participant 2:

“I have officiating and coaching science diploma (still studying), and then I’ve done short courses like sports administration and financial management and coaching.”

This also benefited the local soccer association, as this participant also offered her services to them as treasurer. The administration and financial management skills were some of the necessary assets which enabled her to discharge her managerial duties.

Participant 3 was the most accomplished in terms of the level of education.

“I have a Bachelor’s Degree in Education in Physical Education and a Sports Science diploma. Now I’m doing an Advanced Management Program, which is a bridging course for my MBA. You realise that when you study Physical Education, there’s a module for football where you do Administration and Management of Football Coaching and Management of Football. I also have a Level 2 of the PSL coaching certificate. I have a B license for FIFA, and all of those coaching qualifications assist me in making sure that the teams are good in coaching and administration.”

Most of Participant 4’s qualifications were much more helpful in enabling him to deal with technical issues rather than Administration issues. Since Participant 2 was pursuing an advanced management program, this was most relevant towards allowing him to handle managerial matters and topics of an administrative nature.

Participant 8 accomplished a lot regarding technical qualifications, sports administration and sports leadership courses.

Participant 8 had both the technical and managerial qualifications.

“I did a Sports administration course in 2010. It was a short two-week course which the Department of Sports organised. I also did a few short classes - one called the Sports Leader - a short course dealing with organizing and leading events and managing projects. I also did a couple of coaching courses.

Participant 8 was able to articulate what the courses he completed were and their usefulness towards helping him fulfil his managerial role within the team. As a sign of encouragement, all the

participants appeared keen to acquire more knowledge, skills, education and experience to benefit their clubs and community. None of the participants ever suggested the insignificance of schooling.

Moreover, more often than not, the names of both PSL and FIFA were mentioned as some of the organizations behind the skills and knowledge the participants acquired thus far. One participant had no formal qualifications for his managerial role and said he was embarrassed. Moreover, most qualifications ranged from coaching and first aid courses, which were more technical and had nothing to do with the manager's propensity to handle administrative matters.

This discovery indicates the manager's ineptitude to carry out administrative planning processes effectively. Some participants were still hoping to improve their education levels and believed this move was critical towards advancing the administrative planning processes of their respective clubs. There is little evidence that suggests that the participant's level of education and industry experience impacted the carrying out of their administrative planning processes. As for administrative education, it was clear that most participants confused the operational and technical issues with administrative matters.

4. 2 Maladministration Factors for Successful Soccer Development.

This part was based on several themes. The findings revealed different factors that led to the maladministration of successful soccer in Zimbabwe. Some aspects were in line with the literature review and compared in the findings' discussion. The following were the findings obtained from the field during research.

4.2.1 The Administration and Soccer Planning Exercise

This section began with the participants in the study. In this section, the participants expressed their views on how planning affects soccer development in Zimbabwe. Each participant had something to share, which was presented below. Participants were divided into logistical and content-related information. The information was later tabulated in Table 4.2, which acted as an instrumental in the reflectivity of the study in terms of providing a broader picture of the type of circumstances under which the researcher functioned. Moreover, the process of identifying common issues that lead the researcher to collate them into specific themes is justified. It further provided some indication of how content analysis was conducted.

Table 4.1 Frequency and number of attendees at administration sessions

Participant	Number occasions per year/ month/week	Stated attendees
C1	2 times per week	Management team (including the participant) and coaching staff
C2	Daily	Not clearly stated
C3	Daily	Not clearly stated
C4	Once a week	Managing director (the participant), coaching staff and the board.
C5	2 times a month	Football manager, team manager (the participant), logistics manager and coaching staff
C6	4 times a year	Football manager (the participant), 2 x team managers and coaching staff
C7	Once a week	CEO/manager (participant), management team and coaching staff
C8	Once a year	Management team (including the participant), coaching staff and the board.

C = stands for Football Club in Zimbabwe PSL

Source: Author's compilation (2022)

The table above lists the administrative sessions that the club manager and their colleagues attended. Club 2 (& 3) indicated that they spent the most time on administrative sessions, which took place daily. This, however, appeared to be unrealistic. The researcher believed this appeared impractical, given the number of days available to do work per year.

On the other end, Club 8 was relatively the least active in holding administrative sessions, each recording one session per annum. The latter were closely followed by Participants 1 and 6, with two and four sessions each, respectively. It is to be noted that the researcher needed to have prescribed guidelines for how frequently the administrative planning session should be held, particularly by soccer clubs.

The findings regarding the number of attendees per session were inconclusive, given that most participants felt they needed to state this categorically. Noteworthy, though, is that more than half of the participants made inferences that their administrative sessions and decisions involved more than three persons. It was also unclear who the decision makers were and what the attendees' capacities were regarding executive management, administrators, the board, the technical team or volunteers. Perhaps these managers may have misinterpreted and thereby confused administrative sessions with team talks and other sessions of an operational nature. For instance, Participant 5 demonstrated misinterpreting which issues were administrative.

“How it works is that we have a full-on season plan, and now and then, or should I say daily, one needs to revisit. Fortunately, I sit by myself and rarely get to sit with my superiors to discuss. But now, I can safely say that one sits and thinks about how to make ends meet in this club daily.”

Participant 3 mentioned the involvement of the board during the administrative planning sessions.

“There are coaches, the management team, and the board of directors.”

Participant 8 also indicated the use of the board.

“They also engage our local football association to say, being the governing body, how can they help ensure that we fall in line with what is required from a football club. That board helps us manage and guide the club to align with our main objectives and goals. And then we have the club's management, which runs the club.”

Participant 5 is one of the few who indicated that the people are involved in the administrative planning sessions.

“We have the head of sports that helps us with our planning. Also, when we plan, we must report to him to ensure we are on the right line. We have two coaches: the head coach and the assistant coach. We have me, the manager. And we also have a logistics manager who normally looks after the kit.”

Nonetheless, some data provided valuable indications of some administrative activities and the lack thereof from the soccer clubs in question broadly. There seems to be some confusion between

what administration is and what is not since some operational and technical issues were registered by participants as administration matters. Moreover, there needs to be more formalized structures that can address administrative issues. There is an apparent lack of board participation (who could have been more inclined to become involved in administrative matters in most clubs). The above observations are also coupled by the annual or even shorter focus instead of a 3 to 5-year focus, which is apparent from the literature. All the mentioned issues raise questions regarding the participants' perceptions of the administrative planning process.

4.2.2 Themes linked to the research objectives

This section was developed due to what the researcher observed during first-level coding. The first-level coding sets the tone for the second-level coding, thus the basis from which the themes were developed. Consequently, this second-level coding served to address the various themes linked to the study's objectives. The themes are further divided into sub-themes. These themes and sub-themes are derived from codes which participants provide. The codes were highlighted with due regard to the research objectives.

The common themes noteworthy during the second-level coding analysis were clubs' involvement in the soccer planning processes, perceptions about the administration of planning processes, and the value attached to the process. A hermeneutic approach was used to holistically interpret and thereby seek to understand the meaning of data within the study context.

4.2.2.1 The involvement of clubs in the administration of soccer planning processes

This section delves into the involvement and roles of various individuals in the administration of soccer planning processes within soccer clubs, specifically focusing on the Premier Soccer League (PSL) clubs of Zimbabwe. The research aimed to answer the questions of who participates and how they contribute to these planning processes. The participants involved in this theme encompassed a range of stakeholders, including club chairpersons, managers, coaches, and administrative staff. Their involvement was multifaceted, with club chairpersons providing strategic direction and overarching vision, managers overseeing day-to-day operations and decision-making, coaches contributing to player development and tactical planning, and administrative staff managing logistical and financial aspects. Each participant played a crucial

role in shaping and executing the administration planning processes, contributing their expertise and perspectives to ensure the effective functioning of the soccer clubs within the PSL.

4.2.2.2 Members Involved in the Administration Planning Process and Number of Planning Sessions.

While it is widely acknowledged that there were challenges in terms of administration implementation due to the gap between the executors and administrators. This was a probable response in that most such participants were full-time employees of the soccer clubs. The “hands-on” approach was a good thing for the soccer club manager to have, however this does not necessarily mean that these managers spent sufficient time on administration planning issues. Participant 1 indicated that he was in the full-time service of his soccer club. When asked about his level of involvement in the administration planning processes of his soccer club, this is what he had to say:

“Every day, I am working with coaches and players. Coaching the players.”

Participant 1 is the link between the management team, coaches and players. Also similar to what Participant 1 indicated, Participant 6 quickly mentioned his hands-on approach in the service of his club.

“I am hands-on. Every day I am there. Every time, even when players need me, they know where to find me and contact me. Every player has my number.”

Participant 3 also seemed to be involved in his club activities daily. What needs to be clarified is which activities he was involved in and whether these were part of the administration planning processes.

Participant 8 indicated an everyday involvement with his club.

“I am hands-on in the day-to-day running of the club.”

It can be acknowledged that some participants may need to think about the future before going about their daily activities.

It is, however, an encouraging sign to have hands-on managers since administration is often hampered by poor execution due to the lack of initial involvement of participants.

In this instance, the researcher considered participants' time to attend to their administration planning processes. The degree of involvement in a particular course of action is often proportionate to one's interest in an organization. For instance, about the time allocated for administration sessions, Participant 1 was quoted as follows:

“Because sometimes you don't like to get enough time. Sometimes, we can say four months because once we plan something, we don't even often have many meetings. We like to have once a month for planning.”

Participants claimed to have little time set aside for administration sessions. This is despite having indicated that they have hands-on involvement in the clubs' issues. Thus, it is possible that the significant part of their involvements is somewhat operational and technical, and more focus should be given to administration issues.

This is consistent with various research studies by Jansen van Ransburg, (et al., 2013). Moreover, Alm (2013) alludes to many instances where governance and administration come together regarding time allocated to deal with administration issues and where accountability for such administration issues is required (during the administration evaluation stage). This challenge was particularly highlighted in the corporate context; however, this also is applicable in sports organizations such as soccer clubs.

Regarding administration sessions, Participant 5 was quoted as follows:

“We meet once a quarter to discuss the annual plan. Every Friday, we meet to check how far we are with activity reports on what we are doing and the challenges. So we meet four (4) times a year, but make sure to meet every Friday or every second week to check the progress reports. So, we meet as a sports team and individually with managers discussing administration issues”.

This indicates some relatively reasonable time given to administration issues. However, some participants only managed to hold administration sessions once a year.

Even though this was less regular, it can only be concluded if that could be deemed effective. However, since this study is not about measuring effectiveness, this cannot be considered a major concern on the participants' part.

For example, Participant 8, when asked about the frequency of their administration sessions, was quoted as follows:

“We do have an Annual General Meeting (AGM) that takes place at the beginning of the year so that we can go through the plans for the year. We also have monthly meetings for the committee to deal with short-term issues that always arise. It depends now on our meeting type because an AGM includes everyone involved in the club. And then you divide, say, every week, a technical meeting where coaches meet to discuss coaching issues. You also have time to deal with stakeholder meetings where we meet with the parents and football authorities to resolve other issues. So there are different gatherings that we have. Sometimes, we have workshops where we educate ourselves to say this is what we’ve seen happen in other areas and how we can incorporate it within our place.”

In this section, it became apparent that many of the participants merely focused on the day-to-day issues even though these were registered as administrative. Very few participants concentrate on the 3 to 5-year term in terms of their planning processes and planning cycles. Of note, some participants seem to plan for one year while utilising their interim tactical sessions to keep track of progress. Barrows (2009) also warns of clearly setting apart time allocated to administration matters instead of the time required for day-to-day activities.

Moreover, it could have been more apparent to ascertain which people were involved in these administration sessions. The following section considers the few instances where those involved in administration sessions were indicated.

4.2.2.3 The Involvement of Participants in Administration Planning Processes.

Participants also explained how they are involved and whom they are involved in sessions or meetings of an administrative nature. The managers indicated that they frequently engaged in these administration sessions with their colleagues and, in some instances, categorically stated the number of persons involved. The frequency of such sessions ranged from once a year, which needed to be improved, to daily, which appeared to be unrealistic.

As already alluded to, most clubs' managers assumed multiple roles, which were operational, administrative and technical. Participant 4 was one of the few who could indicate the management structure and is also involved in the administrative planning process of his soccer football club.

Participant 4 mentioned the following:

“We have a structure that runs the team, so we set up our management committee where we have the club chairperson and deputy. We have a secretary who deals with paperwork and secretarial issues. We have the treasurer who leads the finance committee. We have the team manager that manages the whole team.”

The above, as well as other participants, shared their experiences in terms of their sessions being administrative in nature. Of interest is how some of the participants mentioned how little time they had to spend on administrative sessions. This aligns with the literature that little time is dedicated to administrative that focuses on the administrative planning processes for non-profit organizations (Nieboer, 2011).

Only a few of the participants appeared knowledgeable and relevant in dealing with administrative issues. One of these participants was Participant 1.

“We meet once a quarter to discuss the annual plan. Every Friday, we meet to check how far we are with activity reports on what we are doing and the challenges. So, we meet four times a year, but we make sure that we meet every Friday or every second week to check the progress reports. So, we meet as sports and individually with managers discussing administrative issues.”

Participant 2 separated what was administration and what was not.

4.2.3 Participants' perceptions about the administrative planning process

There appeared to be some uncertainties regarding operational, tactical and administrative activities. For instance, a weekly meeting to discuss the soccer match fixtures and the logistics thereof, the team talk between players and the coach, and the annual planning meeting by management often appeared to be of administrative importance to some participants. While all

these activities are indispensable and integral to the aspiration of the clubs, not all of them are administrative in nature.

The participants often accentuated their perceptions about changes within their internal and external environments. Moreover, it seemed as if some participants regarded these environmental changes as either challenges and threats or strides and opportunities for their clubs. It was not entirely clear how they perceived the resilience of their administrative planning processes in the face of environmental changes and challenges, or of the impact of environmental changes on their administrative planning activities.

Naturally, perceptions of administrative planning differ. With that in mind, when seeking to understand the perceptions of soccer club managers regarding the administrative planning processes of their respective clubs the following were the sub-themes which were highlighted:

4.2.3.1 The environmental (both internal & external) changes observed

The reflection of the environment can be deemed as one of the major steps in all administrative planning processes of an organization. This sets the tone for a market-relevant response to the organization's opportunities and threats in relation to its strengths and identified weaknesses (Tafti, Jahani & Emami, 2012). In light of these, when the participants were asked what the major changes observed during their tenure were, this is what Participant 7 had to say:

“In terms of resources, I should think that they have dwindled from what we [name omitted to protect identity] used to be known for, to what it is today. Resource wise, we are scraping.”

Participant 8 had this answer:

“Nothing much has changed because we're always faced with challenges with regards to Zimbabwe PSL delaying kick-offs because they don't address challenges the team has or had in the previous season, so you find delays because the club won't start the league without having answers to challenges they had the previous season.”

Participant 6 experienced negative changes regarding dwindling resources, whereas Participant 8 did not experience any changes, although he had anticipated some form of improved

administration of the soccer league. Both these scenarios point to negativity within their respective clubs and may pose undesirable future threats for the respective clubs.

In this section, the imperative for soccer clubs to be able to manage their internal environment efficiently became apparent. Parallel to that is the need to mitigate challenges, changes, and threats that may emerge from external environments. These two requirements are only possible if soccer club managers are knowledgeable about the dynamics of both the internal and external environments, as such knowledge or lack thereof may affect how soccer clubs undertake their administrative planning processes.

4.2.3.2 Potential improvement proposed

The proposal for potential improvements may stem from administrative evaluation reports that have been generated (Hrebinaik, 2016). This administration evaluation process, however, may only sometimes take place if the level of commitment is misplaced. It is thus why Barrows (2009) warns about the danger of frequently rescheduling or dropping administrative sessions from the business calendar. In light of the proposal of potential improvements, when asked what they think can be done to improve their administration management process, this is what some participants had to say:

Participant 6 advocated for the involvement of knowledgeable people who can run Zimbabwe soccer associations. This suggests the scarcity of such people.

“I think we need to do more first to make the powers that we understand the activities of football and football as a business.

We also have to involve more students, especially those in their final years, to get as much knowledge as possible and to make sure that we come up with events that will expose the realities of the industry because textbooks alone don’t suffice.”

Participant 8 emphasised the need for education for those running the soccer clubs and pleaded for assistance from the major stakeholders.

“Most importantly, it’s to acquire the right knowledge because one of the problems I’ve noticed is that we run clubs without the proper knowledge of how to do that.

And if we can be able to get that form of assistance in terms of educating people on how to run clubs.”

Participant 3 focused on his clubs' efforts to see improvements.

“Telepathy and more training to the team”

Participant 3 joked about telepathy, which refers to reading the minds of others and the need for his club to train harder to realise some improvements.

The proposed improvements of the participants' administrative planning processes required efforts from internal and external stakeholders to be realised. This is consistent with Hassan (2010) and the King Committee on Corporate Governance (2009) regarding stakeholder involvement and their efforts in the administrative planning processes.

4.2.3.3 Success in administrative planning

The management may need to reflect on the organization's administrative success, according to Perkins et al. (2005), and thereby seek to build on positive points that have been identified.

In light of positive points, participants were asked what they considered to be working well and what they were proud of regarding their administrative management process.

When explaining the administrative success of his club, Participant 6 indicated the following:

“What I'm proud of is our team has produced good players. The first Zimbabwean national team to win the COSAFA Cup, if you remember, Zimbabwe was most successful with six titles. We had three players [Names omitted to protect identity] there they came straight from us. So they managed to play for the national team and win all the cups.”

4.2.4 Key challenges faced by the administrative planning process

Some critical challenges to the administrative planning process may also be linked to the organisation's weaknesses in responding to environmental conditions (Trainer, 2014). Honest and accurate introspection is required if a solution to administration challenges is to be found. Participants were also asked what their crucial administration challenges were, and this is what some had to say:

Participant 1 was concerned about funding.

“The challenge is funding. We don’t have funding, we know, because it’s not nice for a kid to go to the ground from 9 am with no food. That’s the main thing that keeps me awake.”

This indicated a concerned participant who was desperate to find a solution to the problem at hand.

Participant 7 was more concerned about the challenge of realising the set goals.

“One would say that realizing one’s dream is realising the overall vision of the team or the club. You know, one’s dream or vision personally gives one joy to influence change in another human being’s life selflessly. The boys I have identified don’t only want to come to the fold for financial gain.”

At the heart of the challenges to the administrative planning process was a need for clear-cut solutions by these clubs. This reality hindered the administrative planning processes from yielding the desired fruits.

4.3 Mitigating Measures against Maladministration In Zimbabwe

This section involved some measures that soccer could implement to improve soccer in Zimbabwe. The section was divided into different sub-titles based on objective number three. The findings from the participants were presented as follows.

4.3.1 Administrative Direction Tools

According to literature, administrative direction involves the vision, mission and administrative intent. While this was not entirely required, some participants were keen to disclose their vision, mission and long-term goals and how they planned to realise them.

For instance, Participant 7 took time to outline the vision of his club as follows:

“But our vision is educating, raising a child aware of the surroundings. “.

Participant 4 mentioned categorically which administrative planning process components his soccer club utilized.

“The vision of the team, the mission, long-term goals.”

For example, Participant 7 categorically demonstrated the achievement of the club's vision through the long-term goals of youth development, which produced top-class players and benefitted both the club and the Zimbabwe national team.

“From 2015, we had a vision for 2021. By that time, we told ourselves that we needed to reach that point and that we'd have Grassroots properly run. We have the following football age groups: under 13, 15, 17, 19, and 21. We'll be also having a first team that will be playing in PSL. We'll be having legends that played at PSL before because now we have players from Grassroots and our development playing at PSL. We have about 3 of them.”

While the latter specifics do not supersede details regarding the soccer clubs' administrative planning process components, they provided the researcher with an indication of how well the managers could interpret their clubs' respective administrative planning process components, particularly the vision, mission and long-term goals.

4.3.2 Long-term goals

As a sub-theme, the long-term goals enjoyed the highest mention of all the administrative planning process components. However, it was clarified if some participants were referring to long-term goals regarding their long-term nature of 3 to five years. For instance, Participant 5 needed to be more apparent when explaining the long-term goals of her soccer club.

“I work with short-term most of my time because it helps me plan every week. But I also look at the long-term, where we want to head, and our vision for the team is.”

This provided more questions than answers. On the other end, Participant 6 was able to extricate and also provided a link between the mission and vision statements and the administrative objectives of his soccer club.

This participant accentuated the club's future targets while also attempting to divulge the process of attaining such.

Participant 6 explained his understanding of the long-term goals.

“And you do have your vision, which is the bigger picture. At the end of the day, what do you want to achieve on a bigger scale? And then when you set up your goals, your vision will now guide how you set up your goals.”

The next section will include more on his quotations to that effect.

In this section, the various administrative planning process components were considered. Noteworthy, the administrative direction component, its tools, and long-term goals were predominantly mentioned. This is taking into account all the interviews with all 8 participants. The following table indicates the word and phrase count according to the administrative direction tools and the long-term goals.

4.2.3 The Relationship between administrative Direction Tools and the long-term goals

This relationship between the administrative direction and long-term goals is outlined in Table 4.2 and explained below.

Table 4.2: Summary of word and phrase count relating to administrative planning process components

Component	Vision	Mission	administrative intent	Long term goals/objectives	administrative choice(s)
Number of words/phrases	45	5	0	46	0
Comments	This was the second most popular word appearing.	This was the word that appeared the second least number of times.	No such word appeared in the discussions.	This include the word “long” as well as objectives	Nothing was indicated regarding this matter.

Source: Author’s own compilation (2022)

Despite administrative direction tools dominating the interview conversations, no participant alluded to administrative intent as a tool they utilize or consider.

When asked about their administrative planning process components, both the vision statement and long-term goals were the main items of discussion. Some participants went on to share their clubs' visions and long-term goals in some detail. It should be appreciated though, that the focus of their deliberations and the subsequent analysis thereof ought to rather be on process and not content. While not all the quotations indicated issues of an administrative in nature, they nonetheless provided a good indication of the participants' understanding of their administrative trajectory. The following participants explained their administrative direction and long-term goals:

Participant 6 mentioned the alignment of the vision and mission (administrative direction components) with those of the mother body which his soccer club is affiliated with.

“I think what we have done since I came here is to align the mission and the vision of the organization which the club is affiliated to [identity removed to ensure confidentiality] to the general core business of the [identity removed to ensure confidentiality]. So whatever that we do must be in line with the business models of the company and what the company wants to do. For example, we don't operate in isolation. We operate in conjunction with marketing so our events are known, and as a football major, I have my own visions, but I also try to align them with the core business of the organization to which the club is affiliated [identity removed to ensure confidentiality].”

Participant 7 further referred to their vision which is part of administrative direction components.

“But our vision is educating, raising a child that is aware of the surroundings.”

Participant 7 mentioned both the vision and long-term goal and how these two components are related. His articulation was much more comprehensive than those of the rest of the participants.

“We obviously do have goals: administrative goals, which you divide into a short term, medium term and long term goal. And you do have your vision which is the bigger picture. Which is at the end of the day, what do you want to achieve on a bigger scale? And then when you set up your goals, your vision will now guide how

you set up your goals. So maybe you'll say this year, this is our goal, in the two years this is what we need to do. So it grows into a bigger thing which is your vision. To say maybe, you want to be the best team in the province after so much time. And those small goals that we have become the small steps that you take in achieving your vision. Or they become the map that guides to what you want to achieve on a long term basis."

In this instance, the vision and long-term goal were conspicuously articulated. However, the administrative planning processes towards attaining such, was unclear. It is imperative for participants to express the administrative planning processes components of their clubs.

Participant 8 mentioned the vision, a mission, short-term, long-term, and medium-term goals and how these elements relate with one another within his soccer club.

"Like any other organization, we have a vision, a mission, short term, long-term, medium-term goals. Those are the guiding factors for us to be able to realize the ultimate vision. Short term, like I said, we have cycles of five games and in every five games the minimum that we need to get is about 10 points. If we do well we get 15. If we've say we've done medium, around 12 points. It's a good standard that we set for ourselves, unlike putting a rope around our neck and say out of every five games that we play we need to get 15 points."

Participant 8 did not clearly separate the mission, short-term, long-term and medium-term goals of his club. To his credit, some of his club's short-term goals were clearly expressed through the number of points they need to have achieved at a given point in a season. This is done to ensure that the club can remain in their soccer league.

When dealing with the administrative planning process components, particularly the administrative direction and long-term goals, participants were enthused to share them with the researcher. They appeared assertive in what they wanted to achieve in future. The terms vision, mission and long-term goals were in their vocabulary.

4.3.4 Transparency and Accountability

Respondent further brought suggestions about transparency and accountability. The following were revealed.

Participant 10 revealed:

“To me, I think transparency can be improved by regularly disclosing financial reports and decisions to the public. Implementing an independent oversight body can ensure accountability and investigate potential corruption. Further, establishing a code of conduct for soccer management, outlining ethical standards and consequences for non-compliance is crucial. This will foster a culture of integrity and deter maladministration practices.”

Participant 16 added his voice and mentioned;

Engaging in regular audits of soccer management operations can enhance transparency. Providing clear communication channels for stakeholders to raise concerns will contribute to overall accountability.

In terms of measures to be implemented to ensure merit-based recruitment and promotion within soccer management, reducing the influence of cronyism and nepotism, the participants revealed the following;

The soccer team needs to Institute a standardized, competitive recruitment process based on qualifications and merit is essential. This ensures that individuals are selected for their skills and dedication to the sport. In fact, implementing a transparent system for promotions, where achievements and qualifications are the primary criteria, can help eradicate cronyism. Regularly reviewing and updating these processes will maintain fairness. Aaaaah in fact, there is a need to provide training programs on fair recruitment practices, and creating awareness about the detrimental effects of cronyism can help instil a culture of meritocracy within soccer management.”

Participants were further asked how soccer management in Zimbabwe can build robust institutions and systems to promote efficiency, effectiveness, and accountability. Participant 23 had to say this;

“I think investing in modern technologies and streamlining bureaucratic processes can enhance efficiency. Regular evaluations and audits will identify areas for improvement, ensuring continuous development. Also, establishing performance-based management systems will create accountability. Strengthening internal controls and regularly assessing the effectiveness of governance structures contribute to overall institutional robustness. In this 21st century, it is important to encourage collaboration with international soccer management bodies to provide insights into global best practices. This cross-cultural exchange can help Zimbabwean soccer institutions adopt efficient and effective systems.”

The participants were also asked how citizen empowerment and engagement can be promoted to ensure a more participatory governance in soccer management. There respondents were similar ad one participants 48 mentioned;

That question is interesting, according to my thought, there is need to conduct regular town hall meetings and public consultations to allows citizens to voice their concerns. Establishing online platforms for feedback ensures accessibility and inclusivity in decision-making. In fact, creating awareness campaigns to inform citizens about their rights and the importance of their involvement in soccer governance is crucial. Actively seeking public input in decision-making processes fosters a sense of ownership. Implementing mechanisms for citizens to directly engage with soccer management through surveys and feedback forms encourages active participation. This inclusivity can strengthen the bond between the community and the soccer institution.

4.4 Other Related Themes Which Emerged from the Analysis

There are other themes which emerged during the content analysis and the interview guide. These themes were not necessarily directly in line with the research objectives, but they are in many ways linked to those themes which addressed the research objectives. While various researchers can choose other themes, this depends on their paradigm and how they view the world they live in (Eriksson & Kovalainen, 2008). The researcher’s paradigm enabled him to arrive at these

additional themes, as these were related to the administrative planning process, even though they did not directly respond to the research questions of this study. For example, in this study, three more themes emerged very strongly and will also be highlighted, as they may have an effect on the administrative planning processes of soccer clubs. These are managerial experience and qualifications. In no specific order of significance, these are discussed below.

4.4.1 Principles of Incentives and Commitment

With accountability, fairness and transparency in mind, the King III Report further provide guidelines for the remunerations and incentives of top and other managers (King Committee on Corporate Governance, 2009).

Moreover, an inclusive approach is recommended when decisions of a s administrative in nature are taken. The incentives for managers of soccer clubs in Zimbabwe left a lot to be desired. Contrary to popular beliefs, poor incentives had no negative effect on the commitment of the managers of the soccer clubs. The participants discussed at length their commitment to their clubs and their passion for the “beautiful game” of soccer.

When discussing agency, managerial hegemony and stewardship theories, researchers argue that the extent of involvement in the administrative process and the overall day to day operations of the organization are considered (Hoye & Cuskelly, 2007). These theories also infer about the minimum expectations which business stakeholders have about each other. For instance, Miller-Millesen, (2003) alludes to Stewardship theory, where managers are stewards who are motivated to act not out of self-interest but in the best interests of their principals. This is parallel with the self-less contributions which some of these soccer club managers give without receiving payment for their efforts.

In this study, it became apparent that each soccer club dealt with this matter differently. Table 4.4.1 provides a summary of the incentives and commitment of the participants.

Table 4.3: Summary of incentives and commitment of participants

Participant	Incentive	Full time manager	Comment (if applicable)
1	No	Yes	There is no incentive received
2	No	Yes	There is no incentive received
3	No	Yes	There is no incentive received
4	Yes	No	Telephone allowance and study bursary.
5	Yes	Yes	Stipend
6	No	Yes	There is no incentive received
7	No	Yes	There is no incentive received
8	No	Yes	There is no incentive received

Source: Author’s own compilation (2022)

4 out of 60 participants indicated that they employ a “hands-on approach” when it comes to the administrative planning processes and other issues of a managerial nature. And yet, only two out of 8 participants mentioned that they receive payment for their services. The other two of the participants do their managerial duties on a voluntary basis and without any payment.

This often tests the degree of one’s interest in an organization (Hassan, 2010). When asked about his involvement in the day-to-day running of the organization, this is what Participant 8 had to say:

“I’m hands-on. Each and every day, I’m there. Every time, even when players need me, they know where to find me and contact me. Every player has my number.”

Still on the same question regarding incentives, Participant 4 mentioned the following:

“I’m involved a lot. Like I deal with 80% of the team’s needs so every day I have to make sure I’m updated with what’s happening. Even when I’m writing [examinations] I have to make sure that I’m up to date and that everything has been done. The players I have to ask them what their challenges are for the week.”

As alluded to earlier, only five out of 4 participants confirmed that they receive incentives for their efforts. These incentives range from a stipend, a performance bonus, a telephone allowance. When asked if management is paid for their services, this is what some participants had to say:

Participant(s) 2:

“No”

This is despite having been involved in the management of soccer for over five years. However, Participant 4 had a different experience as he received some form of incentive which enabled her to carry out her duties with little resource frustrations.

Participant 5:

“No, we are not paid, but I do get a reward. That’s what keeps me motivated and working with my players; they motivate me on a daily basis. Sometimes - monthly, they give me something towards my fuel and airtime so that I can call players. I’m also able to call the coach if I need something.”

Participant 6, on the other hand, operated in an environment where monetary incentives existed. Participants in the study showed a strong commitment to their roles in soccer clubs despite varying levels of incentives, with some receiving ad-hoc payments. There was a unanimous desire for improved facilities and administration, suggesting a deep passion for the game. However, the sustainability of administrative processes without adequate incentives is questionable.

4.5 Summary of the Chapter

In this chapter the researcher reported on the findings regarding the administrative planning processes employed by the Zimbabwe PSL clubs within. The background information on soccer in Zimbabwe revealed a varied level of managerial experience and qualifications among individuals responsible for PSL soccer clubs. While some participants possess significant industry experience and relevant qualifications, others lack formal education for their managerial roles. Table 4.1 highlighted a range of participants' experiences and qualifications, with Participant 8 standing out as the most accomplished. Concerns arise about the lack of formal qualifications for some managers and their focus on technical rather than administrative aspects. Moving to maladministration factors, Table 4.2 presented insights into the frequency and attendees of administrative planning sessions, revealing inconsistencies and potential confusion about administrative responsibilities among participants. The research delves into themes related to soccer club administration in Zimbabwe, exploring participants' involvement, perceptions, and

challenges in the administrative planning process. Notable findings include a lack of clear distinction between operational and administrative tasks, with some participants focusing more on day-to-day issues. Hands-on involvement is emphasized, but the frequency of formal administrative sessions varies. Environmental changes, proposed improvements, and successes are discussed, highlighting funding challenges and the pursuit of goals. Overall, the study underscores the need for better clarity, strategic focus, and stakeholder collaboration to enhance the effectiveness of administrative planning processes in Zimbabwean PSL soccer clubs.

In this section of the research, measures to mitigate maladministration in Zimbabwean soccer were explored, focusing on administrative direction tools and long-term goals. Participants emphasized the importance of articulating visions, missions, and long-term objectives. Long-term goals received significant attention, although some participants lacked clarity on the term's specific timeframe. The relationship between administrative direction tools and long-term goals was analyzed, revealing a predominant focus on vision and long-term objectives. Transparency and accountability suggestions included regular financial reporting, independent oversight bodies, and codes of conduct. Additionally, the discussion touched on merit-based recruitment, promotion, and citizen engagement. The analysis uncovered themes beyond the research objectives, such as managerial incentives and commitment, revealing that not all participants receive monetary rewards. The link between incentives and commitment remains unclear, with managers expressing unwavering dedication to soccer despite limited rewards. The findings highlight the need for sustainable managerial incentives and further research on their impact on administrative planning processes.

The findings thereof proved the significant to the body of knowledge in that there was no evidence to suggest that a similar study in Zimbabwe was ever conducted in this context before. Most of the studies in administrative planning were in corporate context. This thus opens up a new window of opportunities to explore sports organizations as far as administrative planning processes are concerned. In the next chapter the researcher summarized the findings and thereby make conclusions and recommendations.

CHAPTER FIVE: DATA DISCUSSION AND ANALYSIS

5.0 Overview

This chapter served the purpose of interpreting the findings in an attempt to compare them to the research objectives, as well as the literature which was covered. The status quo for Zimbabwe Premier Soccer League clubs in terms of their strategic planning process was discussed so as to allow the researcher to make meaningful conclusions. The findings were compared with what the literature suggested, and in so doing, the gaps between the findings and literature were established. These gaps further enabled the researcher to make relevant recommendations. The recommendations thereof were stakeholder-specific, with soccer clubs as the key intended targets. The chapter was concluded by considering the limitations encountered throughout its undertaking, as well as the contribution of this study to the body of knowledge.

5.1 Soccer Background in Zimbabwe: An Overview

The findings regarding managerial experience and qualifications in Zimbabwean soccer administration align with the literature on the importance of competent leadership in sports organizations. The participants exhibited a range of managerial experiences, with varying years of service in their respective clubs. The diversity in industry experience and qualifications among the participants reflects the multifaceted nature of soccer administration. While some participants possessed significant industry experience, others had limited exposure, emphasizing the need for a balance between experience and educational qualifications (Hoye & Cuskelly, 2007). The lack of formal qualifications in some participants, as highlighted in the findings, echoes the literature's emphasis on the value of education in sports management (Chalip, 2006). The study also noted a participant's acknowledgement of the importance of formal education, highlighting a potential shift towards recognizing the significance of managerial qualifications in soccer administration.

The literature on historical maladministration in Zimbabwean soccer provides context for understanding the participants' emphasis on education and training. The historical challenges, as outlined in the literature, have contributed to the recognition of the need for competent and educated leaders. Scholars have emphasized the detrimental effects of corruption and mismanagement on the development of soccer in Zimbabwe (Chiweshe, 2018; Moyo & Phulu, 2021). The findings suggest a positive trend with participants expressing a willingness to enhance their knowledge and skills, possibly as a response to the historical issues in soccer administration.

However, the study also reveals a participant with no formal qualifications expressing embarrassment, highlighting the existing gaps in education and training that may hinder effective administrative planning (Chalip, 2006).

The literature discussing historical maladministration in Zimbabwean soccer sheds light on the impact of political interference and lack of transparency, aligning with the findings. The influence of political figures, as mentioned in the literature, compromised the integrity of the sport, and participants in the study acknowledged the challenges posed by external influences (Mukonza, 2013). As mentioned in the literature, the appointment of interim committees and efforts to combat corruption aligns with the participants' suggestions for transparency and accountability measures, including financial reporting and independent oversight bodies (Chiweshe, 2018). The findings emphasise the importance of addressing historical issues and implementing measures to ensure fair and transparent soccer administration.

In analysing the findings on managerial incentives and commitment, the literature on sports governance provides insights into sports organisations' challenges. As indicated in the findings, the lack of clear links between incentives and commitment resonates with the literature highlighting the complexity of motivating individuals in sports management (Hoye & Cuskelly, 2007). While some participants received incentives, others volunteered their services without monetary rewards. The literature emphasises the need for a comprehensive understanding of incentives and their impact on individuals' commitment to sports organisations (Szymanski, 2003). The study reveals a commitment to soccer despite limited rewards, underscoring the participants' passion for the sport (Chalip, 2006).

The literature on historical maladministration in Zimbabwean soccer highlights the adverse effects of financial misappropriation and poor governance on the sport's development. The findings on incentives and commitment align with the literature in emphasizing the potential challenges arising from financial constraints within soccer organizations (Mukonza, 2013). The participants' dedication to their roles, even without significant incentives, suggests a commitment to overcoming historical issues and advancing the administrative planning processes of their clubs. The literature review helps contextualize the participants' experiences within the broader historical and governance challenges in the Zimbabwean soccer administration.

The study applied Institutional Theory to analyze the historical roots and ongoing challenges within soccer administration. The application of Institutional Theory involved examining how institutional pressures, norms, and regulatory frameworks influenced the trajectory of soccer governance in Zimbabwe. The theory provided a framework to understand the impact of governing bodies like FIFA and regulatory standards on administrative practices and decision-making within soccer associations. By exploring coercive, mimetic, and normative isomorphism, the study assessed how external pressures and mimicking successful models shaped organizational behavior and governance structures. Additionally, the study looked at the concept of institutional legitimacy and how soccer associations sought to conform to institutional norms to gain acceptance and support. This application of Institutional Theory facilitated a comprehensive analysis of the historical development of maladministration in Zimbabwean soccer, highlighting the complex interplay between institutions, governance frameworks, and organizational behavior within the context of soccer administration.

5.2 Maladministration Factors for Successful Soccer Development.

The study's findings reveal critical factors contributing to the maladministration of successful soccer development in Zimbabwe. One significant aspect identified is the administration and soccer planning exercise. The study finds that soccer clubs in Zimbabwe vary significantly in the frequency and intensity of their administrative sessions, with some holding daily sessions while others meet only once a year. This inconsistency raises questions about the effectiveness of the planning process within these clubs.

The literature review supports this finding by emphasizing the importance of well-structured administrative processes in soccer development. Transparency International's research (2012) underscores the impact of corruption on the sport's image and investor confidence, highlighting the need for regular and strategic administrative planning. Additionally, the study aligns with the literature by emphasizing the impracticality of daily administrative sessions, emphasizing the importance of distinguishing between operational and administrative issues (Barrows, 2009).

The study also delves into clubs' involvement in the administration of soccer planning processes, revealing a need for more clarity regarding who participates and their roles. Participants expressed uncertainty about the distinction between administrative and operational matters, potentially

hindering effective planning. This aligns with literature emphasizing the need for transparent governance structures and delineation of roles in soccer administration (Petitjean, 2018).

Furthermore, the study explores participants' perceptions about the administrative planning process, uncovering uncertainties and challenges in distinguishing between operational, tactical, and administrative activities. The literature review supports this finding by indicating that soccer clubs often struggle to separate day-to-day activities from long-term administrative planning (Nieboer, 2011). The environmental changes observed by participants in the study are also discussed, with some highlighting dwindling resources and delayed kick-offs in the Zimbabwe PSL. This finding aligns with literature emphasizing the impact of external factors on soccer administration, with financial challenges and governance issues posing significant threats (Guy, 2016).

Regarding potential improvements proposed by participants, the study identifies the need for education and involvement of knowledgeable individuals in running soccer associations. This aligns with the literature suggesting that effective administrative planning requires stakeholder involvement and continuous learning (Hassan, 2010). Participants' reflections on their administrative success reveal proud achievements, such as producing successful players. This aligns with literature suggesting that reflecting on positive points is crucial for building on successes in administrative planning (Perkins et al., 2005). Further, the study identifies key challenges the administrative planning process faces, such as funding issues and difficulties in setting goals. The literature supports these challenges by highlighting the impact of financial mismanagement on soccer development and the need for honest introspection to address administration challenges (Trainer, 2014).

The theory was used to analyze the influence of institutional pressures, governing bodies, and regulatory frameworks on soccer governance practices. By examining how institutions shape organizational behavior and the adoption of administrative practices, the study gained insights into the institutionalization of maladministration. It explored how soccer associations conform to external norms, imitate successful models, and seek legitimacy within the global soccer context, highlighting the complex interplay between institutional forces and administrative decision-making processes. Through this theoretical lens, the study identified patterns of institutional isomorphism, particularly coercive, mimetic, and normative isomorphism, to explain the adoption

of certain administrative practices and the perpetuation of maladministration within the soccer sector in Zimbabwe.

5.3 Mitigating Measures against Maladministration in Zimbabwe

The study's findings highlight the significance of administrative direction tools, particularly the vision, mission, and long-term goals, in enhancing the management of soccer clubs in Zimbabwe. Participant 7, for instance, emphasized the vision of his club, stating, "But our vision is educating and raising a child that is aware of the surroundings." This aligns with the literature on organizational vision, emphasizing the importance of a clear and inspiring vision for guiding an organization's activities (Kotter & Heskett, 1992). Participant 4 also mentioned the vision, mission, and long-term goals as essential components of their administrative planning process, reflecting the understanding that these elements contribute to effective organizational management (Pearce & David, 1987).

Furthermore, the study identified long-term goals as a sub-theme that received significant participant attention. However, there was ambiguity regarding understanding the term "long-term goals" among some participants, as exemplified by Participant 5, who stated, "I work with the short term most of my time." This resonates with the literature on goal-setting theory, which suggests that clear and specific goals lead to better performance (Locke & Latham, 2002). On the contrary, Participant 6 demonstrated a comprehensive understanding of long-term goals, linking them to the mission and vision statements and highlighting the importance of alignment between these components (Simons, 1997). This emphasizes the need for clarity and consistency in goal-setting processes within soccer management.

The study also revealed that administrative direction tools, precisely vision and long-term goals, dominated the discussions among participants. However, as outlined in the literature, the lack of administrative intent raises questions about its consideration in the soccer clubs' planning processes (Kotter, 1996). The participants' focus on vision and long-term goals may indicate a potential gap in addressing administrative intent, which is crucial for providing a strategic direction to the organization (Mintzberg, 1987).

In terms of transparency and accountability, participants suggested measures such as regular disclosure of financial reports, independent oversight bodies, and a code of conduct for soccer

management. These findings align with existing literature emphasizing the role of transparency in mitigating maladministration (Heald, 2006). Participant 16's suggestion of regular audits corresponds with the literature highlighting the importance of auditing in enhancing organizational transparency and accountability (Braiotta Jr et al., 2015). The emphasis on ethical standards and consequences for non-compliance echoes the literature's focus on fostering a culture of ethics and integrity as a crucial mitigating measure against maladministration (Ndakaripa, 2021).

The participants also provided insights into merit-based recruitment and promotion within soccer management, aiming to reduce cronyism and nepotism. This aligns with literature emphasizing cronyism's detrimental effects and meritocracy's importance in public sector organizations (Bardhan, 1997; Heywood, 2011). The suggestion of standardized, competitive recruitment processes is consistent with the literature advocating for fair and transparent recruitment practices to ensure the selection of qualified individuals (Bardhan, 1997; Lewis, 2008).

Participants highlighted the importance of modern technologies, streamlining bureaucratic processes, and performance-based management systems in building robust institutions and systems. These findings align with literature emphasizing the role of technology, efficient processes, and performance-based approaches in enhancing organizational effectiveness and accountability (Ndakaripa, 2021; Weimer & Vining, 2017).

The participants also addressed Citizen Empowerment and engagement, emphasizing the need for regular town hall meetings, public consultations, and online platforms for feedback. These suggestions align with literature emphasizing the importance of citizen engagement in promoting participatory governance and holding public institutions accountable (Bovens, 2007; Nabatchi et al., 2012). The mention of awareness campaigns and mechanisms for citizens to engage directly corresponds with literature highlighting the significance of informed and active citizenry in mitigating maladministration (Mulgan, 2000; Stewart, 2006).

The study's unique contribution is the need for a clear link between incentives and commitment among soccer club managers. Despite half of the participants not receiving significant monetary incentives, their unwavering dedication and passion for the sport remained evident. This finding challenges traditional assumptions in the literature that higher remuneration correlates with increased commitment (Hassan, 2010). Regardless of financial incentives, the study participants'

dedication to their administrative roles suggests a complex interplay of factors, including personal passion and a sense of duty to their clubs.

The study on this theme applied Institutional Theory as a guiding framework to understand the influence of institutional structures, governing bodies, and regulatory frameworks on soccer governance practices. The theory helped analyze how external institutional pressures, such as those from FIFA and national soccer associations, shaped the administrative processes and decision-making within Zimbabwean soccer clubs. By examining the impact of institutional norms, regulations, and mimetic isomorphism on organizational behavior, the study gained insights into the historical roots of maladministration and its perpetuation within the soccer governance context. Through this lens, the research explored the complex dynamics between institutional pressures and organizational responses, shedding light on the institutionalization of maladministration practices over time within the Zimbabwean soccer landscape.

5.5 Summary of the Chapter

Chapter Five provides a comprehensive discussion and analysis of the research findings about the research objectives and the existing literature. The study explored various aspects of soccer administration in Zimbabwe, focusing on managerial experience, qualifications, and incentives. The findings align with the literature on corporate governance, emphasising the importance of competent leadership and transparent, accountable practices in sports organisations. The discussion on maladministration factors in successful soccer development identifies crucial issues in administrative planning processes, shedding light on inconsistencies, uncertainties, and challenges soccer clubs face. This aligns with existing literature highlighting the impact of corruption, mismanagement, and external factors on soccer development in Zimbabwe. The mitigation measures against maladministration reveal participants' insights into the significance of administrative direction tools, transparency, accountability, and citizen engagement. These findings align with established literature emphasising the need for clear vision, long-term goals, ethical standards, and citizen involvement in fostering effective soccer management. The chapter concludes with a reflection on the study's limitations and its contribution to the body of knowledge. Overall, the research contributes valuable insights into the complexities of soccer administration in Zimbabwe, bridging gaps between the findings and existing literature and providing stakeholder-specific recommendations for soccer clubs.

CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS

6.0 Overview

This chapter summarizes the study findings highlighted in the previous chapter and discusses the recommendations for the current study and future research.

6.1 Conclusion

In conclusion, this research delved into the strategic planning processes of Zimbabwe Premier Soccer League clubs, aiming to assess managerial experience, qualifications, incentives, and factors contributing to maladministration in soccer development. The findings revealed various managerial experiences and qualifications among participants, emphasizing the multifaceted nature of soccer administration. The historical context of maladministration, including political interference and lack of transparency, was acknowledged, aligning with existing literature on the challenges faced by Zimbabwean soccer. The study highlighted critical factors contributing to maladministration, particularly in administrative planning processes. Inconsistencies in the frequency and intensity of administrative sessions, uncertainties about participant roles, and challenges in distinguishing operational from administrative matters emerged as significant issues. The research highlighted the need for clarity, education, and stakeholder involvement to enhance effective administrative planning.

Mitigating measures against maladministration were proposed, emphasizing the importance of administrative direction tools, transparency, accountability, merit-based recruitment, technological integration, and citizen empowerment. Despite significant monetary incentives, the participant's commitment to their roles challenged traditional assumptions about the correlation between remuneration and commitment, suggesting a nuanced interplay of passion and duty. In light of the findings, this research recommends a holistic approach to soccer administration, incorporating clear governance structures, continuous education, and stakeholder involvement. The study's contribution lies in exploring the intricate relationship between incentives and commitment, offering valuable insights for soccer clubs, administrators, and policymakers. This research contributes to the body of knowledge by providing a comprehensive understanding of the challenges and opportunities within the strategic planning processes of Zimbabwean soccer clubs, ultimately paving the way for improved governance and development in soccer administration.

6.2 Recommendations

Recommendations and subsequent future research proposals were made. Several stakeholders were affected, mainly Zimbabwe PSL soccer clubs, ZIFA, the corporate sector and the Ministry of Sport and Recreation. Because of the findings, the study recommends the following actions to be taken by football stakeholders who are the Zimbabwe Premier Soccer League, Zimbabwe Football Association and the Ministry of Sports and Recreation:

6.2.1 The recommendations for the Zimbabwe Premier Soccer League

6.2.1.1 Clearly define administrative planning sessions:

In the research it was discovered that there was no clear planning in the football clubs as people from the administrative side are also seen getting involved in technical duty responsibilities of coaching the team. Therefore the Zimbabwean Premier Soccer League should establish clear guidelines and definitions for administrative planning sessions to avoid confusion with operational or technical matters. This includes specifying the frequency, duration, and attendees' roles and responsibilities during these sessions.

6.2.1.2 Encourage board participation

Most of the board executive members are not involved in the planning of the clubs' goal due to other commitments therefore Zimbabwe Premier Soccer League should encourage active involvement of their boards administrative planning processes. Board members can provide valuable strategic insights and oversight, ensuring alignment with the club's long-term goals and objectives.

6.2. 2. Recommendation for Zimbabwe Football Association

6.2.2.1 Implementation of long-term focus

Clubs should shift their focus from short-term planning to long-term strategic planning, spanning over 3 to 5 years. This approach allows for more comprehensive and sustainable development strategies, addressing both immediate challenges and future opportunities.

Enhance Transparency and Accountability: Soccer clubs should regularly disclose financial reports and decisions to the public. Establishing an independent oversight body can ensure accountability

and investigate potential corruption. Implementing a code of conduct for soccer management with clear ethical standards and consequences for non-compliance is crucial. This will promote integrity and deter maladministration practices.

6.2.2.2 Improve Managerial Incentives

Soccer clubs should consider providing incentives to managers and staff to recognize their contributions. These incentives can include stipends, performance bonuses, or allowances like telephone and fuel allowances. Recognizing and rewarding managers' efforts can boost motivation and commitment to the club's success.

6.2.3 Recommendations for the Ministry of Sports and Recreation.

6.2.3.1 Invest in Education and Training

There is a need to educate and train soccer club managers and stakeholders on best practices in club management. This includes knowledge about governance, administration, and strategic planning. Establishing training programs and workshops can enhance skills and ensure a more professional approach to running soccer clubs.

6.2.3.2 Improving of the football facilities

Moreover, participants complained of the poor state of soccer facilities which they utilize to train and hold soccer matches. It appears that many grassroots soccer facilities still leave much to be desired. This may negatively affect the strategic planning of the soccer clubs and their overall growth prospects.

While progress has been made by the Ministry of Sport and recreation and other stakeholders, soccer infrastructure development needs to be accelerated if the state of Zimbabwe PSL soccer is to be significantly improved.

6.3 Recommendations Future Research

With the above recommendations in mind, it is important that the progress made be monitored and reported. As part of future research, an impact study of the above recommendations is necessary.

Future research recommendation: Conduct a detailed study on the impact of board involvement in soccer clubs' administrative planning processes. Investigate how board participation influences decision-making, strategic direction, and overall club performance in the long term.

6.4 Study Limitations

The study is limited to Zimbabwe PSL regions in the Harare province only, and this may pose challenges in realizing an accurate reflection of what is happening in other Zimbabwe PSL regions across Zimbabwe. It might be imprudent for the research to generalize the findings thereof, as these may not be a true reflection of what is happening around the rest Zimbabwe PSL regions, or other existing sporting codes.

A snap shot perspective was employed when data was collected, at a different period with different participants, or at different levels, which means that the findings could be different under different circumstances. There were instances during the interviews where some of the participants made certain accusatory inferences against Zimbabwe PSL.

REFERENCES

- Akandes, Y., & Kirwin, M. (2019). "The Political Economy of Football In Cameroon: Unanswered Questions." *Journal of African Sport Research*, 11(1), 1-20.
- Alegi, P. (2010) *African Soccer capes: How a Continent Changed the World's Game*. Lagos: Ohio University Press
- Banda, A., & Wright, G. (2016). *Harnessing African knowledge and Capacities for Development: Research Handbook on the Theory and Practice of International Lawmaking*. Havard: Edward Elgar Publishing.
- Bardhan, P. (1997). "Corruption and Development: a Review of Issues." *Journal of Economic Literature*, 35(3), 1320-1346.
- Bertalanffy, L. V. (1968). *General System Theory: Foundations, Development, Applications*. Rio De Janeiro: George Brazille
- Blake, A. (2019). "Financial Mismanagement and Corruption in Soccer: A global Perspective." *Journal of Sports Economics*, 20(7), 847–869.
- Chalachew, K. N. (2019). "Political Interference and Football Governance in Ethiopia." *African Journal for Physical, Health Education, Recreation, and Dance*, 25(3), 172-186.
- Chikopela, N. (2017). "The role of Infrastructure in The Development of Soccer in Zimbabwe." *African Journal of Physical Education and Sport Sciences*, 23(2), 124-138.
- Chipande, H. D. (2016). "The Structural Adjustment of Football in Zambia: Politics, Decline and Dispersal, 1991–1994." *The International Journal of the History of Sport*, 33(15), 1847-1865.
- Chiweshe, M. K. (2018). "Zimbabwe." *The Palgrave International Handbook of Football and Politics*, Vol. 9, No.2, 447-465.
- Darby, P. (2002). *Africa, Football and FIFA Politics, Colonialism and Resistance*. London: London; Taylor and Francis

- Darby, P. (2007). *Out of Africa: The Exodus of Elite African Football Talent to Europe*. Harvard: Harvard University Press.
- Darby, P. (2014). "Political interference in soccer: Case studies from Asia." *Soccer & Society*, 15(5), 663–678.
- DiMaggio, P. J., & Powell, W. W. (1983). "The Iron Cage Revisited: Institutional Isomorphism and Collective Rationality in Organizational Fields." *American Sociological Review*, 48(2), 147-160.
- Dube, D. (2020). *Reducing Spectator Violence in Zimbabwe's Premier Soccer League*. Cambridge: Cambridge University Press.
- Forrester, J. W. (1961). *Industrial Dynamics*. Cambridge, MA: MIT Press.
- Guy, J. (2016). "The Divisive Role of FIFA: How Political Interference Negatively Affects Domestic Football." *Soccer & Society*, 17(6), 816-830.
- Harborne, P., et al. (2019). "Soccer Culture and Grassroots Development in India: A critical Analysis." *Soccer & Society*, 20(5-6), 895–910,
- Heald, M. (2006). *Management Accounting: A History of The Development and Practice of Management Accounting in Britain And The U.S.A*. London: Routledge.
- Johnson, D., & Brown, K. (2019). "Team Cohesion and Match Outcomes in Soccer: A Study of 30 Teams from Different Leagues." *Soccer Research Journal*, 15(2), 78-91.
- Katz, D., & Kahn, R. L. (1966). *The Social Psychology of Organizations*. New York: Wiley.
- Kitsiou, C., & Rihova, I. (2019). "Soccer in Belarus: Between Political Interference and Sporting Aspirations." *Identities*, 26(3), 334–351.
- Machika, R., & Gukelberger, J. (2014). "South Africa's "Global City" Aspirations: The Success of the 2010 FIFA World Cup amidst ongoing development Failures and Socioeconomic Challenges." *African Geographical Review*, 33(2), 121-138.
- Magonde, S., & Nhamo, E. (2014). Challenges Faced by the Zimbabwe Football Association on Securing Corporate Sponsorship." *International Journal of Science and Research (IJSR)*. Vol. 3 No. 11, 2011-2017.

- Mandizvidza, K. (2008). "An analysis of the development of soccer in Zimbabwe." *The International Journal of the History of Sport*, 25(4), 429-444.
- Mangan, J., et al. (2016). "Grassroots Development and Sporting Culture: The impact of Maladministration in Soccer." *Sport in Society*, 19(10), 1527–1542.
- Mavima, P. (2016). "The Socio-Economic Causes of Financial Mismanagement in Zimbabwean Football." *Journal of Economics and Finance*, 22(3), 237-254.
- Meyer, J. W., & Rowan, B. (1977). "Institutionalized organizations: Formal Structure as Myth and Ceremony." *American Journal of Sociology*, 83(2), 340-363.
- Mintzberg, H. (1987). "Crafting Strategy." *Harvard Business Review*, 65(4), 66-75.
- Mohlala, P., & Mandindi, S. (2017). Governance, Corruption and Nigerian Football." *Africa Digest of Criminal Justice*, 2(6), 24-37.
- Morgan, G. (2006). *Images of Organization*. Thousand Oaks, CA: Sage.
- Moyo, G., & Phulu, K. I. (2021). *The Weaponisation of the Coronavirus Crisis in Zimbabwe: Legal and extra-legal instruments*. Harare: Zimbabwe.
- Muchademba, M. (2016). "The Impact of The Lack of Youth Development Programs on Zimbabwean Football." *Journal of Sports Science and Medicine*, 15(4), 683-695.
- Mukonza, R. M. (2013). "Anti-corruption and Local Governance in Zimbabwe: a case of Chitungwiza Municipality." *Journal of US-China Public Administration*, 10(1), 39-48.
- Ndakaripa, M. (2021). "Zimbabwe's Economic Meltdown: Are Sanctions Really to Blame?" *The Washington Quarterly*, 44(2), 95-120.
- Ngounou, B. (2014). "FIFA suspends Cameroon Over Alleged Corruption." Al Jazeera. <https://www.aljazeera.com/news/africa/2013/07/20137247926465103.html>. Accessed on 11th February 2024.
- Ochieng, L. (2018). "The politics of soccer in Kenya: Stakeholder Perceptions of the Impact of Devolution on Soccer Development." *African Geographical Review*, 37(3), 264-282.

- Petitjean, F. (2018). "Weak Institutional Frameworks and Governance in Global Soccer." *International Journal of Sport Policy and Politics*, 10(4), 637–651.
- Rapoport, R. (2015). The FIFA scandal: A comprehensive timeline. USA Today. <https://www.usatoday.com/story/sports/soccer/2015/05/27/fifa-scandal-timeline-sepp-blatter-suspended/28092491/>. Accessed on 11th February 2024.
- Scott, W. R. (2014). *Institutions and Organizations: Ideas, Interests, and Identities*. London: Sage Publications.
- Senge, P. M. (1990). *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York: Doubleday/Currency.
- Smith, A., Johnson, B., & Williams, C. (2018). "The Impact of Coaching Techniques on Player Performance." *Journal of Sports Science*, 20(3), 45-58.
- Transparency International. (2012). *Global Corruption Report: Sport*. Cambridge: Cambridge University Press.
- Venter, G. (2018). *The Political Origins of Football. The Palgrave International Handbook of Football and Politics*. London: London University Press.
- Woods, M., & Singer, J. (2018). *Financial mismanagement in European football. In Football and Management*. London: Springer.
- Zahid, M. (2018). *Corruption and Soccer in Africa: Empirical Evidence on the Determinants of Association Soccer Success in the Continent*. London: London University Press.
- Zakeyo, J., & Tunku-Mamman, N. (2018). "Corruption, match-fixing, and the Integrity of Soccer in Zimbabwe." *International Journal of Sports Ethics*, 11(2), 147-161.

APPENDICES

Appendix A: Field Work Permission Letter



THE UNIVERSITY OF ZAMBIA
SCHOOL OF EDUCATION

Telephone: 291%81

PO Box 32379

Telegram: UNZA, LUSAKA

Lusaka, Zambia

Telex: UNZALU ZA 44370

Fax: +260-1-292702

=====
Date... 7/02/22

TO WHOM IT MAY CONCERN

Dear Sir/Madam

RE: FIELD WORK FOR MASTERS/ PhD STUDENTS

The bearer of this letter Mr. Ms. THOMSON MATIENDA
number... 2019112361... is a duly registered student at the University of
Zambia, School of Education.
computer

He/She is taking a Masters/PhD programme in Education. The programme has a fieldwork component which he/she has to complete.

We shall greatly
the necessary assistance rendered to

Yours faithfully

e,

Bibian Kalinde (Dr)
ASSISTANT DEAN
POSTGRADUATE
SCHOOL OF EDUCATION

cc: Dean-Education
Director-DRGS

if the necessary assistance is rendered



POSTGRADUATE STUDIES- SCHOOL OF EDUCATION

appreciate if
him/her/.

STUDIES-



Appendix B: Permission Letter

Dear Sir,

REF: PERMISSION TO CONDUCT A RESEARCH FROM ZIMBABWE PREMIER LEAGUE CLUBS

This letter serves to advise that Thomson Matenda computer number 2019112361 is duly registered student for Masters Degree in Physical Education and Sports at the University of Zambia, School of Education has been granted permission to conduct his research from Zimbabwe premier soccer league clubs.

We shall get appreciate if the premier soccer league teams cooperate with this request.

Yours sincerely,

K NDEBELE (CEO)

Appendix C: Informed Consent

Informed consent for participation in an academic research project

TOPIC: Maladministration and soccer: Determinants of association soccer success in Zimbabwe

Dear Participant,

My name is Mr. Thomson Matenda (**2019112361**) of a Postgraduate student at the University of Zambia pursuing a Master's of Education in Physical Education Sport. I am conducting a study on the Maladministration and soccer: empirical evidence on the determinants of association soccer success in Zimbabwe.

You are herewith invited to participate in an academic research study conducted by Thomson Matenda, a student in the Master of Education in Physical Education and Sport in Primary Education.

All your answers will be treated as confidential, and you will not be identified in any of the research reports emanating from this research.

Your participation in this study is very important to us. You may however choose not to participate and you may also withdraw from the study at any time without any negative consequences.

Your willingness to participate in an interview will be highly appreciated. Please answer the questions as completely and honestly as possible. This should not take more than 50-60 minutes of your time.

The results of the study will be used for academic purposes only and may be published in an academic journal. We will provide you with a summary of our findings on request.

Please sign below to indicate your willingness to participate in the study.

Yours sincerely,

Thomson Matenda (**2019112361**).

Appendix D: Interview Guide

**MALADMINISTRATION AND SOCCER: DETERMINANTS OF ASSOCIATION
SOCCER SUCCESS IN ZIMBABWE**

INTERVIEW GUIDE

1. How long have you been part of the management of your soccer club?.....

2. During your tenure, what was the major changes you observed with regards to:
 - (a) The manner in which your management operates
.....
.....
.....
 - (b) The external environment
.....
.....
.....

3. Describe the administrative management process within your soccer club:
 - (a) Who is involved and what are their respective roles?
.....
.....
.....
 - (b) Are there specific timeframes that you need to adhere to?
.....
.....
.....
 - (c) Which administrative soccer process component(s) do you consider or utilize?
.....
.....

(d) Which administrative analysis tool(s) do you employ?

.....

4. How often do management set aside time for planning and deal with administrative issues?.....

5. In terms of leading and managing the soccer club, what is the role of:

(a) The management of the of the soccer club

.....

(b) Volunteer

.....

(c) The board (if applicable)

.....

6. What do you think can be done to improve the administration management process?

.....

.....

7. When you consider your current administrative process, what works well and what are you proud of?

.....

.....

.....

8. When you consider your current administration management process, what keeps you awake at night (key challenges)?

.....

.....

9. How involved are you with the day-to-day running of the association?

.....
.....

10. Which academic qualification(s) do you hold to help in executing your task(s)/role(s)?

.....
.....

11. Do the management and team(s) undergo training to equip them for their roles?

.....
.....

12. Do you offer orientation for new members of management? (If yes, what does it cover?)

.....
.....

13. Are the management team paid for their services? (If yes, for which services?)

.....
.....

14. What other roles do you play within the sport fraternity?

.....
.....

15. Is there anything else that you may need to add to all that you have already mentioned?

.....
.....

Thank you for your time!